Board of Directors Meeting Agenda

FEBRUARY 20, 2025 • 9:00 A.M. – 12:00 P.M., ET
RESIDENCE INN TALLAHASSEE UNIVERSITIES AT THE CAPITOL | TALLAHASSEE
MEETING ROOM: THE UNIVERSITIES (SEMINOLE AND RATTLER ROOMS)

Chair's Welcome and Remarks ***Stephanie Smith***

Consent Agenda

1. December 11, 2024, Board of Directors Meeting Minutes
2. January 23, 2025, Executive Committee Meeting Minutes
3. Approval of Wendy Castle to serve as FloridaCommerce Designee
4. Workforce Innovation and Opportunity Act Local Workforce Development Board Local and Regional Plan Approval
5. Local Workforce Development Board Composition and Certification
6. Recommendation to Sunset Three CareerSource Florida Strategic and Administrative Policies
    - CareerSource Florida Policy – Performance Incentives Policy
    - CareerSource Florida Administrative Policy – Reemployment and Eligibility Assessment (REA) Program
    - CareerSource Florida Administrative Policy – Employed and Incumbent Worker Training
7. 2025-2026 Updated Master Credentials List

President's Report ***Adrienne Johnston***

Joint Council Meeting Report ***Sophia Eccleston***
Chair

Action Items

1. Designation of Regional Planning Areas ***Karmyn Hill***
Bureau Chief, One-Stop and Program Support
FloridaCommerce
2. CareerSource Florida Workforce Policy 088 – Performance Requirements for Local Workforce Development Boards ***Victoria Gaitanis***
3. CareerSource Florida Workforce Policy 100 – Work-Based Training and Work-Based Learning Opportunities
4. CareerSource Florida Workforce Policy – Florida Workforce System Statewide Brand ***Keri Nucatola***

Marketing Campaign Updates ***Keri Nucatola***

Empowering Youth: Scholarships and Credentials for Future Workforce Success

John Davis
Secretary, Florida Lottery
Adam Emerson
Executive Director, Florida Dept. of Education, Office of School Choice
Joshua Matlock
President & CEO, CareerSource Suncoast
Tadar Muhammad
Chief Operating Officer and Vice President, CareerSource Central Florida
Amy Yount
President & CEO, Step Up Suncoast

FloridaCommerce Report — ***J. Alex Kelly***, *Secretary, FloridaCommerce*

Statewide Assessment — ***Kristy Farina***, *Economic Research and Analysis Administrator, FloridaCommerce*

Local Partners Report — ***Marcus McBride, Ph.D.***, *CEO, CareerSource Escarosa; President, Florida Workforce Development Association*

Open Discussion/Public Comment

Closing Remarks — ***Stephanie Smith***

UPCOMING MEETINGS

- **Finance Council Meeting**, May 20, 10:00 a.m. – 12:00 p.m., Ft. Myers
- **Strategic Policy and Performance Council Meeting**, May 20, 1:00 – 2:00 p.m., Ft. Myers
- **Board of Directors Meeting**, May 21, 9:00 a.m. – 12:00 p.m., Ft. Myers

CareerSource Florida
Board of Directors Meeting
February 20, 2025
Consent Item 1

Approved_____
Disapproved_____

Consent Item 1

December 11, 2024, BOARD OF DIRECTORS MEETING MINUTES

In accordance with Article VII, Section 7.3 of the approved bylaws, the corporation is required to keep correct and complete books and records of accounts and shall keep minutes on the proceedings of the board of directors.

FOR CONSIDERATION

- **Approval of December 11, 2024, Board of Directors Meeting Minutes, to include any modifications or changes noted by the board.**

CareerSource Florida
Board of Directors Meeting Minutes
December 11, 2024

I. Call to Order

Chair Stephanie Smith called the Board of Directors meeting to order at 9:30 a.m. on December 11, 2024.

II. Roll Call

CareerSource Florida Board Relations Director Madison Frazee conducted a roll call. The following members were present:

Stephanie Smith
John Adams
Jennifer O'Flannery Anderson
Erik Arroyo
Bayne Beecher
Robert Doyle
Sophia Eccleston
Eric Hall
Casey Penn
Tim Hinson
Alex Kelly
Joe Marino
Bailey Mateer
Kevin McDonald
Lauren Melo
Kevin O'Farrell
D.C. Reeves
Kelly Rogers
Robert Salonen
Brian Sartain
Andrew Schmadeke
Les Sims
Scott Singer
Meridith Stanfield
Dana Trabulsy

III. Chair's Opening Remarks

Chair Smith highlighted the meeting agenda and went over housekeeping items before moving into the Consent Agenda.

IV. Consent Agenda

Chair Smith presented the consent agenda.

1. September 2024 Board of Directors Meeting Minutes
2. October 2024 Executive Committee Meeting Minutes
3. Sunset of CareerSource Florida Strategic Policy – Incumbent Worker Training Program

4. Sunset of CareerSource Florida Strategic Policy – Certification of Local Workforce Development Areas and Local Workforce Development Boards
5. Sunset of CareerSource Florida Strategic Policy – Board Governance and Leadership Policy 6. 2024-2025 Updated Master Credentials List

Chair Smith called for a vote to approve the consent agenda.

Motion: Scott Singer
Second: Erik Arroyo

The consent agenda passed unanimously. There were no public comments.

V. President's Report

CareerSource Florida President and CEO Adrienne Johnston started off her report by providing an update on two new CareerSource Florida team members before diving into updates on state labor market and economic data, CareerSource Florida's recently published FY 23-24 Annual Report, priority initiatives, as well as recently attended events throughout the state.

Johnston concluded her report reminding members of the board about the upcoming quarterly February 2025 meetings held in Tallahassee.

VI. Finance Council Report

Finance Council Chair Kevin McDonald provided an update on the Finance Council meeting from the day before, highlighting its agenda items, approved action items for the full board's review and discussion points.

VII. Strategic Policy and Performance Council Report

Strategic Policy and Performance Council Chair Sophia Eccleston provided an update on the Strategic Policy and Performance Council meeting from the day before, highlighting its agenda items, approved action items for the full board's review and discussion points.

VIII. Action Items

CareerSource Florida Senior Director of Workforce Program Development Adam Briggs presented the first three action items recommended for approval at the joint Strategic Policy and Performance and Finance Council meeting held the previous day.

1. **Workforce Policy 091 – Local Workforce Development Board Composition and Certification**

Chair Smith called for a vote to approve the action item.

Motion: Bayne Beecher
Second: John Adams

The action item passed unanimously. There were no public comments.

2. **Workforce Policy 110 – Local Workforce Development Area and Board Governance**

Chair Smith called for a vote to approve the action item.

Motion: Eric Hall
Second: Sophia Eccleston

The action item passed unanimously. There were no public comments.

3. Workforce Policy – CareerSource Florida Ethics and Transparency

Chair Smith called for a vote to approve the action item.

Motion: Jennifer O'Flannery Anderson
Second: Alex Kelly

The action item passed unanimously. There were no public comments.

FloridaCommerce Bureau Chief of One-Stop and Program Support Karmyn Hill presented action item 4.

4. WIOA Local Plans

Chair Smith called for a vote to approve the action item.

Motion: Kevin McDonald
Second: Bayne Beecher

The action item passed unanimously. There were no public comments.

CareerSource Florida Chief Operating Officer Jason McCandless presented action item 5, recommended for approval at the Finance Council meeting held the previous day.

5. Acceptance of CareerSource Florida 2023-2024 Annual Audit

Chair Smith called for a vote to approve the action item.

Motion: Scott Singer
Second: Sophia Eccleston

The action item passed unanimously. There were no public comments.

CareerSource Florida Senior Attorney Brent McNeal presented action item 6.

6. CareerSource Florida Bylaws

Chair Smith called for a vote to approve the action item.

Motion: Jennifer O'Flannery Anderson
Second: Sophia Eccleston

The action item passed unanimously. There were no public comments.

IX. Sunshine Law

CareerSource Florida Senior Attorney Brent McNeal highlighted key points for the board, like, code of ethics for public officers and the Florida Constitution, before providing an overview on Florida's Sunshine Law.

X. Advancing Florida's Workforce System

CareerSource Florida Program Director Garrick Wright provided an update on the newly aligned local workforce development boards, continuous workforce system improvements, regional planning and next steps.

XI. FloridaCommerce Report

FloridaCommerce Secretary Alex Kelly began his presentation with a Broadband update, noting the Fiber Technician Training Plan. Kelly highlighted post-disaster business recovery response, ongoing investments within FloridaCommerce, their Italy trade mission and FL WINS program updates before concluding his presentation.

XII. Local Partners Report

Florida Workforce Development Association (FWDA) President and CareerSource Escarosa CEO Marcus McBride provided a report on the behalf of the local workforce development board partners, noting the many tasks that take places for business and job seekers at the local level on a daily basis.

McBride shared his gratitude on behalf of FWDA for President Johnston and partners at FloridaCommerce, including them at the local level as a valued partner.

XIII. Open Discussion/Public Comment

Chair Smith opened up the floor for discussion amongst board members before asking if there were any comments from the public.

There were no public comments.

XIV. Chair's Closing Remarks

Chair Smith thanked the board for their attention and contributions during the meeting.

She noted upcoming meetings before adjourning the meeting.

The meeting was adjourned at 11:45 a.m.

*Additional meeting dialogue is recorded and available online at **this link**.*

CareerSource Florida
Board of Directors Meeting
February 20, 2025
Consent Item 2

Approved_____
Disapproved_____

Consent Item 2

JANUARY 2025 EXECUTIVE COMMITTEE MEETING MINUTES

In accordance with Article VII, Section 7.3 of the approved bylaws, the corporation is required to keep correct and complete books and records of accounts and shall keep minutes on the proceedings of the board of directors.

FOR CONSIDERATION

- **Approval of January 23, 2025, Meeting Minutes, to include any modifications or changes noted by the board.**

CareerSource Florida
Executive Committee Meeting Minutes
January 23, 2025

I. CALL TO ORDER

Chair Stephanie Smith called the meeting to order at 2:30 p.m. ET.

II. ROLL CALL

The following members were present:

Stephanie Smith
Jennifer O'Flannery Anderson
Sophia Eccleston
Alex Kelly
Kevin McDonald
Meredith Stanfield

III. ACTION ITEM

- **Determination on Appeal of Credentials Review Committee Actions**
  - **Certified Fiber Optic Specialist, Testing (CFOS/T)**
  - **Certified Fiber Optics Splicing Specialist (CFOS/S)**
  - **Certified Fiber Optics Technician (CFOT)**
  - **Collaborative Action Robotics Occupational Learning 4.0 (CAROL 4.0)**
  - **Intuit Personal Finance**
  - **Certified Veterinary Assistant (CVA)**
  - **Culinary Foundations**
  - **Certified Electrical Apprenticeship – Level One**
  - **Center for Financial Responsibility Personal Financial Literacy Certification**

Chair Smith called for a vote to approve the Action Item.

Motion: Jennifer O'Flannery Anderson
Second: Sophia Eccleston

There were no members of the public wishing to comment on the Action Item.

The action item passed unanimously.

IV. OPEN DISCUSSION/PUBLIC COMMENT

There were no additional comments from the Committee or the public.

V. CHAIR'S CLOSING REMARKS

Chair Smith closed by thanking Committee members for their time and reminded them of upcoming CareerSource Florida meetings.

The meeting adjourned at 2:41 p.m. ET.

VI. BOARD SECRETARY CERTIFICATION

In accordance with Article VII, Section 7.3, I hereby certify these minutes reflect the proceedings by the Board of Directors of CareerSource Florida, have been reviewed by the Board, and approved or approved with modifications which have been incorporated herein.

_____ _____

Adrienne Johnston Date
Board Secretary

Additional meeting dialogue is recorded and available online at this link.

CareerSource Florida
Board of Directors Meeting
Feb. 20, 2025
Consent Item 3
Approved_____
Disapproved_____

Consent Item 3

APPOINTMENT OF DESIGNEE TO SERVE IN PLACE OF APPOINTED BOARD MEMBER

Pursuant to Section 445.004(3)(a), Florida Statutes, and Public Law No. 113-128, Title I, Section 101(b), Florida Department of Commerce Secretary J. Alex Kelly serves as a member of the CareerSource Florida Board of Directors.

Pursuant to the CareerSource Florida Bylaws, s. 4.17, Secretary Kelly designates FloridaCommerce Division of Workforce Services Assistant Deputy Secretary Wendy Castle to serve in his absence, subject to the board's approval.

FOR CONSIDERATION

- **Approval of FloridaCommerce Secretary J. Alex Kelly's request to appoint Assistant Deputy Secretary Wendy Castle as the FloridaCommerce designee to serve in his absence on the CareerSource Florida Board of Directors, contingent upon any additional information or approval signatures required.**

Board Designee Bio

Wendy Castle

Wendy Castle serves as the Assistant Deputy Secretary for the Florida Department of Commerce (FloridaCommerce), Division of Workforce Services. Prior to her current role, Castle served as the Chief for the Reemployment Assistance Program since 2019. Castle has an extensive background in government operations and management, holding various positions with the State of Florida for nearly 30 years. At FloridaCommerce, Castle has been integral to the advancement of the Reemployment Assistance Modernization Program, promoting the improved delivery of Reemployment Assistance services, resources, and opportunities for one of the state's most vulnerable populations. Prior to joining FloridaCommerce, Castle served as the Deputy Director of the Florida Department of Business and Professional Regulations' Division of Service Operations where she analyzed existing business procedures and identified areas of improvement that led to improved quality assurance and increased user satisfaction.

Castle offers profound expertise from her experience in state government, including process optimization, policy analysis, regulatory review, and project implementation to best serve the state, its partners, and stakeholders. Castle also serves as Chair of the Unemployment Insurance Committee for the National Association of State Workforce Agencies.

February 3, 2025

Stephanie Smith, Chairman
CareerSource Florida
P.O. Box 13179
Tallahassee, FL 32317

RE: Designation of CareerSource Florida Board Member

Dear Chairman Smith,

Section 445.004(3)(d), Florida Statutes, provides that the Secretary of the Florida Department of Commerce, or a designee, serves as a member of the CareerSource Florida Board of Directors. I am hereby designating Wendy Castle, Assistant Deputy Secretary of the Division of Workforce Services, to serve in my place on the CareerSource Florida Board of Directors, effective February 3, 2025.

If you have any questions concerning this matter, please contact me at (850) 245-7298.

Sincerely,

J. Alex Kelly
Secretary

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

CareerSource Florida
Board of Directors Meeting
February 20, 2025
Consent Item 4

Approved_____
Disapproved_____

Consent Item 4

WORKFORCE INNOVATION AND OPPORTUNITY ACT LOCAL WORKFORCE DEVELOPMENT BOARD LOCAL AND REGIONAL PLAN APPROVAL

The Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board to develop and deliver to the state a four-year plan. WIOA also encourages the development of planning regions to align workforce development areas and available resources to provide coordinated and efficient services to both job seekers and employers. In partnership with the chief local elected official, local areas must submit a regional plan that addresses the requirements at WIOA secs. 106(c)(1)(A)-(H) and incorporate the local planning requirements identified for local plans at WIOA secs. 108(b)(1)-(22).

The CareerSource Florida Board of Directors in December 2024 conditionally approved several local workforce development boards contingent upon receipt of additional information or approval signatures. Three local workforce development boards provided updated local and regional plans which have been reviewed by the Florida Department of Commerce (FloridaCommerce) for compliance.

CareerSource Florida and FloridaCommerce recommend approval of the local and regional plans for three local workforce development boards and conditional approval of the local and regional plans for five local workforce development boards, contingent on any additional information or approval signatures required.

FOR CONSIDERATION

1. **Approve the WIOA local and regional plans for the following local workforce development boards:**

   - **CareerSource Capital Region**
   - **CareerSource Central Florida**
   - **CareerSource Polk**

2. **Conditionally approve the WIOA local and regional plans for the following local workforce development boards, contingent on receipt of any additional information or approval signatures required, through June 30, 2025:**

   - **CareerSource Pasco Hernando**
   - **CareerSource Heartland**
   - **CareerSource Research Coast**
   - **CareerSource Palm Beach County**
   - **CareerSource North Central Florida**

CareerSource Capital Region

Workforce Innovation and Opportunity Act Local Plan

January 1, 2025 – December 31, 2028

Primary Contact: Jim McShane

Telephone: 850-559-3860

Email: jim.mcshane@careersourcecapitalregion.com

Secondary Contact: Tandria Edwards

Telephone: 850-617-4591

Email: Tandria.edwards@careersourcecapitalregion.com

Street Address 2601 Blair Stone Rd, Building C, Suite 200

City/State/Zip Tallahassee, FL 32301

Website URL: www.careersourcecapitalregion.com

Date Submitted: October 02, 2024

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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.

The chief elected officials for LWDA 5 are:

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

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

Quincee Messersmith, County Commissioner, Consortium Chair
Wakulla County Board of County Commissioners
PO Box 1263
Crawfordville, Florida 32326-1263
Telephone Number: (850) 508-7774
Email Address: qmessersmith@mywakulla.com

J.T. Surles, County Commissioner
Jefferson County Board of County Commissioners
1 Courthouse Cir Rm 10
Monticello, FL 32344
Telephone Number: 850-342-0223
Email Address: jtsurles@jeffersoncountyfl.gov

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

The CareerSource Capital Region Consortium is made up of a designee from each of the four county commissions. Prior to submission of the local plan, feedback was sought from the Consortium to help guide the direction of the local plan. A draft document, along with highlights and proposed changes were included for their review and consideration.

Additionally, a series of open-ended questions were posed as the plan was routed through committee meetings to gain direction/input for proposed changes. All feedback and recommended changes, within reason, were incorporated into the draft plan.

The plan was routed to the CSCR Board of Directors review and feedback prior to the public comment phase. Upon completion of the public comment phase, any feedback received from the public will be incorporated, if warranted. At this juncture, the draft plan, including all prior input, will be brought back to the Consortium and the Board of Directors/Committees for additional review and feedback. Barring no additional changes, the plan will be considered final and ready for the appropriate approval process(es). At the designated Board of Directors meeting, the Consortium and Board of Directors will provide their approval of the plan. Based on the agreement from both bodies of authority, the plan will be signed by the CLEOs and Board of Directors' Chair verifying their consent and approval of the local plan.

(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.

The consortium includes Commissioner Kimblin NeSmith, Commissioner Nick Maddox, Commissioner Quincee Messersmith and Commissioner J.T. Surles. The Consortium Chair, Quincee Messersmith, has authority to sign on behalf of the Consortium.

(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.

Board of Director's Chair – Kevin Vaughn, Owner
7/1/2021-06/30/2026
Rogers, Gunter, Vaughn Insurance (Insurance Carriers NAICS 5241)
68c Feli Way
Crawfordville, FL 32327-2368
850-926-7900
Kvaughn@rgvi.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.

Board of Director's Vice-Chair – Martina McDowell, Market Manager
7/1/2021-06/30/2025
Manpower
2417 Mill Creek Ct. Suite 3
Tallahassee, FL 32308-4395
850-386-8150
martina.mcdowell@manpower.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.
See attachment "E_2024 Board Roster for 4 Year Plan."

(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.

The organization's approach to completing the local plan is one that encourages and requires the formal input of board members in all phases of the plan's development. A draft document, that provides the framework and structure by which board members can provide their input, is prepared by staff. From there, the draft plan is submitted to the board's Strategic Policy and Planning Committee (SPPC), whose charge is to make recommendations to the Board of Directors on specific policies, strategies, programs, demand occupations, training programs and activities affecting workforce development for both employer and career seeker customers. The feedback and input of the SPPC is then incorporated into the plan. The SPPC staff liaison prepares the committee's plan recommendation(s) for presentation to the board's Executive Committee (EC). The EC also has the same opportunity to provide feedback and input as the SPPC. At this juncture, the EC's recommendation regarding the local plan is then presented to the Board of Directors for approval. In order for the plan to be approved, a formal meeting is held, a quorum must be established and there must be an affirmative majority vote by those members present. The "Consortium", consisting of the four designated County Commissioners, will also review and sign off on the plan.

(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.

The CSCR Career Center Partner's Council, which consists of over 40+ community partners, was convened in order to ensure that the appropriate stakeholders provided input on the plan's development. The partners were provided the draft plan, along with key highlights and proposed changes, for their review and input and were asked to provide that information via email to the designee for incorporation into the plan.

(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)

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

(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).

In accordance with the inter-local agreement (www.careersourcecapitalregion.com/uploads/documents/CSCR_Interlocal_Agrmt_3_Counties_Executed_01_05_2021.pdf) established by the Consortium, CareerSource Capital Region will act as its own administrative entity and be responsible for all program activities as required.

(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)

Educational Data Systems, Inc. (EDSI) is the One-Stop Operator, which began serving CSCR on July 1, 2022. The term of the contract is from July 1, 2022-June 30, 2023 and can be reviewed for renewal annually, for three additional one-year periods. The contract was renewed for the 24-25 Program year.

Educational Data Systems, Inc. (EDSI)
15300 Commerce DR N #200
Dearborn, Michigan 48120-1264

(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).

With a competitive process initiated in January 2022, CSCR received two responses for a One-Stop Operator. Upon the conclusion of the review process, the Board selected EDSI, with a start date of July 1, 2022.

CareerSource Capital Region utilized the Request for Proposal (RFP) process to competitively procure our One-Stop Operator. A Public notice of the RFP was conducted through newspaper advertisement and a notice was mailed electronically to all entities or individuals found on CSCR's compiled vendor list, including minority organizations. Additionally, the RFP was posted on our website at www.careersourcecapitalregion.com. The RFP was released for a 30-day period to allow for an adequate response time from potential respondents.

(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).

The CSCR Board does not serve as the OSO but continues to perform the required oversight as prescribed by WIOA.

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

CSCR has identified and assigned the following roles and responsibilities to the one-stop-operator:

- Day-to-day operations of the career centers, including space configuration, space usage, space design and integrated service delivery design
- Develop partnerships with other community-based organizations with programs/resources that can assist in providing sufficient wraparound services thereby increasing the career seeker's ability to conduct an efficient job campaign and obtain unsubsidized employment at the highest wage possible.
- Establish and maintain relationships between all WIOA mandated one-stop partners as well as other partners that support the mission, vision and values of CareerSource Capital Region.

- Provide assistance with ensuring that Memoranda of Understanding/Agreement with all one-stop partners are executed, contains the appropriate clauses, supports the goals of WIOA and CSCR, provides the desired performance outcomes, are adhered to by all parties, as well as tracking completion, updates and expiration of agreements.
- Functional integration of all workforce investment activities of CSCR to ensure that they meet the needs of employers and career seekers by enhancing communication, coordination, collaboration and engagement.
- Manage, track and oversee a customer experience program to allow for informed business decision making by the CSCR Board of Directors and senior leadership.
- Recommend methods of continuous improvement to CSCR's senior leadership.
- Provide quarterly reports and/or presentations to CSCR's Board of Directors and select committees. In addition, attend board committee meetings (at request) to provide data/intel, feedback, advice on certain issues of interest to the Board and/or to understand the strategic direction and vision for CSCR.
- Assume a leadership role in the development of One-Stop certification applications which includes, but is not limited to, ensuring all required posters are displayed prominently, that the facilities meet all ADA requirements, an accessible workforce lab is available to all career seekers and all other State requirements (including but not limited to state and locally mandated staff training requirements are met). In addition to accessibility, ensuring that the career centers are presentable and offer a welcoming, clean and safe environment for all.
- In partnership with the Equal Opportunity Officer, develop a process to review and assess the access to facilities and program services for all career seekers, especially individuals with disabilities, youth and individuals with barriers to employment.
- Coordinate with CSCR for public relations and marketing purposes to promote the services of CSCR and its career centers/affiliate sites, including materials for outreach (traditional and social media), media spots/interviews as well as the public notices of meetings.
- Ensure non-discrimination in that career seekers have an equal opportunity to access programs and services administered by CSCR.

(e) Provide the location (address) and type of each access point, indicating whether it is a comprehensive center[4], affiliate site or specialized center, as described in Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements.

Comprehensive Centers:

Gadsden County Career Center
1140 West Clark Street
Quincy, Florida 32351

Leon County Career Center and Administrative Office
2601 Blair Stone Road

Building C - Suite 200
Tallahassee, Florida 32301

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

Other Required Access Points/Affiliate Sites:

Jefferson County
R.J. Bailor Public Library
375 S. Water St.
Monticello, FL 32344

Leon County Public Libraries (seven locations)

- Leroy Collins Leon County Main Library
  200 West Park Avenue
  Tallahassee, FL 32301
- Dr. B.L. Perry, Jr. Branch
  2817 South Adams Street
  Tallahassee, FL 32301
- Eastside Branch
  1583 Pedrick Road
  Tallahassee, FL 32317
- Jane G. Sauls Fort Braden Branch
  16327 Blountstown Highway
  Tallahassee, FL 32310
- Lake Jackson Branch
  3480-300 North Monroe Street
  Tallahassee, FL 32303
- Northeast Branch
  5513 Thomasville Road
  Tallahassee, FL 32312
- Woodville Branch
  8000 Old Woodville Road
  Tallahassee, FL 32305

Urban League of Tallahassee
923 Old Bainbridge Road
Tallahassee, FL 32303

Wakulla County Public Library
4330 Crawfordville Hwy.
Crawfordville, FL 32326

Gadsden County Public Libraries (3 Locations)

- William A. McGill Library
  732 South Pat Thomas Parkway

Quincy, FL 32351

- Chattahoochee Branch
  300 Maple Street
  Chattahoochee, FL 32324

- Havana Branch
  203 East 5th Street
  Havana, FL 32333

CSCR also operates one (1) mobile van

(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)

The hours of operation for CSCR's comprehensive Career Centers are as follows:

Gadsden County:
Monday through Friday: 8:30 am – 4:30 pm

Leon County:
Monday through Friday: 8:30 am – 4:30 pm

Wakulla County:
Monday through Friday: 8:30 am – 4:30 pm

Other Access Points/Affiliate Sites:

Jefferson County R.J. Bailor Public Library: Wednesdays: 8:30 am – 4:30 pm

Leroy Collins Leon County Main Hours: Monday through Thursday: 10:00 am – 9:00 pm; Friday: 10:00 am – 6:00 pm; Saturday: 10:00 am – 5:00 pm; Sunday: 1:00 pm – 6:00 pm

Leon County Public Library Branch Hours: Monday: Closed; Tuesday and Thursday: 11:00 am – 8:00 pm; Wednesday and Friday: 10:00 am – 6:00 pm; Saturday: 10:00 am – 4:00 pm

Urban League of Tallahassee: Monday-Thursday 9:00 am – 4:00 pm

The Rise Center: Monday-Friday 8:00 am -4:30 pm

Wakulla County Public Library: Tuesday and Thursday, 9:00 am – 8:00 pm; Wednesday and Friday, 9:00 am – 6:00 pm; Saturday 9:00 am – 1:00 pm

William A. McGill Library: Monday and Tuesday 10:00 am – 8:00 pm; Wednesday – Friday 10:00 am – 6:00 pm; Saturday 10:00 am – 2:00 pm

Gadsden County Library Branch Hours (Chattahoochee and Havana): Monday and Tuesday 11:00 am – 8:00 pm; Wednesday – Friday 11:00 am – 6:00; Saturday 10:00 am – 3:00 pm

(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)

CareerSource Capital Region operates three comprehensive one-stop centers (locally referred to as "Career Centers"). The local system is designed with the thought that each county in CSCR's operating area needs a workforce presence in their community.

Each of CSCR's Career Centers provide career seekers with access to workforce development programs and services according to the career seekers' needs. This includes the Workforce Innovation and Opportunity Act (WIOA) for eligible Adults, Dislocated Workers (DWs) and Youth; Wagner-Peyser (WP); Reemployment Services and Eligibility Assessment (RESEA); Veteran Services; Welfare Transition (WT); and Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T).

Additionally, Trade Adjustment Assistance (TAA) and Migrant Seasonal Farmworker (MSFW) programs and services are administered primarily through the Gadsden County Career Center. Career seekers also have access to a full-service resource room (with computers, copiers and fax machines), work-readiness services such as workshops that teach job searching skills, and no-cost assessments at each of CSCR's comprehensive Career Centers.

CSCR also has an access point in Jefferson County, within the Jefferson County R.J. Bailor Public Library, where career seekers have access to the most of the same workforce development programs and services offered within the comprehensive career centers. This includes the Workforce Innovation and Opportunity Act (WIOA) for eligible Adults, Dislocated Workers (DWs) and Youth; Wagner-Peyser (WP); Welfare Transition (WT); Supplemental Nutrition Assistance Program, Employment and Training (SNAP E&T); Reemployment Services and Eligibility Assessment (RESEA) and Veteran Services.

CSCR also operates one (1) mobile van that is technologically equipped similarly as the resource rooms located within our Career Centers. The mobile unit is utilized, primarily, at events such as job fairs, hiring fairs and recruitment events; community events at which career seeker and/or business customers are expected to attend; and during natural disasters that may have rendered the Career Center inoperable. Also, known as a "career center on wheels", the mobile van allows CSCR to provide career seekers in the community with access to the state's web-based labor exchange system - Employ Florida (EF) in order to register in the system, enter/update their resume, search for open and available positions, and to access the myriad of different resources available through EF. Career seekers may also submit online applications and even print work-related information that they need to secure employment.

Lastly, CSCR has also implemented an Affiliate Status Program (ASP) in which CSCR partners with community organizations who have space and available computers (with high-speed internet access and sufficient anti-virus and privacy-protection software) that are open to the general public as well as staff who can assist career seekers with accessing EF. The ASP was established in order to provide greater access to workforce services by career seekers who are not readily able to travel to a Career Center. For services not available within the Affiliate Site, individuals are referred to a Career Center

for assistance. Examples of ideal locations to serve as an affiliate site include community centers, churches and libraries. CSCR plans to expand its ASPs in the more rural communities such as Monticello, Chattahoochee, Havana and Panacea, to increase services provided and usage of EF.

(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).

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

(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)).

CSCR is coordinating services on a local and regional scale. We are one of five Florida LWDBs participating in the Workforce Alliance, Inc., which also includes three LWDBs in Georgia and one in Alabama. This Alliance is a Community of Practice (CoP) designed to assist each member with knowledge, experiences and expertise in the work of a workforce board. A study was done in December of 2022 by Lightcast on all 74 counties in the Workforce Alliance region and the data determined that the Transportation, Distribution and Logistics sector was most complimentary to the entire region. It includes manufacturing and construction as a sector strategy. Because the super region (nine workforce boards in three states) is mostly made of rural counties, agriculture and internet access are challenges that need attention. We are exploring a potential partnership with Midwest Urban Strategies to see if a collaboration between the urban and rural communities might pose an opportunity to have a stronger impact on the hard to serve in both settings.

(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)

CSCR has contracted with the following organization starting July 1, 2022:
C2 Global Professional Services, LLC
P.O. Box 92377
Austin, TX 78709-2377
CEO: Chakib Chehadi

(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.

The term of the contract is from July 1, 2022-June 30, 2023 and can be reviewed for renewal annually, for three additional one-year periods.

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

No career services are provided by the one-stop operator. Career services are provided by the designated Workforce Services provider.

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

CSCR has secured a single contractor to serve as its Career Services Operator and to be the provider of all workforce development services in CSCR's operating area. As such C2 Global Professional Services LLC (C2 GPS) is the provider of basic career services, individualized career services, training services and follow-up services as required by WIOA. C2 GPS staff will determine the level of service that is most appropriate for a career seeker after interviewing and assessing the career seeker's needs. In accordance with WIOA, the following basic career services will be provided: (i) eligibility determination; (ii) outreach, intake, and orientation to the information and other services available through CSCR's Career Centers; (iii) initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs*; (iv) labor exchange services, including job search and placement assistance, and individual career counseling, if appropriate; labor market information; information on the programs and performance of eligible training providers; information on CSCR's performance, information on (and referral to, when appropriate) the availability of supportive services or assistance, and information on (and referral to, when appropriate) cash and food assistance benefits provided by the Department of Children and Families; and (v)provision of information and assistance regarding filing claims for Reemployment Assistance benefits. *Note: As of the writing of this plan, due to funding, CSCR does not provide WIOA Adult and Dislocated Worker program participants with transportation or child-care related supportive services. Adults can receive some support services if participating in a Transitional Job.

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

(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.

CSCR does not serve as a direct provider of workforce services (with the exception of Business Services).

(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).

CSCR has contracted with the organization listed below for youth services. The term of the contract, which is the same term as that for workforce services, is from July 1, 2022-June 30, 2023 and can be reviewed for renewal annually, for three additional one-year periods.

C2 Global Professional Services, LLC.
P.O. Box 92377
Austin, TX 78709-2377
CEO: Chakib Chehadi

(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.

The term of the contract, which is the same term as that for workforce services, is from July 1, 2022-June 30, 2023 and can be reviewed for renewal annually, for three additional one-year periods.

(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.

As outlined in CSCR's administrative plan, when procuring goods or services at a unit price of $250,000 or over, the organization must advertise for competitive proposals or bids. Therefore, CSCR utilizes the Request for Proposal (RFP) process in order to competitively procure One-Stop Operator/Workforce Development Services. Public notice of the RFP is conducted through newspaper advertisements and a notice is mailed electronically to all entities or individuals found on CSCR's compiled vendor list, including minority organizations. Additionally, the RFP is posted via CSCR's social media channels and on our website. The RFP is released for a minimum of 30 days to allow for an adequate response time for potential respondents. This procedure follows federal procurement policies.

Any organization that is interested in submitting a proposal is required to submit a Letter of Intent to Propose by the deadline stated in the RFP. CSCR also provides a window of time within which interested parties may submit written questions or requests for clarification. Using its discretion regarding the questions presented, CSCR posts the questions received, as well as the answers/responses, to our website. The next step in the process includes formulating a review committee that can be comprised of both internal and external subject matter experts. The review committee members are provided with a rating sheet that outlines those criteria and the scoring system that the proposals should be rated against. Review committee members are only tasked with reviewing those proposals that have been determined to be "responsive" (as defined within the RFP). Each review committee member reviews the proposals, completes a rating sheet for each proposal, and sends it to the CSCR designee who is responsible for reviewing and compiling the ratings. From there, staff prepares a recommendation for submission to

the organization's Strategic Policy and Planning Committee, then the Executive Committee and finally, the full Board of Directors. Lastly, the Board of Directors then provides that necessary approval for CSCR staff to begin contract negotiations with the successful respondent.

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

The youth service provided, C2 GPS is responsible for the following:

- Provide quality case management for enrolled youth participants in the four-county region and provide services either directly or through collaborative partnerships that will result in achieving one or more positive outcomes.
- Conduct appropriate outreach to enroll and serve a sufficient number of youth participants.
- Determine eligibility and co-enroll youth in the Adult program when determined appropriate.
- Create strategies to recruit WIOA-eligible and suitable youth to provide appropriate services.
- Establish partnerships with community partners who serve the targeted youth population in Gadsden, Jefferson, Leon and Wakulla counties.
- Offer and provide follow-up services for all WIOA Youth program case exits as required.

(e) Describe any additional criteria[5] 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.

At this time, no additional criteria have been established for the selection of youth service providers. If, at some point in the future, the board establishes additional criteria, the four-year plan will be updated as required.

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

CSCR has contracted with a single provider, C2 GPS, for all of the youth program elements listed below:

1. **Tutoring, study skills training, instruction, and dropout prevention –** CSCR will collaborate with the university and colleges as well as other community based educational providers and community-based organizations to facilitate tutoring, study skills training, instruction, dropout prevention and recovery strategies based on the needs of the youth. CSCR will also refer youth participants to the online resource, Tutor.com to provide tutoring services. Through the coordination of services with adult education programs, CSCR will assist youth in gaining their GED or credits to earn a high school diploma. Resources for remediation (i.e. Win Workkeys) are available for youth to assist in increasing their ability to gain their GED, recover credits, or support concepts being taught in school that may be a weakness for the student.
2. **Alternative secondary school –** For those who have not obtained a high school diploma or have a basic knowledge of the English language, CSCR works with the local school board staff to provide services to youth attending alternative secondary schools. As a

part of its outreach to at-risk youth, CSCR routinely makes presentations to youth attending these schools to enroll students for work readiness and employment related services. School staff are oriented on services provided by the career center and often refer their students for services offered in the youth program. CSCR will collaborate with community based educational resources including Leon Virtual School, magnet school professional academies, and other entities to find the right support for youth to either get their GED or alternative high school diploma.

3. **Paid and unpaid work experiences –** In today's competitive workforce, it is more and more important that young people gain the right skills through work experience in different sectors. CSCR operates a fully functional paid/unpaid work experience activity. Staff establish relationships with local employers and execute worksite agreements to place youth based on the youth's career interests. Youth are provided pre/post assessments to measure the impact/effectiveness of the work experience activity. There is a priority to connect youth in in-demand industries and on work sites with the potential for permanent placement.

    a. ***Summer Employment Opportunities*** - CSCR entered a partnership with Gadsden and Leon County governments to provide work readiness workshops and assessments to youth participating in their Summer Youth Employment program. CSCR will place youth in positions within the county government structure. The LWDB is building this type of relationship with other entities (city/county government throughout the area) to provide a well- rounded summer and year-round employment activities.

    b. ***Internship and Job Shadowing*** - Internships and job shadowing are offered as a component within the work experience activity. As a work experience participant, youth are afforded the opportunity to conduct job shadowing during their onboarding and training with the employer. Some work experience sites utilize the terminology "intern" as opposed to work experience participant.

    c. ***Pre-apprenticeship Programs*** - While there are currently no registered pre-apprenticeship programs offered in the CSCR service area, CSCR makes every effort to inform youth of the benefits of participating in apprenticeship programs and how to locate programs of interest.

    d. ***On-the-Job Training*** - CSCR believes that On-the-Job training (OJT) can be a major component in serving employers and jobseekers alike. CSCR will build a strategy that places a focus on developing OJT opportunities for young adults deemed most suitable for placement in this activity. An assessment of the youth's knowledge, skills, abilities, and career interests will be used to ensure suitability. Due to the nature of an OJT, where the employer agrees to hire and train the young adult, this activity is preferred to achieve optimal results and positive outcomes for all interested parties (i.e. youth, employer, CSCR).

4. **Occupational Skill Training –** In partnership with local training providers and based on interests, aptitudes, current skill level and chosen career pathways, youth may be offered training as a viable pathway leading to job placement. Occupational Skills training will be focused on in-demand occupations for the local service area in order to meet the current and/or future talent needs.

5. **Education offered concurrently with workforce preparation (job readiness) –** From career paths, resume and interviewing skills as well as learning about soft skills, youth can feel confident they will receive the proper tools and guidance to excel in the workforce. Additionally, CSCR will work to identify additional virtual options for contextualized learning opportunities, like Alison, and will work with local education partners to develop innovative approaches to integrating these activities.

6. **Leadership Development Opportunities-** CSCR offers workshops through our various community partners that encourage civic responsibility, life skills and teamwork training, among others.

7. **Support Services –** CSCR and other partner agencies (based on enrollment and availability of funding) provide supportive services to cover financial needs of a youth that if left unmet may prevent the youth from successfully completing tasks to attain identified goals. Participants are not entitled to support service funds as the availability of this service is based on funding availability. Staff leverage resources, whenever possible, to ensure the best use of available funds while addressing the customer's needs.

8. **Adult Mentoring (not less than 12 months) –** Mentoring relationships can be the cornerstone to youth being successful. These relationships are facilitated through program curriculum to assist youth in determining the most appropriate people to support them throughout program participation (no less than 12 months after program completion). Through the curriculum, youth are taught how to approach and secure a mentor. Mentors may be someone with expertise or experience in the career area of interest and/or someone who has life wisdom or experience that is relevant or can provide motivational support.

9. **Follow-up Services –** The intent of the completion of follow-up is to verify customers' (continued) employment status, verify the attainment of a credential, and determine whether the customer needs additional services. Any customer found to be unemployed at the point of follow-up receives additional services to assist in returning to work as quickly as possible. Follow-up services may include planned periodic contacts with the customer or employer to discuss job and career challenges and to implement potential solutions to identified barriers; contact to inform the customer of ongoing activities such as hiring fairs, workshops, trainings, or other activities that could be useful to the participant; job retention counseling, problem-solving or general mentoring; and ongoing professional development support.

10. **Comprehensive Guidance & Counseling (drug/alcohol abuse counseling) –** Through assessing the customer, staff determine barriers that have the potential to hinder the youth being successful completing training and obtaining/maintaining employment. When ascertained through assessment that drug/alcohol abuse exists, youth interested in overcoming said barriers are referred to local community-based organizations for comprehensive guidance and counseling.

11. **Financial Literacy Education –** Financial literacy is introduced to youth participating in the youth program. Participants learn about budgeting, credit, and banking services to improve their financial health and well-being. Local finance professionals are invited to provide workshops to youth periodically and virtual options are also made available for self-paced learning

12. **Entrepreneurial Skills Training –** When possible, entrepreneurship workshops are available within the career center. CSCR will develop additional relationships with local business incubators as well as other organizations to provide workshops to participants. CSCR will also explore opportunities for virtual learning opportunities for entrepreneurial skills training.

13. **Labor Market Information & Employment –** Through counseling and workshops, youth are provided a thorough understanding of the kinds of labor market information resources available and the importance of using this information to inform their career and education planning. As part of the program's initial engagement activities, youth are required to conduct labor market research on careers of interest. This exercise is used to guide youth in understanding how their skills and interests fit into local job opportunities and projected career needs. CSCR will work with school Guidance Counselors to provide ongoing information about trends in local and national labor markets to encourage effective, realistic long- term career planning

14. **Preparatory and transition activities for post-secondary education and training –** CSCR will work with community-based organizations who can assist youth in continuing success along identified career pathways. Transition services will include ongoing supportive and developmental services, regular contact that includes intensive career advising, mentoring, and career pathway coaching.

15. **Apprenticeships when available in the region –** CSCR is committed to building a talent pipeline for its major sectors where demand is high, and wages are better than average. The Apprenticeship program allows the employer to choose the skill-based training that meets the needs of their business. For the employee, it gives them a chance to earn and learn and not build up debt.

(7) Career Center Staff

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

No career center staff are considered local county or municipality employees.

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

Emerging Industries – Accommodation and Food Services, Administrative and Support and Waste Management and Remediation Services, Construction, Educational Services, Finance and Insurance, Government, Health Care and Social Assistance, Information, Manufacturing, Other Services (except Public Administration), Professional, Scientific, and Technical Services, Real Estate and Rental and Leasing, Retail Trade and Wholesale Trade sectors make up the top 20 emerging industries. The majority of these emerging industries tend to employ a higher percentage of professional occupations.

The Professional and Technical Services Industry subsector, with 3,040 jobs and 18.8% projected growth, is the fastest growing industry. This industry is comprised of establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training.

The second fastest growing industry, with 2,100 jobs and 12.2% projected growth is Food Services and Drinking Places. Industries in the Food Services and Drinking Places subsector prepare meals, snacks, and beverages to customer order for immediate on-premises and off-premises consumption.

The table below represents the Top 20 Industries Gaining the Most New Jobs (ranked by total growth) for the 2023-2031 period.

INDUSTRIES GAINING THE MOST NEW JOBS						
WORKFORCE REGION 5 - GADSDEN, JEFFERSON, LEON, AND WAKULLA COUNTIES						
			Employment			
Rank	NAICS Code	NAICS Title	2023	2031	Growth	Percent Growth
1	541	Professional and Technical Services	16,139	19,179	3,040	18.8
2	722	Food Services and Drinking Places	17,200	19,300	2,100	12.2
3	621	Ambulatory Health Care Services	9,998	11,972	1,974	19.7
4	561	Administrative and Support Services	10,730	11,629	899	8.4
5	611	Educational Services	2,745	3,402	657	23.9
6	622	Hospitals	7,163	7,752	589	8.2
7	624	Social Assistance	3,902	4,438	536	13.7
8	930	Local Government	14,117	14,505	388	2.7
9	524	Insurance Carriers & Related Activities	3,195	3,495	300	9.4
10	445	Food and Beverage Stores	4,229	4,516	287	6.8
11	238	Specialty Trade Contractors	5,918	6,167	249	4.2
12	518	ISPs, Search Portals, & Data Processing	2,000	2,230	230	11.5
13	811	Repair and Maintenance	1,444	1,663	219	15.2
14	531	Real Estate	2,153	2,360	207	9.6
15	236	Construction of Buildings	1,793	1,994	201	11.2
16	327	Nonmetallic Mineral Product Mfg	458	606	148	32.3
17	444	Building Material & Garden Supply Stores	1,833	1,981	148	8.1
18	452	General Merchandise Stores	4,082	4,230	148	3.6
19	423	Merchant Wholesalers, Durable Goods	2,823	2,964	141	5.0
20	333	Machinery Manufacturing	570	702	132	23.2
Source: FloridaCommerce, Bureau of Workforce Statistics and Economic Reseacrch, Employment Projections 2023-2031						

Existing Occupations – The majority of the occupations in the top 10 (six of 10) are low-skill (requiring either a high school diploma or equivalent or no formal educational credential) and are characterized by a high rate of turnover and low wages. These occupations include Fast Food and Counter Workers, Home Health and Personal Care Aides, Customer Service Representatives, Janitors and Cleaners, Except Maids and Housekeeping Cleaner, Landscaping and Groundskeeping Workers, and Stockers and Order Fillers.

Four of the top 10 occupations require some level of postsecondary education (one occupation requires a postsecondary award and three occupations require a bachelor's degree). The demand for Registered Nurses, requiring a bachelor's degree, is driven by the continuing employment growth in the healthcare industry sector, which is one of our primary industries served.

The table below represents the Top 10 Existing Demand Occupations (ranked by total job openings) for the 2023-2031 period.

Occupation Title	2023 Employment	2031 Projected Employment	Estimated Annual Openings Growth	2021-2029 Percent Growth
Management Analysts	7,758	8,554	796	0.10%
Fast Food and	4,746	5,397	651	0.14%

Counter Workers				
General and Operations Managers	3,906	4,240	334	0.09%
Registered Nurses	3,655	3,987	332	0.09%
Home Health and Personal Care Aides	1,609	1,888	279	0.17%
Medical Assistants	1,149	1,397	248	0.22%
Customer Service Representatives	4,471	4,709	238	0.05%
Janitors and Cleaners, Except Maids and Housekeeping Cleaner	2,785	3,014	229	0.08%
Landscaping and Groundskeeping Workers	1,614	1,833	219	0.14%
Stockers and Order Fillers	2,623	2,805	182	0.07%

Emerging Occupations – The majority of the top emerging occupations occur in the Health Care and Social Assistance (7 of the top 10) and Professional, Scientific, and Technical Services (2 of the top 10). The remaining occupation occurs in the Transportation and Warehousing industry (one of the top 10).

The fastest-growing occupation, Nurse Practitioners (29-1171.00), is expected to see 50.70% in growth through 2031. Individuals employed in this occupation independently or as part of a healthcare team, diagnose and treat acute, episodic or chronic illness.

Of the emerging occupations, 4 of the top 10 occupations fall below the local area's Lower Living Standard Income Level (LLSIL) of $17.03 per hour, which affects the individual's ability to reach self-sufficiency. This is not surprising, considering those occupations require a postsecondary non-degree award or less educational level.

The table below represents the Top 10 Fastest-Growing Occupations (ranked by percent growth) for the 2023-2031 period.

Fastest Growing Occupations 2023-2031									
Title	**Rank**	**Occupation Code**	**2023 Employment**	**2031 Employment**	**Growth**	**Percent Growth**	**Total Job Openings**	**2022 Median Hourly Wage**	**Education Level**
Nurse Practitioners	1	291171	347	523	176	50.70%	354	$56.23	Master's Degree
Physician Assistants	2	291071	231	307	76	32.90%	196	$51.52	Master's Degree
Medical and Health	3	119111	791	972	181	22.90%	733	$47.23	Bachelor's Degree

Services Managers									
Medical Assistants	4	319092	1,149	1,397	248	21.60%	1,660	$16.81	Postsecondary Vocational
Respiratory Therapists	5	291126	185	223	38	20.50%	123	$31.14	Associate Degree
Market Research Analysts and Marketing Specialists	6	131161	785	935	150	19.10%	822	$25.53	Bachelor's Degree
Bus Drivers, School	7	533051	320	377	57	17.80%	492	$15.10	High School Diploma or GED
Civil Engineers	8	172051	365	430	65	17.80%	278	$39.83	Bachelor's Degree
Home Health and Personal Care Aides	9	311120	1,609	1,888	279	17.30%	2,393	$13.03	High School Diploma or GED
Phlebotomists	10	319097	158	185	27	17.10%	221	$16.28	Postsecondary Vocational

https://floridajobs.org/workforce-statistics/products-and-services/labor-supply-studies

(b) The employment needs of employers in existing and emerging in-demand industry sectors and occupations[5] (20 CFR 679.560(a)(1)(ii)).

The business solutions staff continues to work with employers and education partners to identify and find solutions for recruitment and retention challenges in the healthcare and professional services industries and the influence and impacts of pay rates.

Business Solutions team members regularly engage with the local business community, education partners, and professional organizations to keep abreast of the ever changing/evolving needs of the business community.

Because of the low unemployment rates and available career seekers, Business Solutions team members have increased awareness of local employers on options to train employees who lack the skills needed to fill open positions. Information is regularly shared regarding On-the-Job Training grants, Incumbent Worker Training grants, and Work Experience.

Common challenges indicated in all sectors include:

- Labor supply has declined dramatically, fueled in part by the COVID-19 pandemic. This labor shortage is attributed to many factors, including but not limited to: higher than anticipated retirement rate of baby boomers, lack of access to childcare, health concerns related to the pandemic, the demographic shift that shows population decline, and an increase in self-employment.
- Talent cannot be trained fast enough for the current position openings in the local area.
- Many of the higher education curriculums are not in alignment with the skill sets that local companies need.
- Lack of soft skills in the current candidate pool (training/professional development issues).
- Low unemployment rate results in fewer candidates available for positions.
- Loss of staff due to the current pay structure.

CSCR partners with local technical and community colleges, who tend to be able to change curriculum more quickly than the universities can. These partnerships have allowed employers to meet directly with the college staff and student body to communicate the needs they have for student training to meet their employment demands.

(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)).

Top 10 Advertised Detailed Job Skills

The table below represents the top 10 advertised detailed job skills found in job openings advertised online in Tallahassee, FL MSA in July 2024.

Rank	Advertised Detailed Job Skill	Advertised Skill Group	Job Opening Match Count
1	Customer service	Customer Service Skills	3,508
2	Word processing	Office Clerk Skills	409
3	Developing web based applications	Web Developer Skills	393
4	Developing new business	Business Development Skills	323
5	Bookkeeping	Bookkeeper Skills	289
6	Typing	Office Clerk Skills	280
7	Risk management	Risk Analyst Skills	273
8	Inventory management	Bill and Account Collectors Skills	247
9	Preventative maintenance	Maintenance Technician Skills	235
10	Scheduling appointments	Administrative Assistant Skills	222

Advertised Tools and Technology

The table below represents the top 10 advertised detailed tools and technologies found in job openings advertised online in Tallahassee, FL MSA in July 2024.

Rank	Advertised Detailed Tool or Technology	Advertised Tool and Technology Group	Job Opening Match Count
1	Microsoft (MS) Office	Office Suite Software	1,536
2	Artificial intelligence software	Industrial Control Software	1,242
3	Dice	Dice	1,163
4	Structured query language (SQL)	Database User Interface and Query Software	816
5	Microsoft PowerPoint	Presentation Software	742
6	Microsoft Word	Word Processing Software	630
7	JavaScript	Web Platform Development Software	429
8	Keyboard	Keyboards	358

9	Personal protective equipment	Hazardous Material Protective Apparel	321
10	Microsoft Excel	Spreadsheet Software	296

Industries by Advertised Jobs:

The table below represents the industries with the highest job openings advertised online in Tallahassee, FL MSA on August 15, 2024.

Rank	Industry	Job Openings
1	Health Care and Social Assistance	1,016
2	Educational Services	701
3	Retail Trade	619
4	Public Administration	585
5	Professional, Scientific, and Technical Services	527
6	Administrative and Support and Waste Management and Remediation Services	447
7	Accommodation and Food Services	419
8	Management of Companies and Enterprises	270
9	Finance and Insurance	174
10	Unclassified	1,515

Occupations by Advertised Jobs:

The table below represents the occupations with the highest number of job openings advertised online in Tallahassee, FL MSA on August 15, 2024.

Rank	Occupation	Job Openings
1	Registered Nurses	240
2	Management Analysts	117
3	Physicians, All Other	110
4	Retail Salespersons	104
5	Fast Food and Counter Workers	92
6	Computer Systems Analysts	76
7	Executive Secretaries and Executive Administrative Assistants	70
8	Customer Service Representatives	69
9	General and Operations Managers	62
10	First-Line Supervisors of Retail Sales Workers	60

(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)).

Current Jobs Available:
There are 7,207 job openings advertised online in Tallahassee, FL MSA on August 14, 2024.

Monthly Job Count:
There were 13,358 job openings advertised online in Tallahassee, FL MSA in June, 2024.

Area Labor Force, Employment and Unemployment Data:
The total civilian labor force (not seasonally adjusted) for LWDB 5 in March, 2024 was 206,734, of which 199,069 were employed and 7,665 were unemployed. The unemployment rate was 3.7 percent.

Employment Wage Statistics:
The average weekly wage for Tallahassee, FL MSA in the third quarter of 2023 was $1,065. This would be equivalent to $26.63 per hour or $55,380 per year, assuming a 40-hour week worked the year round.

Current Employment Statistics:
Current employment, by industry, for the Tallahassee, FL MSA in March 2024 were: Total Nonfarm (202,100), Total Private (138,200), Goods-Producing (14,000), Service-Providing (188,100), Private Service-Providing (124,200), Mining, Logging and Construction (9,800), Manufacturing (4,200), Trade, Transportation and Utilities (27,300), Wholesale Trade (5,100), Retail Trade (18,900), Food and Beverage Stores (4,500), Transportation and Warehousing (3,300), Information (4,400), Financial Activities (9,300), Professional and Business Services (27,800), Education and Health Services (27,200), Leisure and Hospitality (21,500), Other Services (6,700), Government (63,900), Federal Government (2,300), State Government (47,300) and Local Government (14,300).

Occupations by Projected Growth:
The top 10 fastest growing occupations for LWDB 5 through 2029 include Veterinary Technologists and Technicians (65.1%), Veterinarians (57.5%), Nurse Practitioners (54.9%), Software Developers and Software Quality Assurance Analysts and Testers (45.3%), Hotel, Motel, and Resort Desk Clerks (43.1%), Information Security Analyst (34.0%), Cooks, Restaurant (32.7%), Farmworkers and Laborers, Crop, Nursery, and Greenhouse (32.5%), First-Line Supervisors of Farming, Fishing, and Forestry Workers (27.5%) and Medical and Health Services Managers (27.1%).

Occupations by Advertised Salary:
The top 10 occupations with the highest advertised median (annual) wages on April 29, 2024 for the Tallahassee, FL MSA were Speech-Language Pathologists ($108,660), Insurance Sales Agents ($95,000), Radiologic Technologists and Technicians ($91,054), Computer and Information Systems Managers ($85,000), Environmental Engineers ($85,000), Registered Nurses ($76,939), Lawyers ($75,000), Computer Systems Analysts ($73,750), General and Operations Managers ($73,250), and Licensed Practical and Licensed Vocational Nurses ($61,659).

Population Totals:
Below are the population estimates for the realigned CareerSource Capital Region:

	Population Estimate (as of July 1)			
Region	2020	2021	2022	2023
Gadsden County	43,411	43,599	43,393	43,833
Jefferson County	14,399	14,494	15,069	15,450
Leon County	293,955	296,007	297,282	296,913
Wakulla County	33,893	34,270	35,169	36,449
CareerSource Capital Region	385,658	388,370	390,913	392,645

Source: U.S. Census Bureau, Population Division

Labor Market Trends:
The table below represents the top 10 occupations gaining the most new jobs for the 2023-2031 time period, based on percent growth.

Occupation Title	2023 Employment	2031 Projected Employment	Estimated Annual Openings Growth	2021-2029 Percent Growth
Management Analysts	7,758	8,554	796	0.10%
Fast Food and Counter Workers	4,746	5,397	651	0.14%
General and Operations Managers	3,906	4,240	334	0.09%
Registered Nurses	3,655	3,987	332	0.09%
Home Health and Personal Care Aides	1,609	1,888	279	0.17%
Medical Assistants	1,149	1,397	248	0.22%
Customer Service Representatives	4,471	4,709	238	0.05%
Janitors and Cleaners, Except Maids and Housekeeping Cleaner	2,785	3,014	229	0.08%
Landscaping and Groundskeeping Workers	1,614	1,833	219	0.14%
Stockers and Order Fillers	2,623	2,805	182	0.07%

Income Totals (Tallahassee, FL MSA)
The table below shows the most recent income data for Tallahassee, FL MSA.

Income	Income Source	Year	Total
Per capita	Bureau of Economic Analysis	2022	$52,359
Total Personal Income	Bureau of Economic Analysis	2022	$20,471,919,000

Education Levels of Available Candidates:
The table below shows the educational attainment of potential candidates that are looking for employment in the Tallahassee MSA, as of April 29, 2024.

Education Level	Potential Candidates	Percentage of Potential Candidates
Less than High School	1,331	3.62%
High School Diploma or Equivalent	13,972	37.96%
1 Year of College or a Technical or Vocational School	2,163	5.88%
2 Years of College or a Technical or Vocational School	1,544	4.20%
3 Years of College or a Technical or Vocational School	795	2.16%
Vocational School Certificate	2,283	6.20%
Associate's Degree	3,476	9.45%
Bachelor's Degree	7,811	21.22%
Master's Degree	2,794	7.59%
Doctorate Degree	382	1.04%
Specialized Degree (e.g. MD, DDS)	239	0.65%

Work Experience Levels of Available Candidates:
The table below shows the experience levels of potential candidates that are looking for employment in the Tallahassee MSA, as of April 29, 2024.

Minimum Experience	Potential Candidates	Percentage of Potential Candidates
Less than 1 Year	6,129	16.65%
1 Year to 2 Years	3,074	8.35%
2 Years to 5 Years	5,860	15.92%
5 Years to 10 Years	7,055	19.17%
More than 10 Years	14,686	39.90%

(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)).

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

Equally as robust as the career seeker services are the services provided to our business community. CSCR provides the following services/resources to assist in meeting local employer needs: talent sourcing - job postings, recruitment and hiring events, applicant screening; retention strategies - assessments, retention-based tax incentives, workforce planning; employee development - on-the-job training, incumbent worker training, professional development, onboarding assistance; labor market analysis - wage surveys, labor projections, industry trends, research and statistics. The Business & Employer Solutions team is intimately involved in ensuring the local employers have the resources (talent, data, intel) necessary for continued growth and development.

The challenges associated with the local workforce development area's population attaining the education, skills, and training needed to fill the employment gaps are being addressed through a coordinated approach with key stakeholders such as the K - 12 and post-secondary institutions, and the business community. CSCR's Business and Education Council serves as the required education and industry consortium. Meetings of the council are held quarterly, and members of the council include business leaders and education partners throughout the region. Collectively, it is recognized that in order to meet the current and future needs of our employer community we must provide suitable candidates who possess the skills sought. More importantly, in today's job market the lack of basic education creates a barrier in obtaining employment even at minimum wage.

Utilizing a system where businesses convey their respective needs through the workforce board and its economic development partners, action steps are taken by CSCR to connect the dots. In specific, the information provided is reviewed and assessed against the current training being offered. If it is determined that the required training needed to fill the talent gap is not being delivered, then CSCR will proactively target local education entities to infuse the skills being sought by employers. Additionally, post-secondary and vocational institutions are engaged to submit applications to deliver training using our established review process for making additions to the local eligible training provider list. Where there are gaps in reputable data regarding what is considered in-demand for the local area, CSCR allows employers, training institutions and other interested parties to provide documentation proving local demand thereby allowing CSCR to consistently assess and seek solutions to the current and future supply/demand structure.

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.

[5] The state's criteria for youth service provider selection is outlined in CareerSource Florida Administrative Policy 120 – Youth Service Provider Selection.

(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)).

The CareerSource Capital Region Strategic Goals are to:

Goal 1 - Develop and maintain a streamlined integrated service delivery model to support employer's talent needs.

CSCR's Board of Directors has committed to continuing its employer focused model supports the creation of jobs in in-demand industries which leads to self-sufficiency for those seeking employment and transitioning careers. To date, performance appears to be constant with some areas experiencing a marked decrease from the point of service delivery implementation. For CSCR, successful performance equates to supporting an employer's talent needs by making a direct match with a skilled career seeker who is unemployed/seeking better employment. Since the ending of COVID, we have seen a marked decrease in the walk-ins to our three service centers. The demographics are beginning to play a part in this decline, as well as Baby Boomers retiring at 800 daily from the workforce. Our inventory of job seekers is too low to meet the current employer demand. We are building more outreach in our efforts to improve our ability to meet the employer needs, and encourage people to get back into the workforce.

Goal 2 - Improve the effectiveness of service delivery to our customers - employers and career seekers.

CSCR conducts a career seeker experience survey (Net Promoter) in addition to a satisfaction survey to employers. The results are reviewed, and a follow-up may be performed on negative/detracting comments. CSCR uses information obtained from the surveys to determine system improvements and streamlining for effectiveness of service provision. To keep the Board of Directors informed, the results are shared with the Executive Committee on a quarterly basis. In addition to the use of survey information, CSCR also holds monthly scheduled meetings to discuss performance/system/service model successes and areas for improvement. CSCR continuously seeks ways to improve service delivery to our customers.

CSCR also conducts regular employer surveys and uses results to determine service improvements, additional services to offer, and staff effectiveness.

Goal 3 - Attract, develop and retain top talent to provide for the workforce needs of employers

in the region.

CSCR, under the direction of its Board of Directors, continues to work with training providers, students and employers to find ways to attract, develop and retain the talent being trained/employed through the workforce system.

One method to attract, develop and retain talent is through the partnership, The Workforce Alliance (TWA) developed over the past nine years. CSCR is the driving force behind The Workforce Alliance. TWA has grown to nine LWDBs - five in Florida and three in Georgia and one in Alabama. The two Georgia and two Florida LWDBs began meeting in 2015 to look for ways of sharing data, working together in hiring fairs, and cross training front line staff in the Employ Florida and Employ Georgia labor exchange. In 2018, CareerSource NE Florida and WorkSource Coastal in Savannah joined the Alliance. The six LWDBs have signed a 5-year MOU and under a grant from CareerSource Florida worked with a consultant to begin to structure the collaboration into committees, determine what measures will show success, and bring teams together to leverage our resources. The study by Educational Data Systems, Inc. (EDSI) that was completed in August 2019 outlines the goals and objectives of TWA. This work will begin to benefit our employers and career seekers by expanding options for skilled talent and opportunities for employment beyond the borders of the local service area(s). In 2020, CareerSource Crown, CareerSource Chipola and Southeast Alabama Works joined TWA. In 2022, TWA applied for a Good Jobs Grant from the US Department of Commerce Economic Development Administration focused on Transportation, Distribution and Logistics.

Youth focused initiatives – We continue to develop relationships with our school districts, drop out recovery programs, post-secondary schools and youth services non-profits and agencies in the area. We also continue to develop our Youth service offerings that align to the WIOA Youth elements. Some of those are; GED training offered through our approved training providers, entrepreneurial training that leads to work experience opportunities that aligns to their career interest, tutoring, financial literacy training, support services, career exploration opportunities and a variety of intensive counseling based on the individual needs of our youth career seekers. One of our focuses is summer jobs where we have worked with Gadsden County and Leon County. However, with the reduced funding, we are going to struggle to maintain these programs.

Adult focused initiatives – We continue to build our network of employer partners to be able to better understand the needs of the business community. We continue to provide labor market information and career interest assessments for our career seekers to better match them to careers where they have the necessary experience and skills to excel. We also help career seekers who may be changing careers due to low job demand or the desire to make a career change based on income, or interest.

Goal 4 - Develop and improve community partnerships that enhance workforce development.

Collaboration is the cornerstone to leveraging resources and being able to provide services to as many career seekers as possible. CSCR staff performs community outreach and engagement to educate the community on solutions provided by CSCR. Through outreach/partnership CSCR has strengthened current partnerships and cultivated new collaborations. As a result, we continue to find new ways that we can reach across agencies and partner to provide services to the community; in particular, how to best provide services to individuals that are considered to be harder to serve (i.e. returning citizens/ex-offenders, at-risk youth, transportation disadvantaged,

those with other abilities, etc.). Community partnerships are sought as a way to support the initiatives of CSCR's Chief Elected Officials Consortium. Each county is building initiatives around its harder to serve or at-risk constituent populations. Another avenue to improve community partnerships is through the Career Center Partners Council. The Council includes WIOA core partners as well as other community-based organizations that support the mission, vision and values of CSCR. Through the council, CSCR is able to share details on services offered, initiatives underway, make key connections to leverage resources, collaborate on grant opportunities that serve the core mission of the one-stop system and its partners. Being able to have open and constructive conversations between partners helps to enhance workforce development. One new addition is the Crosswalk(tm) referral system that was adopted late 2021. This referral system is already being used by multiple partners and our staff to refer the career seekers to additional needed services like childcare, Community Action, and youth providers for needed assistance. Another new addition is that CSCR joined with the Chamber, the Leon School System, Lively Technical College and Tallahassee State College to support the Worlds of Work career exploration program aimed at 9th graders from the four counties we serve. This is a Best Practice that was developed years ago in Tuscaloosa Alabama. Our effort for the first year was impressive with over 3,000 youth and over 100 businesses participating. See: www.northfloridaworldsofwork.com for more information.

Goal 5 - Ensure that the community understands and recognizes our value and services.

CSCR is committed to being a value for the communities that fall within our service area. CSCR has used different ways to inform the community of our services, and through service provision, the impact CSCR has had on its customers. CSCR has:

- Used several marketing media such as LinkedIn, Facebook, Instagram and Twitter to provide point-of-time information regarding employment and training information sessions, recruitment events, hiring fairs, etc.
- Participated in multiple community agencies board of directors and committees to seek ways to inform the mutual customer bases and ways to leverage resources. Some examples include: Big Bend SHRM, TalTech Alliance, Occupational Advisory Board Lively, Affordable Housing Advisory Committee, Talent Development Council, Student Advisory Board Lively, Keiser University Advisory Board, Commission on the Status of Women and Girls, and Family Promise of the Big Bend, and Pace Center for Girls.
- The Business Solutions team regularly attends networking events sponsored by the local Chambers of Commerce and provides marketing collateral regarding services provided and successes.
- Been an active partner with regional chambers and economic development entities and some of the strategies to develop an educated and skilled workforce for the region include;
    - Talent Pipeline Management led by the Tallahassee Chamber, and Higher Educational Institutions
    - Annual participation in Leon Works a regional career exploration event

- In partnership with Tallahassee Chamber, Tallahassee Community College, Lively Technical College, K-12 school systems and Office of Economic Vitality we will collaborate to establish a new career exploration and teacher academy called the “Worlds of Work” that focuses on bringing regional businesses and educators and students together to help promote and prepare the future workforce for careers that are available in our region. This is a model that is currently having success in Alabama and is a model that can be replicated across our service region.
- Our CEO and board members also serve on community boards and staff participate with local non-profits and agencies, to stay abreast of the regional economy and community services offered in our area that focus on; housing, food, youth, seniors, individuals with disabilities, and incarcerated populations. This helps identify opportunities to collaborate and sometimes combine funding or apply for grants that will help with educating and skilling up our regional workforce.

Goal 6 - Grow unrestricted funds through a money market account.

Over the years, CSCR has experienced a decrease in funding, year over year. This year’s decrease in funding has caused CSCR to make budget cuts. After many years of targeted marketing and outreach to increase the community’s awareness of the value that CSCR adds, CSCR began to be a prominent agency related to training. However, budget cuts led to our deciding that CSCR would need to diversify the funds available. The Board of Directors decided that one such method was to invest unrestricted funds into a money market account. This was deemed to be the most appropriate avenue to steadily increase the amount of unrestricted funds but with less risk. The funds are currently used for any costs that are/would be deemed unallowable. These funds can also be used to supplement the federal funding received to provide additional opportunities for partnerships as well as providing services to individuals who would not qualify for any other financial assistance but have been determined to need training services as well as support services to assist in quickly returning to the workforce.

Goal 7 - Champion work-based learning by engaging and educating parents of school-aged children.

CSCR sees work-based learning as the solution to the skills gap experienced in our community. As an example, IT employers stated that the colleges/universities were not training individuals for the current platforms/systems needed in the current and future IT jobs. Although the information was shared with local educational partners, the educational partners are not able to make changes to curriculum quick enough to fill the current supply gap.

It has become increasingly evident that our local area has many sectors/occupations that could use work-based learning, in its many formats, to build the workforce needed to become and remain competitive. For this reason, CSCR in coordination with the Department of Education, training providers and employers, has begun to seek ways to interact with the parents of school-aged children to educate them on the benefits of work-based learning. Some ways are Parent/Teacher Organization meetings, emails through school listserv, attendance of school orientations, etc. Many parents believe that the only way for their children to have successful careers is through attending colleges/universities. CSCR will continue to educate the general public and the employer community on work-based learning opportunities

and Career & Technical Education opportunities and hope to see a marked improvement in the usage of work-based learning. Work-based training can boost performance by quickly returning individuals to employment at sustainable wages. Work-based learning is a win-win for the community as well as CSCR.

In addition, in January of 2022, CSCR met with the Leon County Schools superintendent and proposed that our Career Navigators visit the middle and high schools to talk about the emerging careers in our region and what it takes to become certified to gain great employment opportunities. Multiple school principals have contacted CSCR, and we are now engaged in sharing the current and future job needs of the region.

Goal 8 - Improve awareness of CSCR in the general business community, beyond the sectors through three tactics: Investment "cafeteria menu", extensive involvement at business networking events, and collaborating with the EDOs. This helps to position the board as a subject matter expert, as it relates to preparing a skilled workforce via business intelligence.

CSCR has improved its integration into strategic alliances within the community. These include the three county EDOs, the five chambers of commerce, multiple nonprofit associations such as the United Way of the Big Bend, United Partners for Human Services and the Institute for Nonprofit Innovation and Excellence (INIE).

To support this effort, CSCR has developed a menu of investment opportunities for the business to be recognized as a sponsor. Sponsorships include Growing Forward Business Luncheon, Power Hour Workshops, LEAD, and events that directly connect employers and career seekers, such as Hiring Fairs and Find a Job Friday events.

Goal 9 - Board Development by bringing in new members with specific talents and knowledge that serve the mission of CSCR and by the education of all board members on workforce development. This helps to ensure that policy decisions that impact career seekers are made by a broad range of industry professionals with an understanding of the workforce development system.

CSCR has set forth a policy of inclusion that specifies the intent to have a diversified board that is reflective of the community it serves. In addition, with the sector strategy in place, recruitment has been focused on ensuring that the composition of the Board represents the sectors that have the most demand for employees.

CSCR is also looking to use a tool to assist in educating board members and LEOs on the workforce system, their governance and fiduciary responsibilities to the Board and how they can best impact the efforts of CSCR in its communities. Developed by Maher & Maher, these tools are housed in the DEO learning management system and are approved for use in training board members and elected officials.

(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)).

The CSCR Board's strategy is to work with the partners: Wagner-Peyser, Vocational Rehabilitation, Adult Education and Literacy and WIOA to ensure that the services provided by the core programs are easily accessed through the career center and online. The CSCR

Board believes that aligning these services and being aware of co-enrolling opportunities can lead to better and more comprehensive services to our common customers. Vocational Rehabilitation is co-located and provides services in the career centers as needed. These co-locations are an effort to put more services in one location for the common customers which allows for better coordination of services, referrals and support. Wagner-Peyser and WIOA programs are integrated with other work programs within the career centers and co-enrollment is provided, where necessary, for eligible customers.

(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.

CSCR recognizes that increasing the local area's labor force participation requires a multi-faceted community-wide approach. CSCR continues to build strong partnerships throughout the region with entities with whom there is a common customer base, including those considered hardest to serve. This includes organizations such as the Department of Children and Families and Early Learning Coalition as well as educational institutions.

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

CSCR has developed relationships with a robust network of training providers within it's 4-county service area. CSCR will continue to strengthen partnerships with each of these educational institutions to increase the number of jobseekers and employees aged 25-70 that have a credential of value.

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

As of the writing of this plan, Florida's median hourly wage was $20.50. CSCR will continue to assist career seekers attain employment with a self-sufficient wage, at or above the region's Lower Living Standard Income Level (LLSIL), which was $17.13 at the time of this writing (which is greater than the goal's threshold).

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

a. Individuals 55 years and older
b. Youth
c. Individuals receiving SNAP and TANF benefits
d. Individuals without a high school diploma or speakers of other languages
e. Individuals with disabilities

CSCR has developed strong partnerships with community-wide organizations that also serve participants that are considered "hardest-to-serve", which also includes legal immigrants entering the workforce, in addition to the above. To increase the 2nd quarter after exit employment rate by at least 10% for each targeted group, tailored approaches are needed. As such, CSCR intends to deploy the following strategies to address each group's specific challenges:

- Individuals 55 years and older
    - Skill Advancement: Provide access to training in digital literacy and new

technologies relevant to the current job market.
    - Employer Education: Increase awareness to the employer community of the benefits of hiring experienced workers, such as reliability, strong work ethic, and expertise.
- Youth
    - Targeted Internships: Expand partnerships with local businesses to provide paid internships and apprenticeships (including pre-apprenticeships) to help youth gain relevant work experience.
    - Youth-Specific Job Fairs and Hiring Events: Host events focused exclusively on youth career seekers and employers who are committed to hiring young talent.
    - Partnerships: Strengthen partnerships with organizations that offer youth services, such as the City of Tallahassee's TEMPO program, Boys Town North Florida, Omega Lamplighters, Inc. and the Department of Juvenile Justice.
- Individuals receiving SNAP and TANF benefits
    - Job Readiness Training: Provide access to training in high-demand industries such as healthcare or transportation and logistics, which are more likely to offer entry-level jobs with advancement opportunities.
    - Employer Education: Increase awareness to the employer community on the available tax breaks or wage subsidies to employers who hire and retain individuals from these populations, thereby reducing perceived hiring risks.
- Individuals without a high school diploma or speakers of other languages
    - Paid Internships and Placement in Skill-Based Roles: Focus on connecting this group with employers looking for skill-based rather than credential-based employment opportunities, especially in industries with labor shortages, such as construction and manufacturing.
    - Language and Literacy Support: Partner with community organizations to offer language or literacy support that helps non-native speakers and individuals without diplomas advance within their careers.
    - Adult Basic Education and GED Preparation: Strengthen current partnerships with area Adult & Community Education programs to offer GED programs, aiming to improve basic literacy and numeracy skills.
- Individuals with disabilities
    - Increased Support for Employers: Educate employers on how to implement reasonable accommodations and identity resources or grants to offset any costs associated with these accommodations.
    - Paid Internships: Facilitate internships, volunteer roles, and on-the-job training that offer hands-on experience and help overcome employment barriers.

(e) Increase total newly registered apprentices annually.

The Apprenticeship Navigator Specialist shares leads from Apprentice Florida with Career Center Managers. Career Center Managers assign staff to contact the career seekers to determine their interest and share current apprenticeship opportunities. CSCR also regularly uses their social media channels and career seeker newsletter to promote apprenticeship opportunities to career seekers.

(f) Increase registered apprenticeship programs.

The Apprenticeship Navigator Specialist (APN) conducts research to identify businesses in the region which include occupations from the Targeted Occupations List and conducts promotional cold calls to those businesses to discuss workforce challenges and benefits of establishing a Registered Apprenticeship program. The APN also meets monthly with Business Solutions Account Executives, LVER, and One Stop Operator to discuss RA marketing strategies and ensure existing employer accounts are aware of RA programs.

(g) Increase registered pre-apprenticeship programs.

Apprenticeship Navigator Specialist (APN) has partnered with CSCR Account Executive (AE) for Leon, Gadsden and Wakulla County Schools; AE is researching school programs; AE and APN will identify potential Pre-Apprenticeship opportunities and create list for connecting with employers. AE & APN will schedule a meeting with Program Manager at schools to discuss benefits of establishing Pre-Apprenticeships; employment opportunities and career pathways. APN also collaborates with Work Experience Coordinator to identify potential Pre-Apprenticeship opportunities for career seekers. Increase percentage of 12th grade secondary career and technical education enrollment.

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

As part of its Talent Pipeline Strategy, CSCR will work with the K-12 partners in the 4-county region to increase the percentage of 12th grade CTE enrollment. CSCR will target enrollment in CTE programs for which there is a corresponding post-secondary program on the region's ETPL, to ensure that appropriate assistance may continue to be provided. To aid in this effort, CSCR will:

- Scholarship Access: Increase student and parental awareness of scholarships available to meet their continued education needs for training programs included on the Eligible Training Providers List.
- CTE Awareness: Information sessions will be conducted, to highlight the benefits, job opportunities, and post-secondary pathways available through CTE programs.
- Parental Engagement: Host information sessions to inform parents about the advantages of CTE, including how it supports both immediate job readiness and further education opportunities.
- Targeted Enrollment: Using data analytics, help identify students who may benefit most from CTE programs. Focus would be on students with an interest in hands-on learning, practical skills, and those seeking employment post-graduation.

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

The Board's strategies to work with core and combined partners to contribute to the listed statewide goals include the following:

- Ensure a concerted focus on working with career seekers that are hardest to serve (i.e. Individuals 55 years and older, youth, individuals receiving SNAP and TANF benefits and individuals with disabilities).
- Increased collaboration with K-12 guidance counselors to promote new and emerging industries, by providing timely and relevant labor market information for more informed decision-making.
- Increased collaboration with post-secondary training institutions, to increase awareness, interest and enrollment in training programs that result in the attainment of industry recognized credentials, targeted to new and emerging industries.
- Continued support for programming such as the "Worlds of Work", a career exploration program aimed at 9th graders from the four counties we serve.
- Continued collaboration with economic, workforce and education partners to build a sustainable talent pipeline solution.
- Continued outreach to local businesses to promote the benefits of developing registered pre-apprenticeship and registered apprenticeship programs, to increase opportunities for career seekers to earn relevant industry certifications as they progressively increase their earnings. The Apprenticeship Navigator Specialist (APN) conducts research to identify businesses in the region which include occupations from the Targeted Occupations List and conducts promotional cold calls to those businesses to discuss workforce challenges and benefits of establishing a Registered Apprenticeship program. The APN also meets monthly with Business Solutions Account Executives, LVER, and One Stop Operator to discuss RA marketing strategies and ensure existing employer accounts are aware of RA programs.
- The Apprenticeship Navigator Specialist shares leads from Apprentice Florida with Career Center Managers. Career Center Managers assign staff to contact the career seekers to determine their interest and share current apprenticeship opportunities. CSCR also regularly uses their social media channels and career seeker newsletter to promote apprenticeship opportunities to career seekers.
- Apprenticeship Navigator Specialist (APN) has partnered with CSCR Account Executive (AE) for Leon, Gadsden, Jefferson and Wakulla County Schools; AE is researching school programs; AE and APN will identify potential Pre-Apprenticeship opportunities and create list for connecting with employers. AE & APN will schedule a meeting with Program Manager at schools to discuss benefits of establishing Pre-Apprenticeships; employment opportunities and career pathways. APN also collaborates with Work Experience Coordinator to identify potential Pre-Apprenticeship opportunities for career seekers.

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

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

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

Other partners/programs provided in the system are:

- National Caucus and Center on Black Aging (NCBA) (SCSEP Program)
- Trade Adjustment Assistance
- Jobs for Veterans State Grant (JVSG)
- Supplemental Nutrition Assistance Program, Employment and Training
- Temporary Assistance for Needy Families (Welfare Transition)
- Job Corp
- State Unemployment Compensation
- Capital Area Community Action Agency (CACAA) (CSBG Program)

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

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

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

(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)).

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

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

(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)).

Both career services and training services are provided for Adult and Dislocated Worker populations. Types of career services under WIOA include Basic, Individualized, and Follow Up levels of service. Basic career services are provided throughout the Career Center and include orientations to services, initial assessment of skill levels and eligibility, referrals to open positions, job search assistance, job matching, assisting with unemployment claims, registration with Employ Florida and other labor exchange systems, and labor market training. These basic level services are designed to provide an essential overview of the career center benefits and begin the intake process into more specialized and customized solutions.

(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)

Individualized services provided include formal assessments to determine career interests and/or skill levels, development of individual employment plans and one-on-one career consulting. Through individualized career services the need for training level services is determined. Training services provided include both occupational skills training with approved local training providers and work-based training opportunities through work experience, apprenticeships and on-the-job training partnerships established with employers. During training, ongoing engagement with Career Advisors is mandatory on a bi-monthly basis, as determined by the career seeker's needs and type of training provided. Upon completion of training and/or obtaining permanent employment, participants may be provided follow-up services for up to 12 months. Follow-up services include periodic check-ins by staff to ensure that employment is retained. During follow-up, staff will also offer additional services to help the career seeker remain employed such as workplace counseling/mentoring, referrals to community resources and job search/support services.

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

WIOA Section 134 (c) (3) (E) establishes a priority requirement with respect to funds allocated to a local workforce area for the Adult program. Under this section, CSCR gives priority to the following "priority groups" when providing individualized career or training services regardless of the level of available funding:

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

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

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

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

5. Last, to “Other” individuals who fall outside of WIOA’s priority groups and do not fall within locally established program eligibility requirements. Individuals must meet WIOA Adult program eligibility requirements.

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

(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.

Funding for training services is reserved for those individuals who 1) are members of one of the WIOA priority groups (as outlined above) **and** 2) need training in order to increase their skill levels and who are pursuing occupations that are listed on the Eligible Training Provider List/Programs. If the career seeker (Adult or Dislocated Worker) is not a member of a “priority group”, they may be placed on a waiting list to receive training services after serving individuals that are considered a “priority” under WIOA, when possible.

Career seekers select appropriate training programs based upon an assessment and career plan created in collaboration with staff. Career seekers then select their training institution from the Eligible Training Provider List/Programs (ETPL). The career seeker must be presented with all options to pursue training and provided information on all training providers in order to make an informed choice. Prior to enrollment in a training service, the career seeker must furnish documentation of acceptance into the training program as provided by the training institution.

Individual Training Accounts (ITAs) are vouchers that can be used by career seekers who have been determined eligible to receive assistance with training under the Workforce Innovation and Opportunity Act (WIOA) or Trade Adjustment Assistance (TAA) programs. For the WIOA program, this includes Out-of-School Youth, ages 16-24. The established accounts can be used to cover the following expenses: tuition, books, and fees of eligible and approved training providers. Due to funding limitations, ITAs are reserved for those customers who need training in order to increase their skill levels and who are pursuing occupations that are listed on the Eligible Training Provider List/Programs. ITAs will be issued to eligible career seekers after all necessary assessment and planning and pre-enrollment activities have been completed. Issuing an ITA to career seekers involves several steps: 1) Identifying eligible expenses to be paid for by the ITA, 2) Obtaining the supporting documentation for eligible expenses, 3) Completing the ITA Voucher, 4) Obtaining the necessary staff approval, 5) Entering the approved ITA voucher amount in the Occupational Skills Training (OST) activity section of the Workforce Innovation and Opportunity Act (WIOA) Application in the Employ Florida (EF) system and 6) Entering the total training expense in the Fund Tracking section of Employ Florida on the Funding Award Notice and in the case notes.

CSCR has established a Tier System that sets limitations on the maximum funding amount per training program based upon the average placement wage after training as compared to the area’s Lower Living Standard Income Level (LLSIL) wage rate (for a family size of

three, adjusted for the area based on the Florida Price Level Index). All approved ITAs will follow the tier guidelines provided in the chart below. Tier 1 through Tier 4 applies to Welfare Transition (WT) and WIOA Youth who are not dual enrolled in the WIOA Adult/Dislocated Worker (DW) programs. WIOA Adult/DW program participants that are considered "harder to serve" are also eligible for training that falls within Tier 1. This 'Special Population' includes:

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

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

Tier	Eligible Program Participants	Average Placement Wage	% of 2024-2025 LLSIL ($17.13)	ITA Cap
Tier 1	WIOA Youth, WT & WIOA A/DW (Special Population)	$11.13 – $12.84	65 - 74%	$2,500
Tier 2	**ALL WIOA** & WT	$12.85 – $15.41	75 - 89%	$5,000
Tier 3	**ALL WIOA** & WT	$15.42 – $17.12	90 - 99%	$7,500
Tier 4	**ALL WIOA** & WT	$17.13 and above	100% and above	$10,000

Note: SNAP E&T career seekers must be dual enrolled in WIOA in order to access occupational skills training.

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

Due to the high cost, "Out-of-state" tuition and related fees are not authorized. However, if the career seeker is able to provide a financial breakdown that specifically delineates the actual in-state versus out-of-state fees, staff may establish an ITA/PO for the in-state portion of the customer's tuition and fees. The calculation of these costs based upon the school's published tuition and fees is not acceptable; documentation provided must be specific to the student.

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

To be consistent with the provisions contained in WIOA, CSCR only funds training services

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

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

Contracts are utilized for such training services such as On-the-Job Training (OJT), Incumbent Worker Training, Customized Training and for Work Experience opportunities, while ITAs are used for Occupational Skills Training. Individuals participating in Registered Apprenticeships may be provided assistance via contract for the work component (OJT) in order to reimburse the employer for the participant's wages and via ITA in order to cover the tuition, books and fees of the training provider for the related technical instruction (RTI) component.

(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)).

In an effort to ensure customer choice in the selection of training programs, a wide variety of high quality training programs are included on the Eligible Training Provider List (ETPL) for selection. The career seeker must be presented with all options to pursue training and provided information on all training providers in order to make an informed choice. Programs are offered via the following approved training providers:

- Computer Coach Training Center
- Florida A&M University
- Florida Rural Water Association
- Gadsden Technical College
- G&S Fence, LLC
- Keiser University
- Learning Alliance Corporation
- Leon County Adult & Community Education
- Lively Technical College
- My IT Future Institute

- National Training, Inc.
- Roadmaster Drivers School
- Solutions of Substance, Corp.
- Tallahassee State College
- TechLaunch Academy
- The Academy of South Florida
- Truck Driver Institute
- Wakulla Adult & Community Education

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

(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)).

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

A. Annually, a Regional Demand Occupations List (RDOL) is established and published by the Florida Department of Commerce (FloridaCommerce). This list is used as the basis for training programs in LWDA 5.

B. Occupations are selected for inclusion on the RDOL based on the following criteria:

   a. LMEC Educational Requirements: 3 (Some College, No Degree), 4 (Postsecondary Non-Degree Award), 5 (Associate Degree) or 6 (Bachelor's Degree)

   b. 30 annual openings and positive growth

   c. Mean Wage of $16.36/hour and Entry Wage of $13.30/hour

   d. High Skill/High Wage (HSHW) Occupations:

      1. Mean Wage of $25.63/hour and Entry Wage of $16.36/hour

The Eligible Training Providers List/Programs (ETPL) will be reviewed annually to ensure alignment with in-demand industries and occupations. Prior to the end of each program year, the approved programs on the ETPL will be reviewed against the most-recent RDOL.

Programs that are no longer in-demand (occupation is not included on the RDOL) will be marked for removal from the ETPL and the Training Provider will be notified via written notice.

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

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

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

As previously described, the Regional Demand Occupations List is used as the basis for training services that are provided in LWDA 5. The goal is to ensure that training dollars are invested in occupations that are in-demand. CSCR will provide work-based training services through On-the-Job Training (OJT), Incumbent Worker Training (IWT), Customized Training and Apprenticeships. Work-based training is employer-driven and presents an opportunity to increase employer engagement, implement sector strategies, and encourage industry partnerships.

OJT

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

The Business & Employer Solutions (BES) team will market and identify potential OJT employer partners. The BES team reviews the requirements (i.e. non-displacement of current staff, records availability for monitoring, reimbursement structure, training plan, etc.) of the program with the employer prior to developing an OJT agreement. Once it is determined that the employer is interested in moving to the next step in the process to enter into a contract with CSCR, staff members will comb their caseload for potential referrals for the OJT position. If no suitable participants on the caseload, staff will conduct appropriate outreach and job matching in Employ Florida to identify other potential candidates. Employers may also refer potential customers for the OJT position, provided they are not currently employed and have not been offered employment by the employer. All customers, regardless of referral source, must be WIOA eligible and determined so prior to starting the OJT.

IWT/Customized Training

IWT is an employer focused grant that reimburses employers for up to 50% of their direct training costs (i.e. tuition, textbooks, other training materials) related to providing skills-upgrade training to their current employees. The training is generally for job-specific skills to assist employers with retaining their current workforce and increasing their competitiveness. This program also helps employees gain the skills needed to obtain or retain employment that leads to a self-sufficient wage. If layoffs will be averted as a result of the training, the minimum amount of the employer share of the training cost may be increased up to 90%, depending on the size of the employer.

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

Apprenticeships

CSCR assists qualified participants by supporting their progression through and completion of registered apprenticeship programs. CSCR is able to support apprentices by covering the cost of the related technical instruction, reimbursing a portion of their wages to the employer and with the provision of critical support services.

(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)).

Enrollment in CSCR's WIOA Youth Learn, Earn and Advance Program (LEAP) requires an objective assessment of academic levels, skills level, and service needs for the participant, which includes a review of basic skills, occupational skills, prior work experience, employability, interest, aptitudes, supportive service needs, and the developmental needs.

All youth including youth with disabilities benefit from WIOA youth activities; as such, reasonable accommodations are provided to youth who are individuals with disabilities such as, assistive technology and other accommodations. Participants must complete specific pre-enrollment activities as part of the WIOA Youth application process. These activities include completing a program orientation, Employ Florida registration, resume creation, career exploration and formal and informal assessments.

Once a candidate has been approved for enrollment, the program encourages and supports academic achievement and life-long learning; Prepares young adults with the literacy, technical/occupational, work readiness, decision-making and interpersonal skills needed to successfully transition to employment and postsecondary education; Provides opportunities for leadership, encourages a sense of personal identity, broadens a young adult's perspective, provides youth with safe surroundings, connects youth with caring

adults and provides supports to overcome barriers; prepares youth to meet the challenges of work, family and community responsibilities; promotes collaboration and coordination between service community partners to meet the needs of the participant and ensures access to the information and services available through the service delivery system.

(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)).

CSCR's Youth Program, Learn, Earn and Advance Program (LEAP) will organize the 14 required WIOA youth elements around three phases of service delivery: ***Empower***, ***Educate***, *and* ***Employ***. The Youth Program Model stacks activities across all three phases to achieve the greatest youth development. Prior to enrollment, potential participants are educated on all aspects of the program, to include the 14 elements that are available, during the LEAP program orientation. CSCR staff also discusses this information with participants during one-on-one initial appointments, to determine the appropriate service strategy based on the needs identified. Services that are not provided directly by CSCR staff are provided via referral to an appropriate resource or community partner (as indicated below).

EMPOWER

WIOA eligible youth frequently have significant barriers to education and employment success. The Model immediately engages youth, as they enter the workforce system in barrier identification and remediation. This is the critical first step in positioning youth for success. Only when their situation is stabilized (to the degree possible) can they move toward developmental phases (Educate and Employ). Services and WIOA Youth Elements used in the Empower phase include:

- Cooperative Individual Service Strategy (ISS) development, Education, and Career Planning (Direct/Internal)
- Focused and relevant Leadership Development Opportunities (Direct/Internal)
- Adult Mentoring to help them succeed (Referral)
- Supportive Services to overcome barriers (Direct/Internal)
- Access to Comprehensive Guidance and Counseling (Direct/Internal and Referral)

EDUCATE

Education and contextualized learning opportunities are emphasized in the **Educate** Phase of the program. The Educate phase is (in the context of a long-term Career Pathway) an intervention stage as they move toward employment or advancement along their Career Pathway. Youth that struggled in secondary school and/or dropped out may require significant remediation and services in this Phase, while others that excelled in education and training programs may move more directly to the **Employ** Phase. Services and WIOA Youth Elements used in the **Educate** Phase include:

- Financial Literacy Education (Direct/Internal)
- Entrepreneurial Skills Training (Referral)

- Tutoring, Study Skills Training, Instruction, and Dropout Prevention (Referral)
- Alternative Secondary School and Dropout Recovery Services (Referral)
- Education Offered Concurrently with Workforce Preparation (Direct/Internal)
- Postsecondary Preparation and Transition Activities (Direct/Internal and Referral)
- Occupational Skills Training (Referral)

EMPLOY

The goal for the Young Adult participants is the Employ Phase. In service planning and goal setting with youth, our focus is always on long-term career goals, and the intermediate education and employment steps it will take to achieve their career goals.

The Employ Phase of the Young Adult Program focuses on employment within their preferred Career Pathway and (as needed) on contextualized, work-based training opportunities that will accelerate their progress toward their career goals. Employer engagement during the educate phase also helps to establish invaluable adult mentoring relationships in a professional setting, creating role models for the participants that will ensure their continued success and progression. Services and WIOA Youth Elements used in the Employ phase include:

- Labor Market Information that is relevant to their education and career goals (Direct/Internal)
- Meaningful work-based learning opportunities (Paid/Unpaid Work Experience, Internships, On-the-Job Training, and Apprenticeships) (Direct/Internal)
- Customized Job Development (Direct/Internal)
- Direct Placement (employment in target occupations and industry sectors that lead to self-sufficiency (Direct/Internal)

(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.

Basic Skills Deficient - The LWDB will conduct a comprehensive assessment of the youth using the TABE assessment during eligibility determinations. The TABE assessment identifies the educational levels for a participant and determines whether an individual is basic skills deficient in either reading or math or both. By scoring below a 9th grade level an individual would be identified as basic skills deficient. Note: As of the writing of this plan, the region is in the process of exploring the use of Comprehensive Adult Student Assessment System (CASAS) for basic skills deficiency determinations. This plan will be updated if any changes are made.

(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).

CareerSource Capital Region defines "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" as youth determined as basic skills deficient, documented as having a disability or considered limited English proficient.

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

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

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

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

(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).

Up to five percent (5%) of the individuals assisted through the LEAP/Youth program may be persons who would be covered individuals except that they are not low-income. The term "covered individual" refers to:

- An in-school youth; or
- An out-of-school youth who is low income; and
  - Is a recipient of a secondary school diploma or its recognized equivalent and is basic skills deficient or and English-language learner; or
  - Requires additional assistance to enter or complete an educational program or to secure or hold employment.

CareerSource Capital Region defines "requires additional assistance…" as an individual who:

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

(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

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

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

operating area (prior to application for services).

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

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

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

(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.

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

(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.

CSCR provides transportation and other support services, based on program and funding availability to assist customers in overcoming barriers to employment. These supportive services are made available to participants who are unable to obtain such services through other programs providing such services. Where possible, CSCR facilitates the connection between the partner agency and the customer in order to access services. The following services are currently provided by CSCR:

- *Transportation Assistance:* Customers participating in the Welfare Transition (WT) program can receive transportation assistance based upon need and the mileage for participation in program activities. Customers may be considered to have minimum, moderate, or high-level need and the amount received is based on the determined level of need. In no instance will a customer receive more than $40 monthly in gas cards/bus passes. Customers that fail to participate as required are not eligible to receive assistance unless there is a documented hardship.
    - WIOA program participants are eligible to receive transportation assistance, based on their need for such assistance, as determined during their initial assessment. Participants may be considered to have minimum, moderate, or high-level need and

the amount received is based on the determined level of need. Under no circumstances will the participant receive more than $80.00 in transportation assistance per month. In the event the participant is already receiving transportation assistance (i.e. WT career seeker), staff must ensure that a duplication of assistance does not occur. For example, if the participant has a minimum level of need and receives $20.00 in transportation assistance via the WT program, they are only eligible to receive $20.00 in transportation assistance to participate in the WIOA Transitional Employment Program (Maximum amount of $40.00 per month).

- *Childcare Assistance:* Childcare assistance is provided to WT customers by referral to the Early Learning Coalition (ELC). Customers who are mandatory and successfully completing assigned activities are eligible to receive a referral authorizing ELC to provide subsidized services. Customers must provide proof of participation and/or employment in order to receive ongoing referrals. Customers whose public assistance ends due to income (transitional customers) are provided childcare assistance for up to two years upon documenting continued employment.
    - Childcare Assistance may also be provided to Workforce Innovation & Opportunity Act (WIOA) program participants who were referred to and denied assistance by ELC.
- *Training/Work-Related Assistance:* WT customers who are employed, attending school, or in training are eligible to receive assistance with the purchase of work, school and training- related items. These items can include tools/supplies/equipment, uniforms and other related forms of clothing/shoes, lab/testing fees, books, tuition, GED fees, certification/licensure fees or other appropriate work/school-related items.
    - WIOA program participants who are enrolled in career and training services are eligible to receive assistance with the purchase of training related items. These items may include books, tools, uniforms/related clothing items, license and examination fees and other appropriate training related items. CSCR may also pay for testing fees (background and/or drug screening) that are documented requirements of the training provider for each student irrespective of the source of funding; customers must also express a need to receive the service and attest there are no other means/resources at their disposal. Additionally, WIOA career seekers who are employed or who have an offer of employment are eligible to receive assistance with certifications and licensure/testing fees when the certification/license/exam is for an occupation that is currently in-demand and required for employment by the career seeker's employer (or future employer).
- *Education Assistance:* Due to the lack of funding, Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T) does not directly assist their participants with paying for GED tuition and exam fees; rather, through referral to the WIOA programs based on eligibility and suitability. Where appropriate, customers are referred to other partner agencies for assistance in this regard.
- *Other Support Services:* WT customers can request other assistance as a diversion to receiving on-going benefits as well as with relocating for employment or domestic violence situations. Customers that apply for public assistance but have yet to be approved/receive benefits AND have an emergency and/or unexpected situation AND

can prove that there is not a need for on-going public assistance payments may qualify for and receive up-front diversion funds up to $1000 through the Department of Children & Families (DCF).

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

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

- Workforce Innovation & Opportunity Act (WIOA) program participants may also receive assistance with driver's license fees (commercial and non-commercial) and may also be referred to City Walk for assistance with clothing and work attire.

(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.

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

- Stay abreast of the most up-to-date assistive technology services and tools; ensure that assistive technology services are available for use by clients.
- Provide training to all staff to ensure they are sensitive to the unique needs of individuals with disabilities (to include disability etiquette) and that they know how to access and/or request accommodation for customers as needed.
- Ensure that staff know the internal process when working with individuals with disabilities and other protected population groups to ensure confidentiality of customer conversations and information.
- Ensure that all marketing and recruitment materials include equal opportunity taglines and TDD/TTY or relay service information; marketing materials are made available through a broad range of media sources.
- Maintain a list of local agencies and resources that assist individuals with disabilities and make this information available to staff and customers.
- Engage a sign language interpreter, as needed/requested, for hearing impaired customers to attend workshops or counseling sessions.
- Ensure that vital documents (i.e., intake/registration forms, assessments, presentations, etc.) are available electronically with a screen reader for the visually impaired or audio for the hearing impaired or are translated into the significant languages present in the area.
- Conduct cross-training with core partner and other partner program staff and Career Center staff to promote relationship-building in areas such as job search techniques, job development, employer negotiation, job support strategies and employer/training services.

- Identify and collaborate on an ongoing basis with local community or advocacy organizations, agencies and schools that provide services and support to individuals with disabilities to educate them about our services and to share resources; establish and/or expand partnerships/linkages through memoranda of understanding when practical with organizations such as Lighthouse of the Big Bend and other organizations providing similar services.
- Ensure that staff receive Limited English Proficiency training annually and ensure Spanish speaking staff are available in career centers where Spanish speaking populations are found.
- Ensure that career center facilities meet the most current standards for physical accessibility.
- Review and amend (where necessary) processes and policies to ensure universal access and equal opportunity in the administration of and access to programs/services provided in the career center.
- Ensure representation on LWDB Board of Directors of organizations and committees who are direct providers to individuals with a disability to voice the needs of their customers and assist in the creation of strategic plans and policies. Preferred agencies/organizations serve an array of disabilities including physical, mental, cognitive and sensory disabilities.
- Create and use a common intake form to help determine eligibility for multiple career centers and partner programs/services.
- Designation of qualified staff to serve as the Equal Opportunity Officer and frontline staff to act as a Disability Resources Coordinator.
- Develop and implement data sharing agreements among partner programs that serve individuals with disabilities that increase effective support of customers served by the Career Centers, consistent with the privacy and confidentiality policies.
- Network with the employer community in partnership with other local organizations that serve individuals with disabilities to make a "business case" by offering OJT, customized training, etc. for hiring individuals with disabilities.
- Provide employers with disability awareness training in partnership with VR.
- Employ individuals with disabilities to serve customers.

(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)).

CareerSource Capital Region provides universal access to services for all community residents including those receiving reemployment assistance benefits. Individuals in need of reemployment assistance are able to utilize either of three comprehensive career center resource rooms and equipment, to apply for RA benefits and escalate issues and concerns they may be experiencing. CSCR provides local employers with an array of solutions meant to fill their hiring needs, build a talent pipeline for future vacancies, and assist the employer in

remaining viable. Unemployed individuals can be considered a likely pool of skilled individuals equipped to promptly transition into open positions and become an asset to the hiring company. To strengthen the linkage and increase the visibility between employers and unemployed individuals, CSCR provides the following concentrated solutions:

- Rapid Response - The Rapid Response Coordinator works to link affected workers with resources and local businesses needing to hire for skills similar to those of the worker. To that effort the Rapid Response Coordinator will review the resumes and/or applications of affected workers to ascertain their work/education history as well as transferable skills of each individual. Also, job listings posted in Employ Florida will be reviewed for potential job matches. If there are matches, the hiring employer/manager will be contacted, advised of the pending layoff, and given the opportunity to review the resumes/completed applications from any of the affected employees. If warranted, a hiring event may be scheduled with local employers to assist in placing the impacted workers prior or subsequent to the date of layoff/closure.

- Hiring Fairs - As part of the integrated case management model and in response to employer/career seeker comments, CSCR has shifted to having smaller, industry-focused hiring events throughout the year. Doing so, allows the area to attract more businesses and career seekers that have skills in specific, in-demand industries. As a result, more career seekers and businesses register in Employ Florida for services. The change has allowed CSCR to increase the talent pipeline for local employers as well as improve the types of employers/positions posted.

- Talent Talk - The Talent Talk series is a lunch and learn that provides an opportunity for career seekers to get information about important career-related topics from subject matter experts. Generally, the subject matter expert is an employer who provides insight into topics such as applicant tracking systems, dressing for success, negotiating after a job offer, and tips for keeping a job.

To further strengthen the linkage, individuals referred to the Reemployment Services and Eligibility Assessment (RESEA) program are introduced, as part of the program's orientation, to the full suite of services and programs available at the career centers, including the WIOA Dislocated Worker program, with the goal of possible enrollment for training and case management services.

(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.

Veterans and eligible spouses, including widows and widowers as defined in the statute and regulations, are eligible for priority of service. Priority of service (POS) means the right of eligible veterans (Wagner-Peyser 180-days or greater (LVER/DVOP), one-day for other USDOL funded programs) and covered persons to take precedence over eligible non-covered persons for the receipt of employment, training and placement services provided under new or existing qualified job training programs. Veterans and eligible spouses will be made aware of:

- Their entitlement to priority of service
- The full array of programs and services available to them, and
- Any applicable eligibility requirements for those programs and/or services.

To ensure priority of service is provided, eligible veterans and covered persons must be identified at the point of entry of CareerSource Capital Region offices, by use of the DEO Intake Form, and shall be notified of their priority of service status along with other program information and/or available services. Point of access includes physical locations, such as CareerSource Capital Region offices, as well as web sites and other virtual service delivery resources. Staff must ensure Priority of Service (Service Code 189) is documented in Employ Florida subsequent to the provision of POS information. Staff should also enter a case note to support the entry of the Service Code 189. Staff will use the DEO Intake Form to identify veterans with qualifying employment barriers, i.e., disabled veterans, recently separated veterans, homeless and the like. An initial assessment should be conducted and subsequently, services, referral and/or a soft hand-off of the veteran, as appropriate, for services. All veterans and covered persons who are pursuing employment must be registered in Employ Florida.

If the veteran attests to having any qualifying employment barrier as defined in Title 38 and VPL 04-25, Center staff must:

- Conduct an Initial Assessment;
- Ensure the veteran's qualifying employment barrier is documented at the beginning of the case note;
- Determine if the veteran needs a referral to a DVOP Specialist; case note that the veteran was referred to the DVOP and escorted.

If a DVOP is not available, center staff must provide the services and document in the case note that a DVOP was not available.

(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)

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

(b) Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; (20 CFR 679.560(b)(2)(ii) and

CSCR's Business & Education Council, a strategic collaboration inclusive of educational entities and business community representatives, has been established to provide crucial information to help shape strategies and plans to enhance educational and workforce opportunities for businesses and job seekers. The goal of this collaborative effort is to align educational programs with local industry needs and help facilitate the development of career pathways in the local area.

In addition to the development of career pathways and relationships with local agencies, the local area has aligned the intake procedures of the Welfare Transition, Supplemental Nutrition Assistance Program E&T, and Reemployment Services and Eligibility Assessment (RESEA) Program with the procedures of WIOA Adult, Dislocated Worker, and Youth in order to assess eligibility for co-enrollment. All career seekers complete a predetermined set of activities prior to approval of services which includes initial assessments, labor market information, initial job search training and Employ Florida registration.

(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.

Eligibility for WIOA programs is assessed through the pre-enrollment process (inclusive of the predetermined activities discussed in 10(b) above) to allow for efficient co-enrollment when the need for training services is determined necessary. As part of the enrollment process for the WIOA program, individuals are assessed to determine the individual's career interests and goals and the potential career and training services needed in order to assist them in attaining recognized postsecondary credentials, including those on Florida's Master Credentials List, for in-demand occupations.

(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

CSCR Business Account Managers and other team members are dedicated to regular employer outreach and engagement activities in Leon, Gadsden, Jefferson and Wakulla counties. Employer engagement has multiple purposes: (1) to share the plethora of solutions CSCR offers, (2) to share workforce data, trends and initiatives as needed, and (3) to assess the employers' workforce needs. Below are a few ways we engage the local business community:

- Business Solutions team members actively participate in Big Bend SHRM, attending meetings, partnering on events, serving as guest speakers and serving on the board of directors.
- Account Managers participate in local chamber meetings and events in the four counties, including the monthly Benefits & Breakfast sponsored by the Greater

Tallahassee Chamber where we introduce CSCR solutions to employers new to the Chamber (and often new to the region).

- Two members of the Business Solutions team serve as a Greater Tallahassee Chamber Ambassadors.
- Business Solutions team members maintain strategic relationships with economic development organizations and other community business groups to identify referrals, etc.
- Business Solutions team members attend local job and career fairs and trade related events, where they can engage with industry partners.
- Business Solutions team members actively engage employers on LinkedIn and other appropriate online tools to market services, targeting those with persistent hiring needs.
- Business Solutions team members host multiple recruitment events and information sessions, as well as hiring fairs annually.
- Business Solutions team members participate in local business associations such as the Florida Health Care Association to increase employer engagement
- Business Solutions team members regularly engage with organizations such as the Small Business Development Center, Jim Moran Institute for Global Entrepreneurship, TalTech Alliance and others.

(b) Support a local workforce development system that meets the needs of businesses in the local area. (20 CFR 679.560(b)(3(ii))

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

Through hiring fairs, recruitment events and regularly scheduled face-to-face meetings, CSCR gains a better understanding of business needs by gathering information on open positions, company culture and ideal candidates. We then partner with Regional Recruiters to screen job matches and provide qualified talent.

(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)

The Business and Education Council, established in January 2024, is comprised of business leaders and education partners in the region. In these meetings the members discuss current labor market information, occupational needs and potential lack of trained talent from the employers' perspective as well as current and planned offerings for training from the education partner's perspective. Some of the education partners have been open to adding or changing curriculum based on the information obtained from the employers. It is the expectation that as the council continues to meet and discuss the talent pipeline challenges this trend will continue to grow.

(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

With the recent addition of an Apprenticeship Navigator, CSCR is developing outreach programs to reach career seekers to educate them on available apprenticeships. Outreach efforts being developed include meeting with students at local colleges, universities, and technical schools, direct marketing to newly MIS registered career seekers, and attending community events to provide apprenticeship information.

CSCR makes every effort to provide information to its career seekers and employers of the benefits of participating in an apprenticeship program. For career seekers found to be in need of training assistance, information regarding all approved training programs, including RAs, is made available for consideration, if in alignment with their career goals. With the enactment of WIOA and the ability for apprenticeships to automatically qualify as an eligible training provider, CSCR continues to seek out potential program sponsors to discuss the possibility of adding the programs to the local ETPL.

(b) Increasing total number of registered apprenticeship programs and program occupations

The Apprenticeship Navigator Specialist (APN) conducts research to identify businesses in the region which include occupations from the Targeted Occupations List and conducts promotional cold calls to those businesses to discuss workforce challenges and benefits of establishing a Registered Apprenticeship program. The APN also meets monthly with Business Solutions Account Executives, LVER, and One Stop Operator to discuss RA marketing strategies and ensure existing employer accounts are aware of RA programs.

(c) Increasing total number of registered pre-apprenticeship programs

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Apprenticeship Navigator Specialist (APN) has partnered with CSCR Account Executive (AE) for Leon, Gadsden and Wakulla County Schools; AE is researching school programs; AE and APN will identify potential Pre-Apprenticeship opportunities and create list for connecting with employers. AE & APN will schedule a meeting with Program Manager at schools to discuss benefits of establishing Pre-Apprenticeships; employment opportunities and career pathways. APN also collaborates with Work Experience Coordinator to identify potential Pre-Apprenticeship opportunities for career seekers.

(d) Expanding registered apprenticeships and pre-apprenticeships into healthcare, advanced manufacturing, aviation and aerospace, information technology, and other emerging industries.

The Apprenticeship Navigator Specialist (APN) works closely with Business Solutions Account Executives to educate employers in these sectors about creating/expanding RAs. Additionally, the APN utilizes CareerSource Florida Registered Apprenticeship Resources (including Salesforce) to identify employer leads. The APN is also building strong relationships with APNs in other regions to learn more about their RA programs and best practices in targeted industries.

(e) Supporting apprentices with WIOA services to support the on-the-job learning, related instruction and supportive services.

In the CSCR service area, there are several ways in which WIOA may be used to support eligible apprentices interested in registered apprenticeships.

On-the-Job Training (Work Component)

- On-the-Job Training (OJT) contracts may be established with employers to support the work component of Registered Apprenticeship programs. Employers may be reimbursed up to 75% of the wages paid to a WIOA-eligible participant.

Related Technical Instruction (Academic instruction/classroom component)

- The Related Technical Instruction (RTI) is an organized and systematic form of instruction designed to provide the apprentice with knowledge of the theoretical and technical subjects that supplements the concepts and processes of on-the-job learning in an apprenticeship program. This instruction may be given in a classroom, through occupational or industrial courses, correspondence courses, electronic media, or other forms of self-study approved by the Department of Education. For approved programs, participants may receive assistance with the cost of the related technical instruction, via the use of Individual Training Accounts (ITAs). These ITAs may be used to pay the cost for tuition, as well as fees, books and other training-related costs. Assistance may also be provided to apprentices via Incumbent Worker Training (IWT) Grants. IWT contracts may be used to fund cohort training for current apprentices to avert layoffs or increase skill levels of employees so they can be promoted and create backfill opportunities.

Support Services

- For individuals enrolled in an Apprenticeship program, who are receiving career or training services, support services may be offered. These supports may include assistance with equipment, supplies, uniforms and license/certification/exam fees.

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)).

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

1. Knowing and understanding the needs of business and workers to drive workforce solutions;
2. Ensuring that our career centers provide an excellent customer service experience to career seekers and employers and focus on continuous improvement;
3. Supporting strong regional economies and playing an active role in community and workforce development; and
4. Integrating the multiple funding streams into a seamless delivery to career seekers with a single point of contact.

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

The local one-stop delivery system also includes a variety of comprehensive services to employers that include, but are not limited to: job postings; screening and referral of qualified candidates; training grants for incumbent workers; provision of labor market information; job fairs, hiring fairs and other recruitment events; information regarding tax incentives and other economic development programs; general and updated information regarding unemployment insurance and workers' compensation; customized recruitment, qualification and assessment screening of applicants; Rapid Response and/or outplacement services for downsizing companies; development of on-the-job (OJT) training opportunities; and customized training.

The following resources will be pooled within the one-stop systems to provide services:

1) Workforce Innovation and Opportunity Act funds, 2) Temporary Assistance for Needy Families funds for the Welfare Transition program, 3) Wagner-Peyser funds, 4) Supplemental Nutrition Assistance Program Employment & Training funds, 5) Reemployment Assistance funds, 6) Veteran Services funds, and 6) other special grants/funds as awarded to CSCR. WIOA funds will be expended for basic career services, individualized career services, training and follow-up services. All workforce funds will be used to pay for their proportionate fair share of costs to operate the career centers and to ensure the efficient operation of workforce development programs/services throughout our operating area. Additional partners such as Vocational Rehabilitation, Adult & Community Education (ACE) and the Division of Blind Services either financially contribute to the space and overhead costs of the local one-stop delivery system or provide in-kind services.

(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 mandatory partners in WIOA, as well as partners with whom a Memorandum of Understanding (MOU) has been executed, are engaged via CSCR's Career Center Partner's Council. In addition to sharing details on services offered and making key connections to leverage resources, the Council meetings are used as an opportunity to identify community and system challenges and solicit input for the development of plans/processes in order to address those concerns and strengthen the system as a whole.

(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.

The National Caucus and Center on Black Aging is a partner in Gadsden and Leon counties with the Senior Employment Program providing opportunity for those unemployed over 55 years old. CSCR commits to serving as a worksite for these programs.

Early Learning Coalition is in the Wakulla Career Center with a full-time staff member assisting career seekers with childcare needs.

Job Corps (which provides opportunities for paid internships and volunteer opportunities) also has a strong presence in the Leon Career Center.

(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.

Local workforce development boards play a vital role in ensuring Floridians have access to the resources and services needed to obtain meaningful employment. To achieve this goal, local areas must develop strategies and policies that enhance customer service and promote maximum integration of service delivery for both business customers and job seekers.

To this end, CSCR employs a "supply/demand" approach in the one-stop delivery system,

where Business & Employer Solutions manages the "demand" side of the equation through engagements with the local business community. Job orders obtained and entered into Employ Florida are assigned to career center staff for direct recruitment of candidates--the "supply" side of the equation. In addition to recruiting active caseloads, career center staff recruit for assigned job orders by conducting skill and resume searches in EF. When viable candidates are identified, referrals are made in EF and passed to the Business Account Executives for presentation to employers.

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

The local Rapid Response Coordinator works closely with the Business Account Managers to ensure up-to-date communication about business closures/layoffs and the need to assist affected workers with finding employment, as well as connecting businesses to other solutions offered by CSCR.

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

All CSCR Career Centers are ADA compliant, and all forms, flyers, advertisements and postings include the required EEO information. Additionally, each center is equipped with computer software/hardware for use by persons with disabilities. Staff receive training at least annually regarding serving individuals with disabilities and how to handle accommodation requests. Sign language translators are engaged as needed to serve individuals with hearing impairments and screen readers and audio recordings are available as well. Career seekers with disabilities are considered universal customers and have access to all services and programs in all centers.

As of the writing of this plan, CSCR has been working to secure a firm relationship with our local Independent Living Center (ILC), Ability1st, whose Executive Director is currently a member of CSCR's Board of Directors. The ILC is regularly invited to attend our Career Center Partner's Council meeting, included in our community partners email distribution list for details on programs/services being provided through the Career Centers. Currently Vocational Rehabilitation and the Division of Blind Services has been our most consistent sounding board when it comes to how CSCR complies with Section 188 of WIOA.

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

CSCR makes every attempt to utilize principles of universal design within its operations, including in the design and layout of its one-stop centers. Adequate space is provided for staff and one-stop partners to meet with customers and ensure workshops and assessments are accessible for all individuals. Information is made available in various formats and assistive technology is utilized so standard online tools can be used by all customers. 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 and implemented, management and staff consider the design elements for all customer groups and how they will potentially be impacted, adjusting as necessary.

(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)).

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

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

During this meeting, it is also determined which level of services the customer would most benefit from utilizing. Career Center services include:

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

CSCR has also established the Affiliate Status Partnership program to expand services outside of the career centers by aligning with community partners with an interest and space for career seekers in remote areas to access Employ Florida to search for job

opportunities. Affiliates by nature are agencies in remote areas of Gadsden, Leon, and Wakulla counties that are churches, libraries or other community partners.

Upon request, remote areas may also be serviced through deployment of the LWDB's mobile unit. The van is capable of bringing tables, chairs, laptops, hot spot, and tent covering to any site within the service delivery area. It is capable of being set up quickly and staffed in the event of an emergency, hurricane or large dislocation event.

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

The LWDB has worked to streamline the integration of all programs into a singular intake and case management process. Irrespective of program (WIOA, Welfare Transition, SNAP E&T, special grants, universal services, etc.), all customers will complete a Tour of Services, Employ Florida Registration, and an Initial Assessment with a Career Advisor prior to accessing services.

The Initial Assessment utilizes an electronic form that ensures all elements of a career seekers education and employment history, barriers to employment, and other required areas are captured. The assessment form also includes a link to refer career seekers, via Crosswalk, to partner agencies when barriers are identified that have not yet been addressed.

Once these steps are complete, enrollment into specific programs is dependent upon the customer completing a prescribed set of activities which include:

- Labor market research
- Resume creation and review/critique by staff
- Career Interest Assessment

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

Starting July 2024, each one-stop utilizes Employ Florida's VOSGreeter for universal check-in to the one-stop and Employ Florida's Document Management to house electronic versions of customer files. Because all customer files are housed electronically and by customer rather than program, co-enrolled customers can more easily be case managed and monitored for compliance.

(4) 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)).

CareerSource Capital Region is the administrative and fiscal entity and grant recipient for LWDB 5. CareerSource Capital Region, as a public non-profit entity, has the intent to procure goods and services with public funds in a manner which promotes maximum

competition and ensures public confidence that awards are made fairly and openly and result in the most advantage for public funds expended. Staff are required to follow the policies and procedures established by CareerSource Capital Region and appropriate Federal and State Laws and Regulations.

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

A. Procurement by micro-purchase- The acquisition of goods or services where the aggregate dollar amount does not exceed $10,000. To the extent practicable, micro-purchases will be distributed equitably among qualified suppliers.

B. Procurement by small purchase- The acquisition of goods or services where the aggregate dollar amount does not exceed $250,000. If this process is used, price or rate quotes must be obtained from an adequate number of qualified sources.

C. Procurement by sealed bids- Bids are publicly solicited and a firm fixed price contract is awarded to the responsible bidder whose bid, conforming with all of the material terms and conditions of the invitation for bids, is the lowest in price.

D. Procurement by competitive proposals- Solicitation of competitive proposals, with more than one source submitting an offer, and either a fixed price or cost-reimbursement type contract is awarded.

E. Procurement by noncompetitive proposal / sole source may be used when the award of contract under competitive or small purchase procedures is not feasible. Circumstances under which a contract may be awarded by noncompetitive negotiations are limited to the following:

    a. The goods and services to be procured are available from a single source only;

    b. Public exigency or emergency when the urgency for the requirements will not permit a delay incident to competitive solicitation;

    c. After the solicitation of a number of sources, competition is determined to be inadequate;

    d. The awardee is a local educational agency, which is defined as public elementary, secondary, or vocational schools, the community College and the State University System;

    e. The purchases of utilities;

    f. Purchases made at prices established by a state contract administered by the State of Florida Department of Management Services;

    g. Purchases made at prices established by another unit of government;

    h. On-the-Job Training;

    i. Individual Referral of Participants into classroom training on a tuition or off-the-shelf basis at prices available to the general public as long as the aggregate amount of the tuition or unit cost does not exceed $10,000 for each individual training program;

j. Purchases made from another governmental unit in accordance with the Florida Statutes which provides for the purchase of such services without the necessity of procurement;

As administrative entity for LWDA 5, CareerSource Capital Region will use procedures and a monetary threshold for micro purchases, small purchases and sealed bids which at a minimum, comply with the threshold limits contained in CareerSource Capital Region Policy. CareerSource Capital Region considers all purchases less than $250,000 to be small purchases. Although not required, other procurement procedures such as bids and proposal solicitation may be used by CareerSource Capital Region for any procurement whose estimated cost is less than the small purchase threshold. CareerSource Capital Region small purchases procedures, while competitive, are considered simple and informal.

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

a) Unit price up to $10,000.00 – no bid required

b) Unit price between $10,000.01 and $249,999.99 – three bids required

c) Unit price of $250,000.00 or over – advertisement for competitive proposals or bids

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

When procuring services by a competitive solicitation of $250,000 or more, CareerSource Capital Region will use a Request for Proposal (RFP) process for competitive proposals. Public notice of the RFP will be provided through newspaper advertising, and a notice will be mailed to all agencies or individuals on the current bidders list, including minority organizations. Upon receipt of proposals by the published deadline, CareerSource Capital Region Planning Committee will review, rate, and make recommendations to the Executive Committee, prior to approval by full CareerSource Capital Region Board of Directors, which will vote on the matter.

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

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

- Copy of public notice announcing solicitation/request for proposals
- The Request for Proposals
- Copies of proposals received
- Record of proposal evaluations ratings
- Record of formal approval/disapproval of proposals
- Cost and/or price analysis of accepted proposals

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

(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)).

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

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

   The goal of the monitoring process is to identify areas of opportunity, verify compliance with local, state and federal directives, and to determine if system changes are needed and/or successful.

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

   Customer satisfaction is an important gauge of whether CSCR is meeting the needs of career seekers and businesses in our service area and where changes should be considered. The LWDB employs a Customer Satisfaction Plan that currently includes the provision and availability of surveys and the use of the Net Promoter™ scoring rubric for customer feedback to ensure our customer centered design is working in the eyes of those we serve.

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

   Deficiencies found at any level of the review process may elicit, in some instances, a

corrective action plan. Corrective action plans (CAPs) are reviewed by the contracted service provider management staff in addition to the LWDB staff. Suggestions are made and updates are required within a 20-day timeframe.

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

- Number of enrollees of the programs provided by the training institution
- Number of completers of the programs provided by the training institution
- Number of completers that pass licensure/certifying examinations
- Number of completers that find employment in their field of study within 270 days

When it is determined that the training institution does not adequately train career seekers to meet the needs of local employers, CSCR may make the determination to discuss removal of the training provider from the area's ETPL based on its local policy. CSCR requires a minimum 80% performance standard for all providers in order to be considered successful and remain on the ETPL.

2. Continuous Improvement Plan – As part of the service provider's contract, a Continuous Improvement Plan is created/maintained that provides guidance on how mechanisms/processes intended to enhance CSCR's quality system will be established and maintained. The plan is to be created annually and reviewed semi-annually to ensure adjustments are made as needed to address identified trends or changes in organizational needs. As part of the Continuous Improvement Plan, a workgroup was established to review the service delivery model, processes and procedures in place to determine where there are gaps, deficiencies and successes. The group met quarterly to discuss findings and provided recommendations for needed changes.

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.

CSCR is dedicated to meeting the needs of employers and career seekers residing in Gadsden, Jefferson, Leon and Wakulla counties. By strategically aligning our system with economic development, education and core partners, CSCR is primed to carry out its goals and mission. CSCR collaborates with core partners by way of agreements, memorandum of understandings and joint planning.

Individualized career services are coordinated across programs and partners to serve career seekers. Where possible, staff ensure co-enrollment to provide services needed to attain employment or complete training. These strategies assist in ensuring that services are not duplicated. And by adding Crosswalk(tm) as a referral system, tracking services across partners for referred individuals ensures that there is no duplication.

Upon entry, career seekers are "triaged" through formal and informal assessments to determine their knowledge, skills, abilities, needs, and barriers. Staff also verifies whether the customer is registered in EF and has a viable resume for job search. Career seekers that are considered job ready can access EF, Employ Georgia (MIS used in the Florida-Georgia Workforce Alliance partner regions) and other resources to quickly move into employment while those with more intensive needs are connected with services geared to build their skills and increase their earning capacity. To assist with needs and barriers, referrals are made to the appropriate program partners to address the identified needs of the career seeker.

Career seekers are routinely screened for eligibility and suitability of multiple programs to ensure the needs of the career seeker are met regardless of initial program affiliation. Youth between the ages of 1-24 who receive cash assistance benefits and children of migrant workers are co-enrolled in the WIOA youth program to benefit from a coordinated case management approach. Career seekers participating with the Jobs for Veterans State Grant, Welfare Transition and Supplemental Nutrition Assistance Program, Employment & Training who require assistance with training/educational costs and appear to be job ready are co-enrolled in the WIOA Adult or Dislocated Worker Program. CSCR makes and receives referrals from Vocational Rehabilitation and Adult & Community Education for training assistance, job search assistance, employability workshops, and assessments that are not available within their agency. Every effort is made by programs and partner agencies to leverage funds where possible and to avoid duplication of effort.

To ensure frontline staff are educated on the resources available in the service area, partner agencies provide training on their agencies. CSCR through its outreach efforts also provides information regarding available career center services. In most instances, points of contact are established for technical assistance purposes. It is important for staff to be educated and to know when to utilize partner agencies to provide services or address the

needs of the career seeker for which CSCR does not have available resources. Through its Career Center Partners Council, an online tool, CrossWalk, is utilized to allow staff to educate themselves about the agencies represented in the Council as well as make warm referrals (direct to specific points of contact). Each organization has agreed to keep the educational tool current as changes are made in their organization as well as contacting individuals referred within 48 hours.

(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)).

The CareerSource Capital Region (CSCR) Board is committed to coordinating workforce and economic development activities within the four-county service area. Over the course of several years, CSCR has invested in working with three of the counties within the region to include Gadsden: Gadsden County Development Council, Leon: Office of Economic Vitality, and Wakulla: Wakulla Economic Development Council. With this investment, CSCR has a Board position on Wakulla and Gadsden County Economic Development Councils. The CEO regularly attends meetings to give input on workforce issues facing the area and makes presentations annually to the county commissions. CSCR has an MOU with the two of the rural county EDO's in the area to outline the specific duties of each organization to coordinate workforce investment and economic development activities. Since it's addition to the region's service area, CSCR has committed to making similar investments in Jefferson county and is actively in the process of joining the North Florida Economic Development Partnership, the entity dedicated to facilitating economic development activity through high quality job growth and capital investment in it's 14-county area in north Florida. Our goal is to assist the local Economic Development Organizations (EDOs), Chambers, and others in the attraction, expansion, and retention of businesses in the four-county area. CSCR strategically partners with local EDO's and chambers of commerce to ensure we are supporting the vision of each entity and aligned with their sector strategy. This is accomplished by teaming up on meetings with businesses looking to expand or move to the area, offering a variety of workforce development solutions, and providing labor market data. The BES team also makes presentations to community and business groups on the plethora of services CSCR offers.

CSCR has developed strong relationships with the entrepreneurial community within the capital region. In addition, CSCR staff are in leadership positions throughout the community to maintain communication and engagement with the entrepreneurial ecosystem. CSCR's Rapid Response Coordinator and CEO both regularly engage with the Alliance of Entrepreneur Resource Organization (AERO) group. AERO is a coalition of public agencies and community non-profit organizations united to provide current and new businesses with resources to aid in their success. Tallahassee Community College has established an entrepreneurial training certification program for our local area (SPARK). CSCR staff have and continue to present to SPARK participants on the subject of best practices in Human Resources for start-up businesses. CSCR also partners with local business incubators such as Domi Station, the Jim Moran Institute for Global Entrepreneurship, and Innovation Park to help businesses with

workforce needs.

The CEO is leading the City of Tallahassee Affordable Housing Committee and has led the board and is on the executive committee of the Big Bend Continuum of Care Board addressing ongoing homelessness in the region.

(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.

CSCR has a full-time Rapid Response Coordinator dedicated to working with both employers and career seekers affected by closures and/or layoffs. The Rapid Response Coordinator is the first point of contact (recipient) within the region for all WARN notices from the State Rapid Response Program Office (the Business Solutions Senior Director is also a recipient of WARN notices). The Rapid Response Coordinator contacts the employer representative to verify the number of affected workers, types of positions affected, the effective date of layoff/closure, and provides the employer with an overview of solutions offered for affected workers. For layoffs that affect workers in multiple LWDBs, the Rapid Response Coordinator will also work/coordinate efforts with the local rapid response team. Note: At the time of this Plan's development, the Trade Adjustment Assistance for Workers Program (TAA) has not been reauthorized for new petitions beyond June 30, 2022. If, at some point in the future, the program is reauthorized, CSCR will coordinate with State Rapid Response Program Office to ensure Rapid Response services are provided to affected workers.

The Rapid Response Coordinator also participates in the state-wide Rapid Response Work Group to share information and best practices with other LWDBs and the State Rapid Response team.

This region does not experience a high volume of closures/layoffs so the primary focus of the Rapid Response Coordinator has been on Layoff Aversion Strategies such as:

1. Strategic planning, business intelligence data gathering, and analysis designed to predict, prepare for, and mitigate layoff events.
   - Utilizing EconoVue on a consistent basis to see current industry trends, declines, increases and financial stress trends.
   - Reviewing local, State and National news to determine potential leads of who/where to reach out.
   - Utilizing realtors, loan officers and accountants to provide insight to potential businesses in need.

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

- Utilizing EconoVue to sort by various company sizes for our Region, and by sourcing strategically within a specific industry.
- Connecting and establishing solid relationships with the local Chambers, SBD, EDC, OEV, Enterprise Florida, Disaster Relief Programs and CRA organizations in order to speak at meetings and be included in newsletters so that CSCR is considered first when one of the listed agencies encounters a business in need.
- Partnering with local industry associations.
- Attending community events consistently in order to connect with the various businesses i.e., town halls, ribbon cuttings, networking events, etc.…
- Present monthly workshops on local and statewide IWT, Customized Training and Short-Time Compensation opportunities

3. Outreach and education regarding the provision of comprehensive, employer-based Layoff Aversion services to include Short-Time Compensation, federal emergency grant and loan programs, local and community assistance programs, and incumbent worker training to avert layoffs and facilitate connections to other support services.
   - Regularly attending workforce group training which offers monthly courses pertaining to all of the above listed items as well as TAA training opportunities.
   - Attending conferences and webinars locally, statewide, and nationally that provide tips and highlight other successful strategies to be implemented in our region.
   - Connecting with local DEO team in order to receive a better understanding of how short-term compensation applications work and develop strategies to ensure contingencies are made where needed depending on the company.
   - Connecting with State Chamber to ensure proper understanding of CareerSource Florida IWT opportunities compared to our local IWT grant.
   - Connecting with SBD to know about current loan opportunities they have available for employers in need
   - Connecting with INIE agency to know of their current grant opportunities available to nonprofits in need who might not qualify for OJT
   - Staying up to date with local DEO announcements

4. 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.
   - Maintain a consistent presence in the business community (networking, attending events, etc.) so when someone hears of a potential and or actual closing, they notify RR in order to assist.

- Being able to map and determine potential financial stress indicators of local businesses through EconoVue.

(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:

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

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

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

Using data analysis from LMI and using JobsEQ™ from Chmura Analytics, the past and projected skill demand data as well as the business intelligence from our Business Solutions Team helped determine how we arrived at our sector strategy. In addition, using the Florida Online Job Demand Tool data provided by FloridaCommerce, we monitor monthly the high demand jobs posted throughout our four counties.

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

The CSCR Business Solutions team partners with the Greater Tallahassee Chamber of Commerce on their Talent Pipeline Management (TPM) initiative. Utilizing TPM strategies helps to understand how businesses, education, and other partners can work together to solve regional workforce issues. This initiative convenes businesses in employer-led industry collaboratives throughout the region to improve collaboration with education, government and workforce partners using real-time data to provide personalized talent solutions to ensure workers are trained, developed, and upskilled into in-demand career pathways.

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

The local area ensures strategies lead to strategic alignment by using the information garnered through the Business & Education Council meetings in order to align our WIOA resources to the skill gaps identified and work with our partners to address the training requirements needed to mitigate the skills gap in each sector.

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

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

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

As we align our resources to the high demand and high wage skill gaps, we will be tracking the placements and the impact on the different sectors on a periodic basis. CSCR added two new Business Services positions and now has Account Managers dedicated to each of our identified industry sector clusters. The Account Managers work with existing employers in the sectors and add new employers regularly in order to gain feedback and guidance on our efforts.

(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)).

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

Providers wishing to be included on the Eligible Training Provider List (ETPL) submit applications to CSCR, which are reviewed for several factors to ensure that the proposed training programs are in-demand, and that the provider has been approved to provide training services in Florida. The ETPL is posted on the website (including performance information) to inform career seekers of the available training providers/programs for this service area. Those interested in training must be approved through WIOA or another core program and training funds are coordinated with the training provider to avoid duplication of federal funds.

CSCR also works with education providers on the submission of Master Credentials applications for evaluation and approval by the Credentials Review Committee, as required by the Reimagining Education and Career Help (REACH) Act. The Master Credentials List serves as an inventory of state-approved credentials of value that directs the use of federal and state funds for workforce education and training programs. It also informs the public of credentials that have value in the current or future job market. Florida school districts, Florida College System institutions, and local workforce development board staff may submit

applications for Advanced Technical Certificates, career certificates, college credit certificates, industry certifications, Registered Apprenticeship certificates, licenses, Applied Technology Diplomas, Associate in Applied Science degrees, and Associate in Science degrees. Once a credential is submitted through the application, the first step in identifying credentials of value is to determine whether the credential meets the Demand Criteria as outlined in the Framework of Quality. If the credential does not meet this criterion, the credential may be submitted to CSCR to determine if the credential meets the criteria for local demand. For credentials that meet the established requirements, CSCR submits the application via the Master Credential List online application for review and approval.

Furthermore, the region is part of the Workforce Alliance, a community of practice with nine workforce boards. Members include five LWDBs in Florida, three in Georgia, and one in Alabama. The collaborative, which was based on the labor shed and the movement of labor across state lines and county lines, allows the members to share best practices, policies and procedures, education and training opportunities, economic development, grant seeking and business solutions.

(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)).

CSCR has been a long-standing member on the Transportation Disadvantaged Coordinating Board (TDCB) for three of the counties comprising its service area. The TDCB is responsible for reviewing and discussing issues relating to providing transportation services to community members who are unable to provide their own transportation to vital services, such as medical appointments and employment. Through CSCRs participation in the TDCBs, the needs of our customers are taken into account and CSCR is able to look for other ways to partner/leverage funds with other community partners serving the same customer base.

The Leon Career Center is located on a city bus route with a stop in front of the building. The other counties do not have a mass transit system, however, there are other transportation services for individuals meeting the vendor's program eligibility requirements (I.e., low-income, youth, disabled, elderly).

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

- *Transportation Assistance:* Customers participating in the Welfare Transition (WT) program are able to receive transportation assistance based upon need and the mileage for participation in program activities. Customers may be considered to have minimum, moderate, or high-level need and the amount received is based on the determined level of need. In no instance will a customer receive more than $40 monthly in gas cards/bus passes. Customers that fail to participate as required are not eligible to receive assistance unless there is a documented hardship.

    - WIOA program participants enrolled in training may be eligible to receive transportation assistance, based on their need for such assistance, as determined during their initial assessment. Participants may be considered

to have minimum, moderate, or high-level need and the amount received is based on the determined level of need. Under no circumstances will the participant receive more than $80.00 in transportation assistance per month. In the event the participant is already receiving transportation assistance (i.e. WT career seeker), staff ensure that a duplication of assistance does not occur. For example, if the participant has a minimum level of need and receives $20.00 in transportation assistance via the WT program, they are only eligible to receive $20.00 in transportation assistance to participate in their WIOA activity (Maximum amount of $40.00 per month).

- *Childcare Assistance:* Childcare assistance is provided to WT customers by referral to the Early Learning Coalition (ELC). Customers who are mandatory and successfully completing assigned activities are eligible to receive a referral authorizing ELC to provide subsidized services. Customers are required to provide proof of participation and/or employment in order to receive ongoing referrals. Customers whose public assistance ends due to income (transitional customers) are provided childcare assistance for up to two years upon documenting continued employment.
    - Childcare Assistance may also be provided to Workforce Innovation & Opportunity Act (WIOA) program participants who were referred to and denied by ELC.
- *Training/Work-Related Assistance:* WT customers who are employed, attending school, or in training are eligible to receive assistance with the purchase of work, school and training- related items. These items can include tools/supplies/equipment, uniforms and other related forms of clothing/shoes, lab/testing fees, books, tuition, GED fees, certification/licensure fees or other appropriate work/school-related items.
    - WIOA program participants who are enrolled in occupational skills training are eligible to receive assistance with the purchase of training related items. These items may include books, tools, uniforms/related clothing items, license and examination fees as well as other appropriate training related items. CSCR may also pay for testing fees (background and/or drug screening) that are documented requirements of the training provider for each student irrespective of the source of funding; customers must also express a need to receive the service and attest there are no other means/resources at their disposal. Additionally, WIOA career seekers who are employed or who have an offer of employment are eligible to receive assistance with certifications and licensure/testing fees when the certification/license/exam is for an occupation that is currently in-demand and required for employment by the career seeker's employer (or future employer).
- *Education Assistance:* Due to the lack of funding, Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T) does not directly assist their participants with paying for GED tuition and exam fees; rather, through referral to the WIOA programs based on eligibility and suitability. Where appropriate, customers are referred to other partner agencies for assistance in this regard.

- *Other Support Services:* WT customers are also able to request other assistance as a diversion to receiving on-going benefits as well as with relocating for employment or domestic violence situations. Customers that apply for public assistance but have yet to be approved/receive benefits AND have an emergency and/or unexpected situation AND can prove that there is not a need for on-going public assistance payments may qualify for and receive up-front diversion funds up to $1,000 through the Department of Children & Families (DCF).

  Relocation assistance is available to applicants that meet the eligibility criteria for up-front diversion and customers receiving ongoing benefits and meet the eligibility criteria for relocation assistance. If the customer does not qualify for or receive cash assistance benefits due to exhausting their time limited benefits, the customer is not eligible to receive relocation assistance. Relocation assistance may be granted up to $2,000 and requires a relocation distance of 50 miles from their current residence.

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

Workforce Innovation & Opportunity Act (WIOA) program participants may also receive assistance with driver's license fees (commercial and non-commercial) and may also be referred to City Walk for assistance with clothing and work attire.

(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)).

Due to Florida's workforce development innovations that are ahead of many of our state-level counterparts in the nation, CareerSource Capital Region coordinates effectively with the Florida Department of Commerce (FloridaCommerce) as it relates to the provision of Wagner-Peyser services. The FloridaCommerce (www.careersourcecapitalregion.com/uploads/documents/LWDB_5_Executed_Subgrantee_Agreement_2021.pdf)(Exhibit "A" of the Grantee-Subgrantee Agreement between CSCR and FloridaCommerce) establishes the organizational framework to integrate the delivery of FloridaCommerce programs and services into the one-stop delivery system. This MOU, as supported by Chapter 445, Florida Statutes, integrates all workforce development programs/services within the one-stop delivery system and places FloridaCommerce -funded merit staff under the functional direction and management of the Workforce Services Provider. Because of this, Wagner-Peyser services are fully integrated into our career center operations thus allowing us to effectively coordinate service delivery between the various workforce development services in a manner that avoids duplication and is seamless for both employer and career seeker customer groups.

(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)).

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

- Serves on the LWDB 5 Board of Directors to serve as a voice for adult learners.
- Provides cross-referrals of students that could benefit from the services offered by CSCR.
- Shares information for mutual customers to include attainment of credential (GED), attendance verification, exam readiness, changes in testing requirements, and financial resource information for exam costs.
- Conducts regular outreach at Adult Education partners to highlight additional services provided by CSCR.

Based on administrative policy provided by CareerSource Florida regarding WIOA Eligible Training Provider List procedures, these partners will submit applications to provide adult education and literacy services under the title II of WIOA, if such services are provided in combination with occupational skills training. The application will be reviewed using CSCR's standard process for reviewing and approving applications for training services.

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

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

(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;

CSCR uses CareerSource Florida's recently created Career Ladder Identifier and Financial Forecaster (CLIFF) Dashboard to assist career seekers with planning for life after welfare dependency, on an as needed basis. The CLIFF Dashboard provides information to help career seekers understand potential earnings from paid employment, while also mapping the timing and size of reductions in public assistance as they progress along in-demand career pathways toward self-sufficiency. Career Advisors and the Hope Florida Navigator use this information as a part of their coaching process for WT, SNAP

E&T and Hope Florida participants who are interested in training or have obtained employment. CSCR is currently evaluating the expansion of the use of this tool for other program participants. There is also a movement to share this program at no cost with our community partners.

(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

The Hope Florida initiative serves as a connection point for community collaboration between the public and private sector, faith-based communities, and non-profits. Hope Florida serves single parents, individuals on government assistance, youth aging out of foster care, individuals with unique abilities and their families, Florida seniors, juvenile justice youth and Florida veterans among others. These individuals work with Hope Navigators to identify long-term goals and develop a strategic plan to make success a reality.

As part of their strategic plan, Hope Navigators refer these individuals to CSCR Career Advisors for one-on-one assistance with their employment related needs. Upon receipt, individuals referred are contacted by CSCR's designated Hope Florida Career Advisor to ascertain their employment related needs. If desired, staff provides assistance with services such as job search assistance, referrals to relevant workshops, resume development assistance and critique, mock interviews and referrals to WIOA for those interested in work-based learning or work-based training opportunities.

As of the writing of this plan, CSCR has received 45 participant referrals from DCF.

(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.

By definition, welfare dependency is the state in which a person or household is reliant on public assistance for their income for a prolonged period of time and without which they would not be able to meet the expenses of daily living. As a result, families that rely on public assistance are also at risk of generational poverty. Both welfare dependency and generational poverty are important topics for CSCR; these are topics that have been discussed in great detail in meetings with the Chief Local Elected Officials and the Board of Directors. During these discussions, it has been noted that certain factors prolong welfare dependency/generational poverty such as:

- lack of affordable housing
- lack of access to affordable transportation
- Lack of childcare
- lack of education
- lack of financial literacy
- lack of employment with a sustainable wage

As such, along with engaging program participants in activities to improve their employability skills; CSCR makes every attempt to review each Welfare Transition and

SNAP E&T participant to determine if co-enrollment in WIOA is the best option to assist the participant in moving them toward economic self-sufficiency. Career seekers co-enrolled in WIOA are managed by one staff person to ensure compliance with both programs. This process also minimizes the ability to duplicate services/supports across core and external partners. Additionally, CSCR partners with other community agencies to address the aforementioned barriers and has begun supporting efforts focused on affordable housing as a way to help those transitioning from being dependent on welfare to find housing that does not leave them in a situation where welfare dependency is the preferred path.

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))

As of the writing of this plan, the WIOA local levels of performance have not been negotiated for PY's 2024-2025 and 2025-2026 as required. Once those levels have been determined, they will be added to the plan h ere.

(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).

According to the National Association of Governors report, "Building a High-Performance State Workforce Board," one of the first indicators of becoming and remaining a high-performing board is by impacting the community with sustainable change. CSCR, over several years, has emerged as the community leader recognized in workforce development. We have established strategic partnerships with our federal partners and the educational and training system. CSCR has strengthened relationships with our economic development partners and the non-profit community. We now have over 50 active community partners.

We are seen as a stable and reliable leader in all thing's workforce, including housing, homelessness, early learning, K-12 education, returning citizens from prison, people with disabilities and out of school youth. The CareerSource Florida system has set the vision and established performance measures show the progress and a continuous improvement attitude. We respect the autonomy of the partners yet seek ways to leverage what services each bring to the table. We receive feedback from our partners in a monthly Partners Council meeting where referrals and policy issues are discussed. A common platform for referrals has been developed by the partners and is in use today.

To summarize, CSCR has built strategic partnerships within the three counties of Leon, Gadsden and Wakulla and is now adding Jefferson County. We have measures in place, both federally and from CareerSource Florida, to measure our success, and we communicate our mission and vision via media, actions, leadership in the community, and showing our vision by living it every day. The Board uses data, provided routinely by Board Staff, to assist in decision making and holds the system accountable for the funds that are received.

In the program year 2021-2022 the Board was not satisfied with the performance of the current workforce services and one-stop providers. The Board staff worked intensely to change the direction of the provider; Dynamic Workforce Solutions. After a year and a half of vigilant effort to get performance on track, the Board elected to issue RFPs for a new workforce services provider and a new one-stop operator January 2022. A review committee was set up with four external community leaders, one board member, and one staff member. CSCR received five proposals and had a tie for first place. The Board's Executive Committee elected to have the top two proposers make presentations at a committee meeting and C2 Global Professional

Services LLC was chosen for the workforce services provider while EDSI was chosen for the One Stop Operator provider.

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

Customer satisfaction is an important gauge of whether CSCR is meeting the needs of career seekers in our service area and where changes should be considered. The LWDB employs a Customer Satisfaction Plan that includes the distribution of customer experience surveys and evaluation of the results using the Net Promoter™ scoring rubric, to ensure our customer centered design is working in the eyes of those we serve.

(4) The LWDB took action 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. The response should include programmatic outcomes including the increase of:

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

In January of 2023, the state requested, and was subsequently approved for a waiver associated with the requirement that the state and local areas expend 75% of youth funds on OSY. The waiver, which was approved for PYs 2022 and 2023 (and expected to be approved for PY 2024), lowered the expenditure requirement to 50% for OSY. As a result of the waiver, the ETA (Employment and Training Administration) expects the number of ISY served will increase and performance accountability outcomes for all youth will remain steady or increase for the majority of the youth performance indicators.

	PY 2022-23		PY 2023-24	
	ISY	OSY	ISY	OSY
Youth that attained a measurable skill gain	2	16	0	14
Youth that attended post-secondary education	0	0	0	0
Youth that participated in occupational skills training	0	12	0	22
ISY who participated in work experience opportunities	1	N/A	14	N/A
Youth that earned an industry-recognized credential	2	12	0	11

(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:

a. Improved response of the LWDB and youth providers' to the workforce needs of ISY;
b. Increased number of youth that utilized an ITA to pursue an industry-recognized post-secondary credential;

c. Increased access to and engagement of ISY in need of post-secondary education, training and support to succeed in the labor market; and
d. Increased number of prepared youth candidates who are ready to fill high growth industry demand in the State and local area.

	PY 2022-23		PY 2023-24	
	ISY	OSY	ISY	OSY
Youth that attained a measurable skill gain	2	16	0	14
Youth that attended post-secondary education	0	0	0	0
Youth that participated in occupational skills training	0	12 (6 via ITA)	0	22 (5 via ITA)
ISY who participated in work experience opportunities	1	N/A	14	N/A
Youth that earned an industry-recognized credential	2	12	0	11

Since implementation, CSCR saw an increase in the overall programmatic outcomes for youth participants. As shown in the table below, there was an increase in the number of in-school youth served (from 5 to 14), an increase in the number of youth that participated in occupational skills training (from 12 to 22) and an increase in the number of in-school youth who participated in work experience opportunities (from 1 to 14).

In an effort to improve on the outcomes associated with these waivers and increase at-risk in-school youth access to opportunities necessary for education, training, employment, and support services, CSCR will look to implement the following targeted strategies:

- Develop a stronger connection with the K-12 school systems in each of the counties included in the region's service area, to educate them on the services and resources available at CSCR. This would better position the organization to:
    - Target K-12 for individuals nearing completion of high school to promote career discovery and advancement.
    - Target students currently enrolled in career academies to promote continuing education opportunities via ITA for occupations and industries currently in demand.
    - Target youth at-risk of dropping out of school to promote the completion of alternative secondary education.
- Strengthen currently established relationships with organizations that provide services to at-risk youth. The goal would be to provide access to work-based learning and training opportunities as well as any other needed workforce services.
- Promote enrollment in registered apprenticeship and pre-apprenticeship programs in and around the local area.

COVER PAGE[1]

CareerSource Central Florida

Local Workforce Plan
January 1, 2025 – December 31, 2028

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Date Submitted: **October 2, 2024**

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Attachment List:

A. **Interlocal agreement**

B. **Executed agreement** between the chief local elected official(s) and the local workforce development board.

C**. Evidence of designation of the fiscal agent** by the chief local elected official(s), if other than the chief local elected official.

D. **Bylaws** -

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

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 Agreements 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. This attachment must include any comments submitted during the public comment period that represent disagreement with the local plan (WIOA§108(d)).

INTRODUCTION

The Central Florida region continues to be a national leader in job creation, driven by its diverse cultural landscape and its strategic importance to regional, national, and global markets. However, this growth masks a dual challenge: many residents, despite their dedication and aspirations, face barriers to higher-wage employment due to limited education and skills. Simultaneously, high-growth sectors such as healthcare, manufacturing, finance, technology, construction, and hospitality struggle to find the skilled talent needed to sustain their expansion and competitiveness.

CareerSource Central Florida (CSCF) addresses these challenges by serving as a bridge between individuals seeking better career opportunities and industries in need of qualified talent. CSCF empowers residents through specialized training and certifications while supporting businesses with workforce development strategies to foster growth. As one of Florida's 21 workforce development boards, CSCF represents Lake, Orange, Osceola, Seminole, and Sumter counties, serving a region with over 2.8 million residents and more than 100,000 businesses (JobsEQ 2023, Q4). CSCF is the designated entity to manage U.S. Department of Labor funds, igniting potential through innovative talent solutions aligned with in-demand careers.

This local strategic plan outlines the workforce development initiatives for the Central Florida region, focused on fostering prosperity for both residents and businesses.

ORGANIZATIONAL STRUCTURE

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

Orange County Representative (Chair): Mayor Jerry Demings	County Administration Building 201 S. Rosalind Ave. Orlando, FL 32801-3527	(407) 836-7370	jdemings@ocfl.net	Assistant Info: Awilda Morales (407) 836-7037 awilda.morales@ocfl.net

Lake County Representative: Commissioner Douglas Shields	Lake County BOCC P.O. Box 7800 (Mailing Address) 315 W. Main St. Tavares, FL 32778	(352) 343-9850	DShields@lakecountyfl.gov	Assistant Info: Andrea Kennard (352) 343-9850 akennard@lakecountyfl.gov
Osceola Representative: Commissioner Peggy Choudhry	Osceola County 1 Courthouse Square, Suite 4700 Kissimmee, FL 34741	(407) 742-2000	peggy.choudhry@osceola.org	Assistant Info: Jessica Valero (407) 742-2387 jessica.valero@osceola.org
Seminole Representative (Vice Chair): Commissioner Lee Constantine	Seminole County Government 1101 E. First Street Sanford, FL 32771	(407) 665-7209	LConstantine@seminolecountyfl.gov	Assistant Info: Diana Massari 407-665-7209 dmassari@seminolecountyfl.gov
Sumter Representative: Commissioner Roberta Ulrich	Sumter County 7375 Powell Road Wildwood, FL 34785	(352) 689-4400	roberta.ulrich@sumtercountyfl.gov	Assistant Info: Administrative Services (352) 689-4400 administrative.services@sumtercountyfl.gov

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

  At the bi-annual Joint Consortium and Board Meetings, the Board engages in comprehensive discussions with the Chief Elected Officials to align on goals and strategies. In addition, senior leaders from CareerSource Central Florida (CSCF) hold quarterly meetings with Consortium members and key staff to provide updates on planned activities, strengthen partnerships, and report on system outcomes. These regular interactions ensure continuous alignment, enhance collaborative efforts, and maintain a shared focus on advancing the region's workforce development goals.

  The Chief Elected Officials Consortium has designated a Chair to act on behalf of the Consortium and to work with the CSCF Board Chair to review and approve items as required.

❖ **Local Workforce Development Board**

➢ **Identify the chairperson/vice chair of the LWDB by name, title, mailing address, phone number and email address. Identify the business that the chairperson represents.**

Richard Sweat, Chair President & CEO **.decimal**	**121 Central Park Place Sanford, FL 32750**	**(407) 330-3300**	**rsweat@dotdecimal.com**
Sheri Olson, Vice Chair Director, South Lake Hospital Foundation, Guest & Government Relations **Orlando Health South Lake Hospital**	**1900 Don Wickham Dr Clermont, FL 34711**	**(352) 536-8771**	**Sheri.olson@ohealth.com**

➢ **Describe how the LWDB members were involved in the development, review, and approval of the local plan.**

CareerSource Central Florida's (CSCF) strategic planning process is an in-depth, multifaceted approach that integrates diverse data sources and insights to drive organizational direction and effectiveness. It involves a thorough review of programmatic data, labor market information, and feedback from stakeholders, staff, and customers. The Board of Directors and leadership team analyze the organization's current position and future aspirations, conducting environmental scans and SWOT analyses that consider regional labor market projections, industry dynamics, and regulatory changes.

Informed by these assessments and aligned with CSCF's North Star vision, "Talent solutions to ignite your potential," the Board identifies local needs and community aspirations to establish annual strategic priorities. These priorities are accompanied by key performance metrics to be closely monitored and managed by staff, ensuring the organization meets its standards for excellence and remains responsive to evolving workforce requirements. This dynamic and inclusive planning process ensures that CSCF remains adaptable, forward-thinking, and aligned with the needs of the community and the evolving demands of the regional labor market.

➢ **Describe how the LWDB convened local workforce development system stakeholders to assist in the development of the local plan.**

The CareerSource Central Florida Board of Directors actively engages stakeholders through a variety of collaborative activities, including regular discussions with representatives from high-

growth industries to understand workforce needs and receiving presentations on emerging trends. The Board also collaborates closely with economic development partners, such as the Orlando Economic Partnership, local chambers of commerce, the University of Central Florida's School of Business, and industry advisory groups. As a member of the National Science Foundation Engine: Central Florida Semiconductor Innovation Engine, CSCF leverages economic insights and utilizes the efforts of the newly developed Education and Industry Consortium to inform its strategies. Additionally, the Board maintains ongoing dialogue with entities representing target populations, including low-income individuals, disconnected youth, people with disabilities, and justice-involved individuals, alongside its business and mandated members.

- **Local Grant Subrecipient (local fiscal agent or administrative entity)**

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

    The Workforce Development Board of Central Florida (Board) d/b/a CareerSource Central Florida (CSCF) serves as both the administrative and fiscal entity to receive and disburse funds.

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

    CSCF is responsible for staffing the local board staff and the operational staff to deliver services to business and career seekers.

- **One-Stop Operator and One-Stop Career Centers**

  - **Provide the name of the entity or entities selected through a competitive process to serve as the one-stop operator and the effective date of the current agreement in place between the LWDB and the one-stop operator.**

    Thomas P. Miller & Associates, LLC was selected through a competitive process to serve as the One-Stop Operator effective 08/15/2024.

  - **Describe the steps taken to ensure a competitive process for selecting the one-stop operator(s) (WIOA § 121(d)(2)(A)).**

    As part of CareerSource Central Florida's (CSCF) implementation of the Workforce Innovation

and Opportunity Act (WIOA), the organization established clear definitions and a competitive procurement process for the roles of the One Stop Operator and Career Services Provider (§678.600 - 678.635.) The One Stop Operator was defined as an entity or entities responsible for the strategic coordination of all mandatory partners across the five counties served by CSCF, without engaging in direct service delivery. The One Stop Operator's activities are overseen by the Chief Operations Officer or designee to ensure alignment with CSCF's objectives and adherence to WIOA requirements.

To select a One Stop Operator, CSCF issues a Request for Proposal (RFP), which may be accompanied by a bidder's conference to clarify expectations and answer questions. The proposals are reviewed by Board staff for alignment with the organization's needs, and a recommendation is made to the Board of Directors for approval and engagement. The chosen One Stop Operator works under the guidance of the Chief Operating Officer or their designee to facilitate collaboration with core and mandatory partners, supporting the region's full-service center and ensuring compliance with state and federal guidelines. This structured approach helps CSCF effectively manage workforce development services and maintain alignment with WIOA objectives.

- **If the LWDB serves as the one-stop operator, provide the last date the state board granted approval to the LWDB to serve in this capacity and the approved duration.**

  CSCF does not serve in this capacity.

- **Describe the roles and responsibilities the LWDB has identified and assigned to the one-stop operator.**

  CareerSource Central Florida (CSCF) defines the One-Stop Operator as a critical entity responsible for coordinating the service delivery of local One-Stop partners, including mandatory partners such as Vocational Rehabilitation, the Division of Blind Services, Family Literacy programs, public Adult Education programs, Career and Technical Education, Community Services Block Grant, Senior Community Service Employment Program, and Youth Build within the five-county service area.

  The One-Stop Operator's responsibilities include establishing strategic linkages among partners to align their missions and values with CSCF's objectives. This involves facilitating discussions to create data-sharing agreements, track performance metrics, and enhance collaborative efforts. The Operator convenes meetings to build relationships, streamline

processes, and improve overall efficiency and effectiveness. Additionally, they support CSCF in negotiating infrastructure funding agreements and assist in developing and executing Memoranda of Understanding (MOUs) or other documents to comply with partner funding requirements and delivery models.

Furthermore, the One-Stop Operator works closely with CSCF staff to engage stakeholders in negotiating service delivery commitments and acts as a facilitator to implement program coordination activities outlined in the MOUs. The Operator provides monthly reports to the Chief Operations Officer (COO) detailing progress and specific milestones achieved under a service contract, ensuring transparent and accountable management of workforce development services.

By coordinating these efforts, the One-Stop Operator plays a vital role in aligning resources, promoting integrated service delivery, and ensuring compliance with state and federal regulations, ultimately enhancing the effectiveness and reach of CSCF's workforce development initiatives across the region.

- **Provide the location (address) and type of each access point, indicating whether it is a comprehensive center[3], affiliate site or specialized center, as described in CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements.**

CareerSource Central Florida – Lake/Sumter (Lake/Sumter State College Campus)	9909 U.S. Hwy 441, Building M#29, Leesburg, Fl 34788	M-Th 8:00am-5:00pm
Career Source Central Florida – Sumter Satellite Office (Lake/Sumter State College Campus)	1405 CR 526a, Sumterville, FL 33585	Tues 9:00am-4:00pm
CareerSource Central Florida – Orange (West) ** Comprehensive Career Center	**9401 W. Colonial Drive, Ocoee, FL 34761**	**M-Fri 8:00am-5:00pm**
CareerSource Central Florida – Orange (Southeast)	5784 S. Semoran Blvd, Orlando, FL 32822	M-Th 8:00am-5:00pm
CareerSource Central Florida – Osceola (Valencia College Osceola Campus)	1800 Dean John Lane, Bldg. CIT, Suite 300, Kissimmee, FL 34744	M-Th 8:00am-5:00pm
CareerSource Central Florida - Seminole	1209 W. Airport Blvd, Sanford, FL 32773	M-Th 8:00am-5:00pm
CareerSource Central Florida – Administration offices	390 N. Orange Ave., Suite 700, Orlando, FL 32801	M-Fri 8:00am-5:00pm
CareerSource Central Florida – Satellite Office	5160 Pueblo Street Orlando, FL 32819	Mon 10:00am – 2:00pm

Tangelo Park Community Center		

- **Identify the days and times when each access point is open to customers. Comprehensive career centers must be open to the general public for walk-in service a minimum of eight hours per day during regular business days, Monday through Friday.**

- **For each access point, identify how each 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).**

  - **Pursuant to the CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements, provide the required attestation that at least one comprehensive one-stop center in the local area meets the certification requirements contained therein.**

  - **Describe any additional criteria (or higher levels of service coordination than required in CareerSource Florida 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)).**

    The West Oaks Office serves as the comprehensive center where all mandatory partners are co-located, providing customers with direct access to a full range of services in one location. Other CareerSource Central Florida locations offer career and training services and facilitate access to mandatory partners through electronic methods and referrals. This ensures that customers across all sites have access to the programs, services, and activities required by the one-stop career center, in line with local area needs and compliance requirements.

❖ **Provider of Workforce Services**

- **Provide the name of the entity or entities selected to provide workforce services (except training services) within the local one-stop delivery system.**

  CareerSource Central Florida serves as the workforce services provider (except training services) within the local one-stop delivery system.

- **Identify and describe what workforce services (except training services) are provided by the selected one-stop operator, if any.**

  The One Stop Operator is responsible for coordinating the efforts of all required One Stop partners, including Adult Education, Vocational Rehabilitation, and the Division of Blind Services, throughout our five-county region. This coordination ensures that these

partners work collaboratively to provide a seamless and integrated experience for customers, aligning their activities with regional workforce development objectives and maintaining compliance with state and federal regulations. The One Stop Operator plays a critical role in fostering effective partnerships to support the diverse needs of the local workforce.

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

  The designated provider of workforce services is tasked with delivering comprehensive career services for programs under Title I of WIOA, including Wagner-Peyser, Veterans' services, Trade Adjustment Assistance, Welfare Transition, and the Supplemental Nutrition Assistance Program (SNAP). These services must align with the local area's four-year strategic plan, ensuring a cohesive approach to workforce development. The provider is also responsible for managing these programs effectively to meet all state and federal requirements, thereby supporting the local community's workforce needs while maintaining compliance with applicable regulations.

- **If the LWDB serves as the direct 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.**

  CareerSource Central Florida was granted approval to serve in this capacity by the CareerSource Florida Board of Directors from July 1, 2023, through June 30, 2026 as approved by CareerSource Florida Board of Directors on June 7, 2023.

❖ Youth Service Provider

- **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.**

  CareerSource Central Florida does not employ an external youth service provider. As the Direct Provider of Workforce Services, CSCF directly administers all youth services under the Workforce Innovation and Opportunity Act (WIOA), ensuring comprehensive support and engagement for young individuals in the region.

- **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.**

N/A

- **Describe the roles and responsibilities the LWDB has identified and assigned to the youth service provider.**
  N/A

- **Describe any additional criteria the LWDB has established to ensure providers best positioned to deliver required youth program elements resulting in strong outcomes for youth participants are used, if applicable.**
  N/A

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

  CareerSource Central Florida (CSCF) directly administers all 14 elements of the Workforce Innovation and Opportunity Act (WIOA) youth program, which includes: tutoring, study skills training, alternative secondary education, paid and unpaid work experiences, occupational skills training, education offered concurrently with workforce preparation, leadership development, supportive services, adult mentoring, comprehensive guidance and counseling, financial literacy education, entrepreneurial skills training, labor market and employment information, and activities that prepare youth for postsecondary education and training. CSCF ensures these services are accessible and aligned with regional workforce needs, promoting successful outcomes for youth participants.

- **Career Center Staff (a)** List the position title and number of positions that are considered as local county or municipality employees.
  N/A

ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

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

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

    CareerSource Central Florida (CSCF) has strategically refined its focus to address the region's economic conditions and workforce needs by identifying and prioritizing emerging in-demand sectors and occupations. Following an initial analysis conducted in 2016-2017, which identified six key industry clusters—Construction, IT & Finance, Transportation, Logistics & Utilities,

Hospitality, and Healthcare—CSCF has evolved its approach based on updated industry and occupational growth projections. CSCF has identified several key occupation clusters of focus:

STEM Careers: Emphasizing roles in Advanced Manufacturing and Information Technology, responding to regional growth in tech-driven industries and innovation.

Cares Careers: Focusing on healthcare, education, and public safety to meet the increasing demand in these essential sectors.

Trades and Infrastructure Careers: Addressing critical needs in construction, maintenance, and infrastructure, reflecting the area's ongoing development.

Hospitality Mid-Level Careers: Targeting specialized roles within hospitality to support the sector's evolution beyond entry-level positions.

CSCF has also implemented sector strategies for emerging industries, such as the semiconductor industry and broadband expansion, to capitalize on new opportunities created by technological advancements and increased demand for digital connectivity.

Employment Needs of Employers:

Employers across these sectors are seeking workers with specialized skills that align with industry standards and technological advancements. There is a significant demand for mid-level professionals in STEM fields, including Advanced Manufacturing and IT, as well as for healthcare practitioners, educators, and public safety officials. Construction and infrastructure roles are increasingly vital due to ongoing regional growth and development, while hospitality businesses are looking for individuals with expertise in management and specialized services.

Alignment with Strategic Partners:

CSCF's industry focus areas align with four of the eight key industries identified by the state legislature—Manufacturing, Financial & Professional Services, Logistics & Distribution, and Healthcare—under the Florida Chamber Foundation's Florida Jobs 2030 plan. Additionally, CSCF's focus aligns with the Orlando Economic Partnership's targeted industries, enabling a strategic concentration on regional needs and maximizing resources to support both career seekers and businesses effectively.

CSCF's refined focus has led to several key improvements:

Partnerships with Apprenticeships: Strengthening the link between industry and education by expanding apprenticeship opportunities.

Advanced Training: Shifting from basic to more specialized, middle-career-level training to better meet employer needs.

Increased Wages: Enhancing employment outcomes, including higher wages for those placed in jobs after training.

Enhanced Industry Understanding: Developing a deeper insight into specific industry needs and creating targeted talent solutions in collaboration with strategic partners.

Regional Economic Conditions and Projections:

Based on the latest analysis from Lightcast, the Central Florida region demonstrates strong growth across several key industries. The construction sector shows a higher-than-national average in job supply and demand, while the hospitality and tourism sector generated over $87 billion in revenue in 2022 and maintains high employment levels. Healthcare indicates a workforce shortage, suggesting demand for workers. The manufacturing industry saw 15,280 unique job postings, and IT and Finance grew by 11% over five years, projecting 85,408 jobs by 2028. Trade and logistics are also thriving, with over 81,000 job postings in the last 12 months.

According to JobsEQ's analysis of occupation gaps in Central Florida over the next five years, there is a notable supply deficit in several high-demand occupations, including Healthcare Practitioners and Technical Occupations (-1,043), Management (-874), and Computer and Mathematical Occupations (-546). In contrast, there is a supply surplus in fields such as Food Preparation and Serving Related Occupations (+2,500) and Sales and Related Occupations (+1,461). This data highlights a mismatch between workforce supply and demand, underscoring the need for targeted training and development to address these gaps.

Continuous Improvement and Adaptability:

To maintain its relevance and effectiveness, CSCF continuously evaluates the supply and demand of local talent, adjusting its resources as needed to address any emerging gaps. This proactive approach ensures that CSCF can swiftly respond to changing economic and labor market conditions, meeting the evolving needs of both employers and the workforce in Central Florida.

- **Please provide an analysis of the knowledge and skills 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)).**

In an environment of low unemployment, businesses across various industries face persistent challenges in recruiting qualified talent who not only possess technical skills but also demonstrate a strong understanding of company culture, appropriate workplace behavior, customer service excellence, and a commitment to continuous learning. Through formal and informal discussions and ongoing research, CareerSource Central Florida (CSCF) recognizes that employers prioritize candidates with strong soft skills—often referred to as "interpersonal and people skills."
Indeed.com, a leading job site, has identified seven critical soft skills that are most valued by employers:

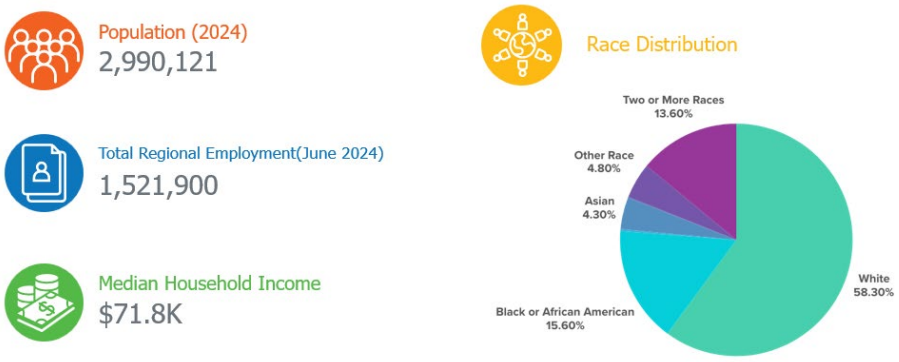
- **Teamwork and Leadership:** The ability to collaborate effectively and lead when necessary.
- **Flexibility:** Adapting to changing situations and demonstrating reliability.
- **Effective Communication:** Articulating ideas clearly, listening actively, and using appropriate body language.
- **Problem-Solving and Resourcefulness:** Addressing unexpected issues with creative and practical solutions.
- **Accepting Feedback:** Responding constructively to feedback and applying it for professional growth.
- **Confidence:** Demonstrating self-assurance backed by knowledge and skills, fostering trust among supervisors, peers, and clients.
- **Creative Thinking:** Offering innovative solutions that enhance efficiency and drive growth.

Feedback from employers aligns with data from job postings (Help Wanted Online - HWOL), which identifies the top five skills in demand: customer service, problem-solving, interpersonal skills, flexibility, and teamwork. These skills are critical for positions across various in-demand sectors, including healthcare, IT, finance, construction, and logistics.

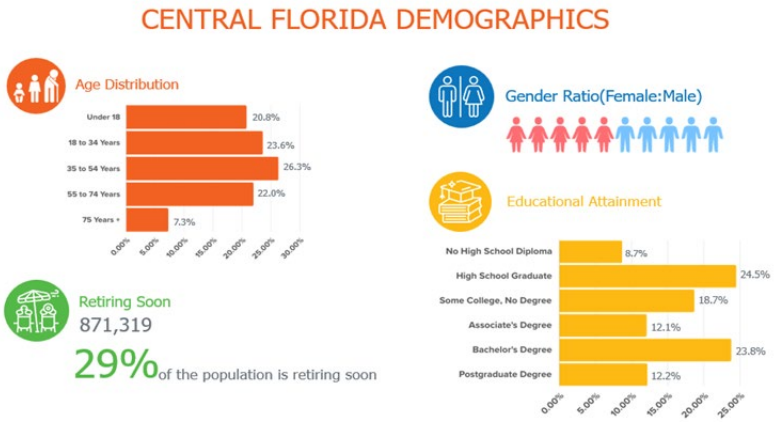
CSCF remains committed to integrating these essential skills into its service delivery for career seekers. Over the next four years, CSCF will offer tailored training programs, career exploration tools, and resources—both in its centers and virtually—to help job seekers discover suitable career paths while gaining the knowledge and competencies needed to meet the evolving employment demands of local employers in high-demand industry sectors. By focusing on developing both hard and soft skills and providing opportunities for career exploration, CSCF aligns the regional workforce with employer expectations, addressing gaps and promoting sustained economic growth.

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

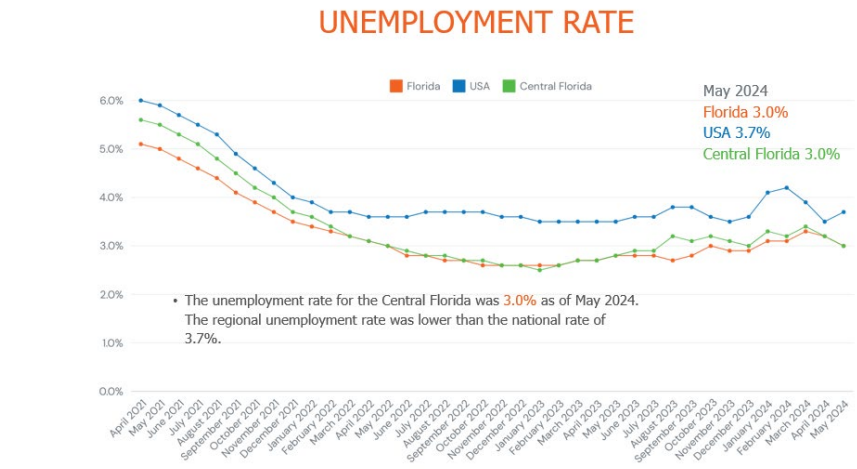
According to the latest data from JobsEQ and the Florida Department of Commerce, Bureau of Workforce Statistics and Economic Research, Central Florida's population is projected to reach approximately 2,990,121 in 2024, with a total regional employment of 1,521,900 by June 2024. The median household income is estimated at $71.8K. The region's racial distribution includes 58.3% White, 15.6% Black or African American, 13.6% identifying as Two or More Races, 4.8% as Other Races, and 4.3% Asian, reflecting the area's diversity and dynamic workforce.



Central Florida's population is characterized by a diverse age distribution: 20.8% are under 18, 23.6% are aged 18 to 34, 26.3% are 35 to 54, 22.0% are 55 to 74, and 7.3% are 75 and older. Notably, 29% (or 871,319 individuals) of the population is nearing retirement. The gender ratio is balanced, with a slight majority of females. Educational attainment varies, with 24.5% having a high school diploma, 18.7% some college, 12.1% an associate degree, 23.8% a bachelor's degree, and 12.2% holding a postgraduate degree.



As of May 2024, the unemployment rate for Central Florida stands at 3.0%, which is lower than the national average of 3.7%. This figure is consistent with the overall state unemployment rate of Florida, also at 3.0%. The regional unemployment rate has steadily decreased since April 2021, indicating a strong labor market in Central Florida. This trend highlights the area's economic resilience and its ability to maintain a robust employment landscape in comparison to the broader national context, as reported by the U.S. Department of Labor, Bureau of Labor Statistics.



Source: U.S. Department of Labor. Bureau of Labor Statistics

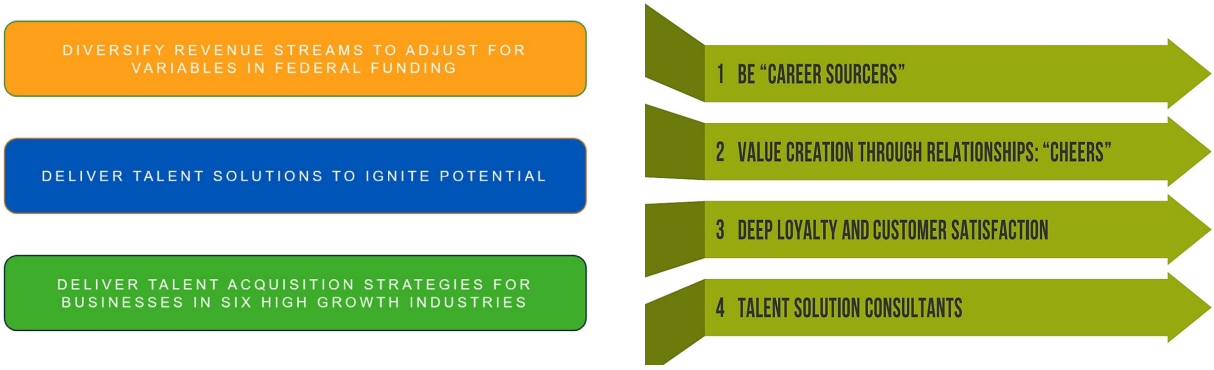
According to data from the U.S. Chamber of Commerce and the America Works Data Center, the nation is experiencing a significant worker shortage, with only 76 workers available for every 100 open jobs as of May 2024. In Florida, the situation is even more pronounced, with just 53 workers for every 100 job openings. This shortage highlights the growing gap between job availability and the number of unemployed workers, emphasizing the need for strategic workforce development to address these disparities.

As the demand for technically skilled talent and middle-skill jobs continues to grow, CareerSource Central Florida (CSCF) is focused on strategically developing new talent pipelines to connect the region’s employers with underutilized talent, including those earning less than $15 per hour and identified as the Asset Limited Income-Constrained Employed (ALICE) population by United Way. CSCF seeks to collaborate with education and community partners to reengage young people in completing their high school diplomas, pursuing post-secondary education or training, and helping college graduates secure their first career opportunities. According to the National Skills Coalition, middle-skill jobs make up 55% of Florida's labor market, yet only 46% of workers are trained to this level.

Under the Workforce Innovation and Opportunity Act (WIOA), CSCF is committed to supporting individuals with barriers to employment—such as low-income individuals, those with basic skills below an 8.9 grade level, individuals with disabilities, out-of-school youth, justice involved individuals, and non-English speakers—by providing programs and services designed to remove these barriers and facilitate entry into career pathways. Additionally, CSCF recognizes opportunities to assist underemployed individuals or those currently in income-maintenance roles who wish to re-enter industries where they were previously employed but were displaced due to economic or life events. The organization further defines barriers related to lack of work experience and the challenge of applying newly acquired skills, as outlined in its local policy documents.

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

CareerSource Central Florida (CSCF) consistently evaluates employment, education, and training activities across its five counties to ensure alignment with current and future business needs. As part of its strategic planning process, the Board of Directors and senior leadership analyze regional services and identify gaps to address in the coming year. Guided by the organization's mission and vision, the Board is now focused on three key priorities and four strategic initiatives



CareerSource Central Florida (CSCF) has strategically outlined its core strategies for the next three years to enhance its impact and align with its mission. These strategies focus on diversifying revenue streams to build resiliency, delivering innovative career solutions to ignite the potential of Central Florida residents, identifying and providing talent solutions that address labor market demands, and optimizing workforce innovations to maximize organizational value.

CareerSource Central Florida (CSCF) has identified several strengths in its current activities that enhance its ability to meet regional workforce needs. These include a refined understanding of its niche customer base and the services they seek, enabling more effective service delivery. CSCF offers diverse talent development options, such as internships, training, and on-the-job training in high-growth industries, tailored to career seekers' needs. A robust education and training network supports career and education awareness, providing access to skill-building for in-demand occupations.

Additionally, CSCF benefits from strong collaboration with community partners, non-profit agencies, economic development organizations, and local neighborhood organizations, all working together to provide employment readiness and training services. CSCF has strengthened its partnerships with apprenticeship programs to expand training opportunities for underrepresented populations. CSCF is also actively engaged in the Hope Florida initiative, working closely with the Department of Children and Families (DCF) to provide targeted employment and training opportunities for referred individuals, effectively co-managing these cases to ensure comprehensive support and successful outcomes.

CSCF's innovative call center provides essential frontline services, such as scheduling, state system account support, and resource information, and serves as the foundation for developing a fully virtual career center, a key component of CSCF's strategic plan over the next four years. CSCF has also fostered promising partnerships with WIOA core and mandatory partners to enhance service coordination across the region's One-Stop and other career centers.

The youth program provides a dynamic environment where young people can engage in career exploration activities, participate in targeted industry training, experience hands-on opportunities with employers, and gain meaningful employment. Initiatives like the High School Career Express offer juniors and seniors opportunities to explore various career paths, while the Summer Program further enhances these efforts by fostering connections with employers, providing practical experience, and opening doors to mentorship and job placement opportunities for young adults.

Furthermore, CSCF leverages rich data and technology to develop dashboards and reports for strategic decision-making, talent development management, and forecasting. CSCF's committed and diverse workforce is aligned with its mission, vision, and values. To further enhance these

strengths, CSCF is actively seeking diversified funding from local county governments, municipalities, and corporations to scale its beneficial programs and expand its reach.

CSCF partnered with Curium to identify key areas for growth and development. This collaboration led to the establishment of four foundational pillars—"Being Brilliant at the Basics," "Optimizing Innovation," "Leading People," and "Driving Resiliency"—under the acronym BOLD. These pillars guide CSCF's commitment to delivering exceptional customer experiences, embracing technological innovation, fostering a competitive and inclusive organizational culture, and developing a strategic resiliency plan to adapt to the evolving labor market. Together, these efforts reinforce CSCF's dedication to supporting the community, advancing innovative practices, and ensuring sustained growth and impact.

CareerSource Central Florida (CSCF) has identified several key opportunities for improvement to better serve the community:

- Addressing gaps in service delivery to rural communities, particularly in Lake and Sumter counties, by enhancing collaborations with local agencies and educational institutions to ensure equitable access to workforce development opportunities.
- Creating a customer journey based on strong relationships that guide individuals toward achieving long-term employment and career goals.
- Developing strategies to increase the number of training completers securing training-related employment at $18 or more per hour.
- Streamlining organizational processes to deliver services more efficiently with fewer resources.
- Offering meaningful services to underemployed individuals seeking career changes.
- Engaging businesses more effectively to upskill their existing workforce.
- Creating comprehensive, in-depth assessments to better understand individual needs and tailor services effectively.

These opportunities are central to CSCF's commitment to fostering a more inclusive and effective workforce development environment.

LOCAL WORKFORCE DEVELOPMENT BOARD VISION AND STRATEGIC GOALS

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

The Board's strategies are designed to enhance engagement and service delivery to the region's niche career seekers and business customers, creating a system that is responsive to local talent needs by providing innovative talent solutions and acquisition strategies. These efforts will enable CSCF to meet and exceed employment, wage growth, and retention metrics as defined by the Workforce Innovation and Opportunity Act (WIOA).

To achieve these goals, the Board's strategy focuses on several key areas: realigning recruitment and training opportunities toward high-growth industries, further developing its workforce development professionals, crafting talent solutions that address customer needs, and fostering meaningful relationships that support individuals on their employment journey. By doing so, CSCF is committed to building an educated and skilled workforce that meets the evolving demands of the regional economy while aligning with federal performance requirements.

➢ **Considering 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)).**

To align local resources effectively and achieve the strategic vision and goals, CareerSource Central Florida (CSCF) collaborates closely with entities administering core WIOA programs, such as Adult, Dislocated Worker, and Youth programs; Adult Education and Family Literacy; Vocational Rehabilitation; Division of Blind Services; and Wagner-Peyser services. Representatives from these programs actively participate at the Board and Committee levels, engaging in strategic discussions to enhance workforce system alignment, define roles, and explore innovative approaches to meet WIOA service and performance requirements.

By aligning resources and clearly defining roles and responsibilities, CSCF ensures that all core partners, including the Division of Blind Services, Adult Education, Career and Technical Education, and the Department of Children and Families, contribute effectively to achieving

shared goals. Continuous engagement with each core partner fosters collaboration, leading to more coordinated resource allocation and improved service delivery for the local community.

- **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.
  (b) Ensure local jobseekers and employees aged 25-70 have a credential of value.
  (c) Median wages greater to or equal to 75% of the median hourly wage in Florida.
  (d) Increase the second quarter after exit employment rate by 10% for each of the following populations:
  a. Individuals 55 years and older
  b. Youth
  c. Individuals receiving SNAP and TANF benefits
  d. Individuals without a high school diploma or speakers of other languages
  e. Individuals with disabilities
  (e) Increase total newly registered apprentices annually.
  (f) Increase registered apprenticeship programs.
  (g) Increase registered pre-apprenticeship programs.
  (h) Increase percentage of 12th grade secondary career and technical education enrollment.
  (i) Build talent pipeline for targeted new and emerging industries of focus by assisting individuals to earn credentials that directly support the sector.

CareerSource Central Florida (CSCF) strategically aligns with Florida's statewide workforce goals through an array of partnerships and initiatives designed to increase workforce participation, improve access to valuable credentials, and build a resilient labor force. These efforts target underrepresented communities, address skills gaps, and prepare individuals for careers in high-demand sectors, with particular emphasis on enhancing job access and economic mobility.

Increasing Labor Force Participation

CSCF collaborates closely with core and combined partners to create inclusive career pathways for underrepresented groups, including individuals aged 55 and older, youth, recipients of SNAP and TANF benefits, and those facing educational or language barriers. Programs like **Hope Florida**, delivered in partnership with the Department of Children and Families, provide tailored employment and training services for individuals facing economic hardships, including SNAP and TANF recipients. CSCF also partners with the Florida Department of Corrections and local justice system stakeholders to facilitate the reintegration of justice-involved individuals, offering pre-release job training, post-release employment support, and specialized reentry programs that help participants gain essential skills and prepare for meaningful employment.

For newly immigrated residents and individuals with limited English proficiency, CSCF provides access to ESL courses and vocational English training, ensuring that participants can build language

skills relevant to their chosen careers. In collaboration with community-based organizations, these programs include sector-specific language training (such as medical terminology for healthcare roles), enabling participants to apply their language learning directly to job tasks and improving their ability to succeed in the workplace.

Increasing Credential Attainment

To ensure that job seekers and employees aged 25 to 70 obtain valuable credentials, CSCF partners with educational institutions, including community colleges and technical training centers, to offer certificate programs tailored to the needs of Central Florida's priority industries, such as healthcare, technology, and advanced manufacturing. These programs are designed to be accessible to working adults through flexible scheduling, including evening and weekend classes. For those without high school diplomas, CSCF provides GED preparation and testing services in conjunction with job training to increase access to credentialed employment pathways.

CSCF collaborates with local employers to identify credentials that are both relevant and in demand, ensuring alignment with current job market needs. Through partnerships with local chambers of commerce and industry associations, CSCF identifies emerging skills and certifications that enhance job seeker employability, contributing to both individual economic mobility and the region's competitiveness.

Increasing Wages and Employment Rates

To ensure that local workers achieve median wages of at least 75% of Florida's median hourly wage, CSCF prioritizes placing individuals in high-wage sectors through targeted job training and placement programs. By emphasizing pathways to roles in fields like healthcare, advance manufacturing, information technology, and skilled trades, CSCF helps jobseekers move into well-paying positions that meet or exceed the target wage threshold.

CSCF also seeks to increase the second quarter after-exit employment rate by 10% for specific populations through focused support initiatives:

Older Workers: CSCF offers specialized career counseling for individuals aged 55+, with emphasis on roles in industries open to mature workers, such as healthcare support and office administration.

Youth: Through programs like **YouthBuild** and **Summer Youth Employment**, CSCF provides skills training, internships, and mentorship for young adults, creating a foundation for long-term employment.

SNAP and TANF Recipients: CSCF works with state agencies to provide wraparound services, including childcare and transportation support, alongside employment assistance, reducing barriers to work for these populations.

Individuals Without a High School Diploma or with Limited English Proficiency: CSCF partners with adult education providers to offer GED courses and vocational language training, creating pathways for these individuals to achieve and sustain employment.

Individuals with Disabilities: Through collaborations with Vocational Rehabilitation Services and Social Security's Ticket to Work Program, CSCF ensures that job seekers with disabilities have access to tailored training, assistive technology, and job placement services. CareerSource Central Florida (CSCF) serves as an Employment Network within the Ticket to Work Program, with a primary objective of empowering individuals on disability to achieve financial independence by increasing their earnings to a level that reduces or eliminates their reliance on Social Security benefits.

Expanding Apprenticeship Programs

CSCF is dedicated to expanding apprenticeship and pre-apprenticeship opportunities to create clear, structured career pathways. By working with local businesses and training providers, CSCF helps increase the number of newly registered apprenticeships each year in fields like construction, healthcare, and information technology. For example, CSCF partners with apprenticeship sponsors to establish programs in skilled trades, healthcare, and information technology where apprentices can earn while they learn, ultimately leading to certifications and high-wage jobs.

Pre-apprenticeship programs are also developed in partnership with high schools and CTE centers, introducing students to foundational skills in trades and STEM fields. This enables students to transition smoothly from high school to registered apprenticeship programs, building a sustainable pipeline of skilled workers for the Central Florida economy.

Building a Talent Pipeline for Emerging Industries

To ensure Central Florida has a dynamic workforce prepared for new and emerging industries, CSCF actively builds talent pipelines in fields such as renewable energy, semiconductor manufacturing, and cybersecurity. CSCF collaborates with employers, local educational institutions, and workforce organizations to identify key competencies and develop credential programs that meet sector-specific requirements. In sectors with high growth potential, CSCF offers industry exposure, targeted career counseling, and job placement services, guiding individuals toward roles that align with the future labor market.

Through data-driven insights and close partnerships with industry leaders, CSCF provides continuous adjustments to its training offerings, helping job seekers gain relevant credentials and positioning Central Florida as a hub for skilled talent in high-demand sectors. This comprehensive, collaborative approach allows CSCF to create a resilient workforce that meets the needs of both job seekers and employers, ultimately enhancing the region's economic vitality and supporting statewide workforce goals.

DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

- **Workforce Development System Description: Describe the local workforce development system, including:(a) All of the programs that are included in the system; and(b) How the LWDB supports the strategy identified in the state plan under 20 CFR 676.105 and works with entities carrying out core 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)).**

The local workforce development system facilitated by CareerSource Central Florida (CSCF) is a demand-driven, collaborative network aimed at supporting the Central Florida region's talent pipeline. CSCF aligns its programs and partnerships to foster job readiness, workforce participation, and career advancement, closely coordinating with entities responsible for core and partner programs to enhance service integration and streamline access.

CSCF's services are resourced by:

- Workforce Investment and Opportunity Act programs: Adult, Dislocated Worker, and Youth.
- Wagner-Peyser: Reemployment Services and Eligibility Assessment (RESEA) Grant, Trade Act Assistance (TAA), Veterans' Programs, and Labor Exchange services.
- Temporary Assistance for Needy Families (TANF).
- Supplemental Assistance & Nutrition Program (SNAP).

CSCF partners with other entities to coordinate core and partner programs:

- Adult Education and Family Literacy Act (AEFLA) programs.
- Vocational Rehabilitation.
- Division of Blind Services.
- Community Service Block Grants from local government and community-based entities.
- Migrant Seasonal Farmworkers Program (MSFW).
- Senior Community Employment Programs.

- Career and Technical Education Program (Perkins).

CSCF's strategies under WIOA include targeted support for distinct participant groups. For Adults and Dislocated Workers, CSCF develops customized Individual Employment Plans (IEPs) to tackle specific barriers to employment, guiding clients through career counseling, training programs, and job placement activities. Youth participants benefit from career pathways programs focusing on skill-building and work experience, preparing them for sustainable careers. CSCF engages high school students through partnerships with local school districts and high schools to provide career exploration, skill development, and internship opportunities. Through the High School Career Express and Summer Youth Employment programs, CSCF equips high school students with foundational skills and exposure to high-demand industries. CSCF collaborates with CTE programs to place students in relevant summer internships, where they gain hands-on experience and practical skills directly related to their field of study. These internships enhance the students' understanding of workplace expectations and industry demands, providing real-world preparation for future careers.

Wagner-Peyser Act Programs: Under Wagner-Peyser, CSCF uses the Reemployment Services and Eligibility Assessment (RESEA) program to assist unemployment insurance claimants in their return to the workforce. RESEA customers are provided with mandated orientations, comprehensive assessments, and job search activities strategically aligned with high-growth industry needs. This alignment ensures that participants are equipped with relevant skills and knowledge to secure employment in high-demand fields or access training that accelerates their return to the labor market.

TANF and Supplemental Nutrition Assistance Program (SNAP) services are integrated with career development resources, supporting clients with career readiness workshops, skills training, and employment services designed to help them attain self-sufficiency and achieve lasting employment outcomes.

To support adult learners, CSCF collaborates with AEFLA programs by covering student fees, providing practice tests, and offering guidance to ensure students remain on track toward their educational and career objectives. Additionally, CSCF connects AEFLA participants with employment opportunities and assists with transitions to post-secondary education options. Programs authorized under the Perkins Career and Technical Education Act are reviewed by

CSCF to ensure their relevance to demand occupations and industry growth, and they are included on the Eligible Training Provider List (ETPL). CSCF continues to work closely with Perkins-funded programs, aligning training and employment activities for participants through engagement in stakeholder forums and strategic planning efforts.

CSCF has implemented an Academy Cohort Model, a structured program that provides participants with foundational skills, financial literacy, career exploration, soft skill development, and career planning in a cohort-based setting. This model brings together employers, training providers, community partners, and job seekers to build a collaborative network and foster lasting professional relationships.

Financial Literacy and Soft Skills: Participants receive training on essential financial skills, such as budgeting, credit management, and financial planning, alongside critical soft skills, including communication, teamwork, and adaptability. This dual focus equips participants with both practical and interpersonal skills needed for sustained employment.

Career Exploration and Planning: Through the cohort model, participants engage in career exploration sessions that introduce them to high-growth industries and in-demand occupations, with guidance from industry professionals and mentors. CSCF works with training providers and local employers to ensure that participants have opportunities for hands-on experiences, such as internships, job shadowing, and informational interviews, which support informed career decision-making.

Employer and Training Provider Involvement: Local employers and training providers play an active role in the cohort model, providing industry insights, networking opportunities, and real-world applications of learned skills. Employers frequently host workshops and mock interviews, offer job placements, and serve as mentors, helping participants establish connections and create a supportive network as they transition into the workforce.

Network Building: By involving employers, training providers, and peer participants, the cohort model encourages network building, enabling participants to expand their professional connections and access valuable support resources even after program completion.

CSCF utilizes a feedback-driven approach to monitor and refine its workforce development strategies continuously. By integrating data from labor market analyses, economic trends, and stakeholder insights, CSCF aligns its services to meet the evolving demands of the regional labor market. This agile approach ensures CSCF remains responsive to shifts in industry needs, promoting a workforce system that adapts to both immediate and future talent requirements.

- **Adult and Dislocated Worker Employment and Training Activities: Describe and assess 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(b)(6)). This must include 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.**

At CareerSource Central Florida (CSCF), Career Consultants work closely with customers to understand their employment or career goals, assess their technical and soft skills, and determine their interests in skill development or career placement opportunities. This process involves both formal and informal methods to evaluate individuals' strengths, areas for improvement, interests, aptitudes, and workplace behaviors. CSCF provides various training activities for adults and dislocated workers, including career counseling and planning, job search and employment services, training, and work-based learning opportunities such as internships, on-the-job training, and apprenticeships.

To better address the talent gaps identified by employers and industry groups, CSCF has carefully reviewed and refined its policies, procedures, and strategies. The CSCF Priority for Services Policy aligns with WIOA's intent to allow flexibility in service delivery. This policy adheres to the guidelines outlined by the Department of Labor's Employment and Training Administration and complies with WIOA sections §680.600 and §680.640.

CSCF has established a priority of service for adults, giving precedence to veterans, their spouses, recipients of public assistance, other low-income individuals, and those who are basic skills deficient. An individual is considered basic skills deficient if they cannot perform basic arithmetic or problem-solving or read, write, or speak English at a level necessary to function effectively in the workplace, their family, or society. This priority will be applied in providing individualized career and training services, regardless of funding levels.

Priority for Adult Eligibility:

The priority for adult eligibility is structured as follows:

1. **Veterans and eligible spouses** who meet WIOA eligibility criteria and possess one or more of the barriers listed below.
2. **Non-veterans** who have any one or more of the barriers listed below.
3. **Veterans and eligible spouses** without any of the barriers listed, including:
    - Military spouses who lost employment due to relocation associated with a permanent change in duty station.
    - Military spouses whose family income is significantly reduced due to deployment, active-duty orders, a permanent change of station, or a service-connected death or disability.
    - Military spouses who are unemployed or underemployed and struggling to find or improve employment.
4. **Non-veterans** without any of the barriers listed below.

Barriers Used to Determine Priority of Service:

The barriers that determine priority of service include:

- Individuals with disabilities, as defined in WIOA section 3(25).
- Displaced homemakers, as defined in WIOA section 3(16).
- English language learners, as defined in WIOA section 204.
- Ex-offenders, as defined in WIOA section 3(38).
- Homeless individuals, as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e-2(6)).
- Indians, Alaska Natives, and Native Hawaiians, as defined in WIOA section 166.
- Individuals with low literacy levels, as defined in WIOA section 203.
- Individuals facing significant cultural barriers, as defined in WIOA section 203.
- Individuals within two years of exhausting the lifetime eligibility for TANF assistance under Title IV of the Social Security Act (42 U.S.C. 601 et seq.).
- Long-term unemployed individuals who have not been employed for 27 weeks or more.
- Low-income individuals, as defined in WIOA section 3(36) and locally as:

- Receiving, or having received in the past six months, federal, state, or local public assistance.
- Having a family income that does not exceed the federal poverty level or 200% of the lower living standard income level.
- Being homeless as defined above.
- A disabled individual whose income meets the low-income criteria, regardless of family income.
- Underemployed individuals, including those:
  - Working part-time while seeking full-time employment.
  - Employed in positions that do not match their skills and training.
  - Earning 20% less than in their previous employment.

- Older individuals aged 55 or older, as defined in WIOA section 3(39).
- Migrant and seasonal farmworkers, as defined in WIOA section 167(1).
- Single parents and single pregnant women.

By adhering to these priorities and criteria, CSCF ensures that the services provided are targeted effectively to those most in need, aligning with federal guidelines and responding to local workforce demands.

❖ **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; (b) If contracts for training services are used, how the use of such contracts are coordinated with the use of ITAs; and (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(b)(18)). (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)). (e) How the LWDB incorporates/includes work-based training activities in the local area's service delivery model.**

CareerSource Central Florida (CSCF) implements a robust Individual Training Account (ITA) process designed to empower customers to make well-informed decisions regarding their training

options. This process emphasizes a comprehensive review of available program information, ensuring that individuals are fully aware of their choices. Career Consultants collaborate closely with customers to evaluate their interests, skills, aptitudes, and occupational goals, including the pursuit of specific credentials, licensures, and preferred work environments, before selecting a suitable training program.

Under the current guidelines, ITA vouchers are capped at $7,000 for occupational training within high-growth industries. This cap represents the maximum investment in direct costs for each customer, covering tuition, books, and training fees. Notably, this amount does not encompass additional supportive services that may be provided to facilitate a customer's participation in the chosen program.

Aligned with its "Career in a Year" strategy, CSCF focuses on training programs that can be completed in less than one year. Consequently, CSCF's training funds are not allocated to support full degree programs, such as associate, bachelor's, master's, or doctorate degrees. Instead, financial support beyond these levels is restricted to covering licensure or examination fees for disciplines identified on the targeted occupation list.

This approach ensures that CSCF's resources are strategically invested in programs that quickly connect participants to employment opportunities in high-demand fields, maximizing both individual and regional economic impact.

CareerSource Central Florida (CSCF) provides a diverse range of training options through contractual agreements and partnerships with approved training vendors. These options include traditional classroom-based education, short-term training programs, work-based learning opportunities designed to help career seekers acquire competitive, industry-specific skills, and customized training tailored to the unique needs of employers and participants.

CSCF conducts a thorough evaluation of all training programs based on several key performance indicators, including completion rates, credential attainment, and successful job placements. This rigorous assessment process ensures that the programs offered meet high standards of effectiveness and align with the dynamic needs of the labor market. Furthermore, CSCF closely monitors program completers who have not yet secured employment to continuously evaluate the quality of training provided and to identify any market saturation that may impact employment outcomes.

All training provider agreements maintained by CSCF include specific operational and performance requirements. These stipulations ensure that training partners are held accountable for delivering programs that meet both the regulatory standards and the workforce development goals of CSCF. This systematic approach helps ensure that participants receive valuable, outcome-focused training that leads to meaningful employment opportunities in their chosen fields.

CareerSource Central Florida (CSCF) makes a comprehensive list of available training programs accessible to customers on its website and within its career centers. This information includes the program name, training provider, location, associated fees, and detailed performance metrics. Performance data encompasses program completion rates and job placement rates for all students enrolled, as reported to the Florida Education and Training Placement Information Program (FETPIP), as well as specific performance outcomes for participants in Workforce Innovation and Opportunity Act (WIOA) programs.

The program information is presented in a user-friendly, sortable format that allows customers to filter and view program and course descriptions based on their individual interests and career goals. Throughout the program selection process, customers collaborate with dedicated Career Consultants who assist in evaluating various factors such as cost, time commitment, and the practicality of attending a training program for a specified duration.

Career Consultants play a vital role in guiding customers toward making informed decisions by providing insights into different funding options available for training. This includes support through WIOA resources, Pell Grants, or personal financial investment. By offering this tailored guidance, CSCF ensures that customers choose programs that align with their career aspirations and financial circumstances, thereby enhancing their prospects for successful employment and career advancement.

The Career Service Committee of the Board regularly discusses industry-focused data to ensure that CSCF's talent development strategies align with market needs. As part of the annual review process, the Board examines detailed industry data to assess the effectiveness of existing talent solutions and identify areas that require improvement or redesign. This comprehensive review considers several key metrics, including enrollment levels by industry, training completion rates, employment placement rates, and wage outcomes for program participants.

Furthermore, representatives from all of the region's high-growth industries serve on the Board of Directors, providing valuable, real-time industry insights that inform decision-making. Each year, the Board utilizes this data to evaluate the training programs on the eligible training provider list, identifying any potential gaps in the current offerings. When such gaps are discovered, CSCF collaborates with its educational partners to develop new programs or refine existing ones, ensuring that the training provided remains relevant and responsive to the evolving needs of the local labor market.

This iterative process enables CSCF to continuously enhance the quality and impact of its training programs, thereby better serving both career seekers and employers in the region.

CareerSource Central Florida (CSCF) continually enhances and adapts its approach to delivering work-based learning and training activities as part of its comprehensive service offerings. These options encompass a broad range of practical, hands-on training experiences, including internships, work experience placements, on-the-job training (OJT), customized training programs tailored to specific employer needs, pre-vocational training for foundational skills development, and formal apprenticeship programs.

These training services are targeted to individuals who meet specific program eligibility criteria and are designed to support the acquisition of new skills, address existing skill gaps, or facilitate career advancement. The selection of appropriate training activities is a collaborative effort between the career seeker and the Career Consultant, culminating in a personalized service plan that outlines the agreed-upon training path and objectives.

For individuals facing significant barriers to employment or with limited work history, CSCF may develop specialized training services tailored to their unique needs. This personalized approach ensures that all participants, regardless of their background or challenges, have access to opportunities that enhance their employability and align with their career aspirations. By continually evolving its work-based learning and training offerings, CSCF remains responsive to the dynamic needs of the workforce and the local economy, promoting sustained success for both job seekers and employers.

- **Youth Workforce Investment Activities: Describe and assess 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)). (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)). (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 CareerSource Florida Administrative Policy 095 – WIOA Youth Program Eligibility. (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). (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).

CareerSource Central Florida (CSCF) is dedicated to preparing youth and young adults for successful careers through a comprehensive approach that integrates career exploration, education, work-based learning, and employment opportunities. CSCF strategically allocates its Workforce Innovation and Opportunity Act (WIOA) funds to provide tailored services for youth and young adults who are both out-of-school and in-school, aged 16 to 24. With a recently obtained waiver, CSCF now has the flexibility to serve both in-school and out-of-school youth, while still aligning with federal guidelines that emphasize substantial support for youth engagement.

The youth programming under WIOA is designed to deliver high-quality career consulting and support services aimed at achieving educational and workplace goals. This includes personalized guidance in career exploration, helping participants understand viable career pathways, and providing summer and year-round work experiences. Additionally, the program offers training in high-demand occupations, enhances career readiness skills, and connects youth to essential community resources and support services as needed.

By concentrating on these key areas, CSCF ensures that youth and young adults are not only prepared for immediate job opportunities but also positioned for long-term career growth in fields that align with the region's economic needs. This holistic approach fosters a strong foundation for sustained success, bridging the gap between education and employment and empowering the next generation of the workforce.

CareerSource Central Florida (CSCF) is committed to continually developing and implementing a dynamic youth program model that offers multi-year services centered on career pathways within high-growth sectors. This model is supported by culturally competent Career Consultants who are

highly skilled in workforce development and youth engagement principles, ensuring that each participant receives personalized guidance and support.

To further enhance the effectiveness of its youth programs, CSCF has integrated the use of Individual Training Accounts (ITAs) for education and training, resulting in a significant increase in the number of young individuals acquiring relevant skills and earning valuable credentials. This strategic approach not only empowers youth with the competencies needed to thrive in today's competitive job market but also aligns with CSCF's goal of fostering a prepared and skilled future workforce.

CareerSource Central Florida (CSCF) strategically utilizes Temporary Assistance for Needy Families (TANF) resources to support youth employment and career exploration activities during the summer months. These resources are further leveraged with local private and public funds, enabling a greater number of young adults to participate, regardless of eligibility constraints. CSCF collaborates with post-secondary institutions and other eligible providers to deliver comprehensive career exploration activities that facilitate the transition from high school to post-secondary education or training opportunities.

To further align with regional workforce needs, CSCF offers industry-focused programming, including a Public Sector Academy, that immerses young adults in high-growth career pathways, aiming to inspire participants to pursue roles in these sectors. Additional career exploration and awareness initiatives are being explored to enhance these efforts.

CSCF also partners with a wide range of community organizations, high schools, alternative schools, post-secondary institutions, and vocational rehabilitation services to identify and implement best practices for supporting youth with disabilities in their transition to training or employment. To further expand its reach, CSCF collaborates with the Department of Juvenile Justice (DJJ) Circuits 5, 9, and 18, establishing a referral system with agreements to share information with probation officers working with justice-involved youth.

CSCF remains committed to researching and implementing best practices that align with the talent development needs of the region’s diverse urban, suburban, and rural populations. By doing so, CSCF aims to ensure that young adults gain industry-relevant skills and successfully transition into employment, military service, apprenticeships, or post-secondary education and training.

CSCF’s service delivery model engages young people where they are in their development and supports their engagement in the 14 required program elements as outlined in WIOA §129(c)(1)(2)

based on their needs. CSCF's model includes a three-tier approach that support youth entering employment, post-secondary education, military, or continued apprenticeship:

EXPLORE	ENGAGE	EXPERIENCE
Enable young adults to explore careers and develop workplace relevant skills.	**Enroll in educational or certification courses to enhance the marketability of youth in the job market.**	**Through experiential learning, young adults acquire the skills and knowledge necessary to thrive in the workplace.**
• **Career coaching** • **Personal and career assessment** • **Workplace skills training** • **Financial literacy** • **Leadership and networking** • **Team building activities**	• **Scholarship assistance to access education / training** • **Industry-focused seminars** • **Assistance in attaining a industry certificates and licenses** • **Access to high school diploma and English language skill classes**	• **Paid work experiences / internships** • **Community service projects** • **Job shadow opportunities** • **On-the-Job Training** • **Connections to apprenticeship programs**

Career Consultants at CareerSource Central Florida (CSCF) work closely with youth to provide the following services:

- **Objective Assessment:** This comprehensive evaluation includes a review of a participant's academic and occupational skill levels and service needs, which is used to identify suitable activities and inform the development of a personalized career plan or individual service strategy. If an assessment has been conducted within the past six months, including those performed by other educational or training partners, a new assessment is not required.
- **Career Plan / Individual Service Strategy:** This strategy outlines the participant's educational and employment goals, incorporates career planning objectives, and utilizes the results from the objective assessment. It establishes clear achievement objectives and identifies the services that will be provided to support the participant's success.

CareerSource Central Florida (CSCF) is committed to providing comprehensive support to youth through the 14 program elements mandated by WIOA, ensuring each participant has access to the resources and guidance they need to succeed. CSCF delivers these elements through a

combination of direct services, collaborations with community partners, and procured partnerships with specialized providers. Here's how each element is made available:

Tutoring, Study Skills Training, Instruction, and Dropout Prevention: CSCF offers tutoring and study skills training directly to youth to support their academic success. Additionally, CSCF collaborates with local schools and educational providers to offer evidence-based strategies for dropout prevention and recovery, helping at-risk youth stay engaged in their educational journey.

Alternative Secondary School Services and Dropout Recovery: Through partnerships with local alternative schools and educational recovery programs, CSCF provides access to alternative secondary education options and dropout recovery services, which are tailored to meet the individual needs of youth who may need non-traditional pathways to complete their education.

Paid and Unpaid Work Experiences: CSCF directly facilitates paid and unpaid work experiences, including summer job programs, internships, and job shadowing, in partnership with local businesses. These experiences allow youth to gain hands-on industry exposure, develop soft skills, and build a professional network in high-growth fields.

Pre-Apprenticeship Programs: CSCF partners with pre-apprenticeship training providers and local trade organizations to offer pre-apprenticeship opportunities, preparing youth for formal apprenticeships by equipping them with foundational skills that are highly valued in skilled trades and technical careers.

Internships and Job Shadowing Opportunities: CSCF's direct relationships with local employers and Career and Technical Education (CTE) programs provide structured internships and job-shadowing opportunities. This engagement enables youth to gain real-world insights into various industries, explore career interests, and build confidence in professional settings.

On-the-Job Training (OJT) Opportunities: CSCF offers OJT opportunities by collaborating with employers to train youth participants in high-demand skills directly in the workplace. This model allows participants to earn a wage while learning critical skills, improving their employability, and building work experience.

Occupational Skills Training Leading to Industry-Recognized Credentials: Through partnerships community colleges and other training providers, CSCF offers youth access to occupational skills training in fields aligned with regional demand. These programs are designed to

lead to industry-recognized credentials, ensuring participants have the qualifications needed to compete in today's job market.

Leadership Development Opportunities: CSCF provides leadership development activities, including projects, workshops, and youth advisory boards. These experiences build soft skills, self-confidence, and civic engagement, empowering youth to take on leadership roles within their communities and workplaces.

Comprehensive Guidance and Counseling: CSCF's career counselors offer individualized guidance and counseling services to support youth in setting career goals, addressing personal challenges, and developing problem-solving skills. When specialized counseling is needed, CSCF refers youth to community mental health and wellness providers.

Financial Literacy Education: CSCF incorporates financial literacy training into its Academy Cohort Model and offers standalone workshops on budgeting, credit management, and financial planning. These sessions, sometimes in partnership with local financial institutions, equip youth with essential financial management skills.

Entrepreneurial Skills Training: CSCF provides entrepreneurial skills training through workshops and collaborative programs with local entrepreneurship centers and small business development organizations. Youth interested in starting a business or freelancing learn about business planning, marketing, and financial management.

Supportive Services to Address Barriers to Employment: CSCF offers a range of supportive services, including but not limited to, transportation assistance and financial support for work-related expenses. These services help youth overcome barriers that could prevent them from participating in training, education, or employment.

Adult Mentoring: CSCF connects youth with adult mentors through partnerships with local programs and community organizations. These mentors provide guidance, support, and positive role modeling, fostering personal growth and career development for young participants.

Follow-Up Services for Long-Term Success: CSCF offers follow-up services for at least 12 months after a youth participant exits the program. These services include regular check-ins, additional counseling, and ongoing support to address any challenges the participant may face in their transition to employment or further education.

By making each of these 14 program elements accessible, CSCF ensures that youth have the skills, resources, and support needed to successfully transition into education, training, or meaningful employment. This multifaceted approach empowers participants to overcome personal and systemic barriers, equipping them for long-term success in the workforce and beyond.

CareerSource Central Florida (CSCF) defines an individual as basic skills deficient based on specific criteria to ensure that appropriate support and services are provided. This determination is made under the following conditions:

- **(A) Assessment Results:** A youth is considered basic skills deficient if they score at or below the 9th-grade level in English, reading, writing, or math on the Test of Adult Basic Education (TABE) or any other state-approved or nationally recognized assessment tool. This assessment is designed to measure the fundamental skills necessary for effective communication and problem-solving in both academic and workplace settings.
- **(B) Functional Limitations:** An individual, whether youth or adult, may also be deemed basic skills deficient if they demonstrate an inability to perform basic functions such as computing, solving problems, or reading, writing, or speaking English at a level required to perform effectively in a job, within their family, or in society. This determination is based on an evaluation of the individual's capacity to function independently and productively in various settings.

By identifying individuals who are basic skills deficient, CSCF ensures that tailored interventions and resources are provided to bridge these skill gaps, enhancing the individual's ability to succeed in education, training, employment, and daily life.

CareerSource Central Florida (CSCF) has established a specific definition for identifying "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, within the individual's family, or in society." A youth is considered to meet this definition if they fall into one or more of the following categories:

- **Reading, Math, or Language Comprehension Deficiency:** Youth demonstrates reading, math, or language comprehension skills at or below the 8th-grade level, as measured by the Test for Adult Basic Education (TABE) assessment tool. This includes an inability to compute or solve mathematical problems, including word problems, at or below the 8th-grade level, indicating a significant need for foundational skill development.

- **Lack of Basic Computer Literacy:** The youth is unable to successfully complete a basic computer literacy assessment administered through an online platform. This reflects a deficiency in essential digital skills, which are increasingly critical for both educational advancement and workplace success.
- **Limited English Communication Skills:** The youth is unable to communicate effectively in English through everyday conversations or interactions. If a youth is unable to engage in basic social or professional communication with staff, it indicates a significant language barrier that would likely impede their ability to meet the communication standards typically expected in a professional work environment.

By defining these criteria, CSCF aims to identify and address specific skill gaps that may hinder a young individual's ability to participate effectively in educational, vocational, or employment opportunities. This approach ensures that appropriate resources and interventions are provided to help youth develop the essential skills needed for personal and professional growth.

CareerSource Central Florida (CSCF) defines "Requires Additional Assistance" as an individual who needs supplementary support to complete an educational program or to secure and maintain employment if any of the following conditions are present:

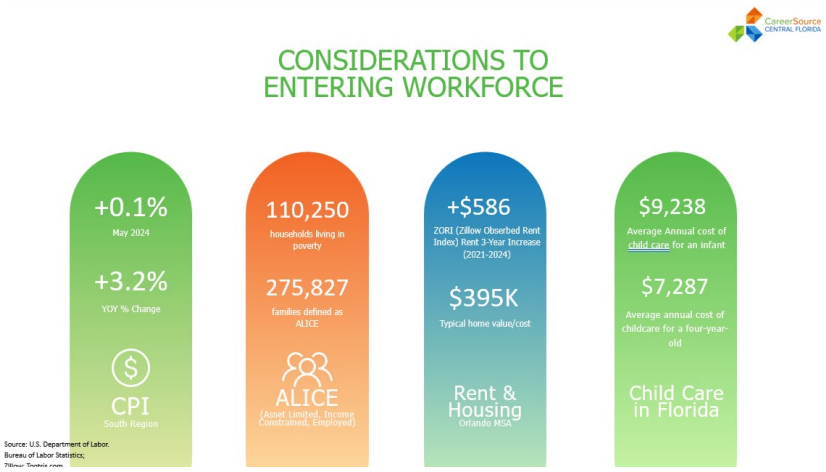
- **Migrant Seasonal Farmworker:** Youth who are, or have a family member who is, considered a Migrant Seasonal Farmworker.
- **Lack of Work Experience:** Youth who have limited work experience, defined as having one year or less of work history or no experience in their field of study.
- **Lack of Transportation:** Youth who do not have access to reliable transportation, which may hinder their ability to attend school or work consistently.
- **Emancipated Youth:** Youth who are legally emancipated and may lack the support systems typically provided by a family.
- **Parent Absent Due to Incarceration or Treatment:** Youth whose parent is absent due to incarceration or placement in a substance abuse or mental health treatment facility.
- **Parent Absent Due to Deployment:** Youth whose parent is absent because of military deployment.

These definitions are included in CSCF's Youth Eligibility Policy. To validate these barriers, documentation may include records issued by an agency, an educational partner, or an attestation completed by a staff member. This documentation must be reviewed and approved by the Director of Young Adult Services or an authorized designee.

By clearly defining these criteria, CSCF ensures that young individuals facing additional challenges are identified and receive the necessary support to achieve their educational and employment goals.

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

  In Central Florida, self-sufficiency is defined as earning an income sufficient to cover all basic living expenses without needing external assistance. However, achieving this level of financial stability is increasingly difficult for many residents. The cost of living continues to rise, with a 3.2% increase in prices over the past year, leaving numerous families struggling to make ends meet. Currently, approximately 110,250 households in Central Florida are living in poverty, while an additional 275,827 families are categorized as ALICE (Asset Limited, Income Constrained, Employed), indicating they earn above the federal poverty level but still find it challenging to afford basic necessities. The region's high housing costs further compound these difficulties, with rents increasing by $586 over the past three years and the median home price now at $395,000. Childcare expenses also represent a significant financial burden, averaging $9,238 per year for an infant and $7,287 for a four-year-old. These factors illustrate the substantial financial challenges faced by many in Central Florida, where achieving self-sufficiency requires a stable income capable of meeting these escalating costs.



CareerSource Central Florida (CSCF) aligns its definition of "self-sufficiency" with the income thresholds outlined in the United Way ALICE (Asset Limited, Income Constrained, Employed) Florida Report and the U.S. Department of Housing and Urban Development (HUD). These thresholds are used to establish local criteria for determining when an individual or family is considered self-sufficient.

After evaluating the income thresholds outlined by both the United Way ALICE Report and HUD, CareerSource Central Florida (CSCF) has set its local self-sufficiency threshold for serving business clients and employed workers at $58,000 annually. CSCF defines an "employed worker" as an individual who is currently working, regardless of their job tenure or field, but may be underemployed or earning less than the local self-sufficiency wage. By focusing on this group, CSCF aims to support upskilling efforts that help employed individuals transition to higher-wage positions that align with their skills and career goals. This $58,000 threshold aligns with HUD standards, exceeds the ALICE thresholds, and enables CSCF to concentrate on upskilling middle-career employees, thereby fostering more middle-skilled job opportunities that meet the needs of CSCF's target customer base.

For unemployed workers, CSCF defines "self-sufficiency" as annualized family earnings at 200 percent of the Lower Living Standard Income Level (LLSIL), adjusted for family size. This local self-sufficiency level represents the income needed to achieve basic stability in the region, covering essential expenses such as housing, food, clothing, transportation, and healthcare. This threshold enables CSCF to target resources effectively to support unemployed individuals in securing sustainable employment that meets the local cost of living.

Dislocated Workers

For dislocated workers, there is no specific income threshold or limit required to receive services. However, dislocated workers who become reemployed in positions with a "maintenance income" - defined as jobs paying less than 80% of their previous wage prior to dislocation—may be eligible for additional training services. This 80% threshold allows CareerSource Central Florida (CSCF) to assess whether the current job meets the individual's prior income level. If the new employment does not meet this threshold, CSCF may offer training services to help the dislocated worker restore their earning potential or enhance their employment prospects.

By setting these criteria, CSCF ensures that resources are allocated to effectively support both employed and unemployed individuals in achieving sustainable self-sufficiency, aligning with the region's economic realities and workforce development goals.

❖ **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.**

CareerSource Central Florida (CSCF) recognizes the importance of addressing barriers that may hinder an individual's ability to access and engage in work-related activities. To support this, CSCF offers supportive services to eligible participants based on individual assessments and the availability of funds. These supportive services are designed to help individuals participate in workforce-funded programs and activities, ultimately assisting them in securing and retaining employment. The provision of these services is determined by a Career Services Consultant, who assesses each participant's specific needs. Available supportive services may include:

- **Transportation:** Assistance with public transportation, ridesharing, and taxi fares.
- **Clothing and Personal Appearance:** Provision of clothing, footwear, and personal hygiene products necessary for appropriate presentation at job interviews or in the workplace.
- **Certification Fees and Work Tools:** Coverage of fees for certifications, essential work tools, and education-related testing.
- **Childcare and Dependent Care:** Financial support for childcare, dependent care, and needs-related payments necessary for career seekers to participate in assigned activities.

Supportive services may be provided directly by CSCF or coordinated with other entities to avoid duplication of resources and services. These services are only available to eligible participants

when they are not offered by other agencies or when they are critical for the individual's participation in a program. The Chief Operating Officer of CSCF, or their designee, establishes the thresholds and limits for supportive services, which are reviewed annually based on CSCF's strategies and budget. This regular review ensures that funding levels are aligned with CSCF's Support Service and Incentive Policy, optimizing resource allocation to meet organizational goals.

❖ **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.**

CareerSource Central Florida (CSCF) understands the unique challenges that individuals with disabilities often encounter when seeking employment or pursuing a meaningful career. To address these challenges, CSCF continues to invest in and actively participate in local and state initiatives that connect these individuals to employers who are ready to hire. The organization strives to complement, rather than duplicate, the efforts of other partners, such as Vocational Rehabilitation, by enhancing the delivery of its services.

CSCF has implemented and will continue to support several activities to assist these individuals in achieving employment.

Programs and Initiatives

- **Ticket to Work Program**: CSCF is one of 17 Local Workforce Development Boards (LWDBs) in Florida designated as an Employment Network provider by the Social Security Administration, allowing participation in the federally funded Ticket to Work program. This program offers recipients of Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) priority access to services such as job search assistance, career planning, and skill-building, all aimed at enhancing their efforts to secure and retain employment and ultimately achieve self-sufficiency. CSCF has invested in expanding staff knowledge of the program and improving data collection methods to measure the impact of services provided. Additionally, the organization has supported two staff members in becoming certified Social Security Benefit Analysts through the SSA to help individuals receiving disability benefits better understand their work options. CSCF also collaborates with Vocational Rehabilitation and the Division of Blind Services to improve referrals and ensure seamless service delivery for Ticket to Work participants.

- **Family Café**: CSCF actively supports the annual Family Café, a significant event that brings together approximately 7,000 Floridians with disabilities and their families. This event serves as a platform for the CareerSource Florida network to deliver employment workshops and provide valuable information about accessing local workforce services. It also educates attendees about

special resources available through career centers, including incentives for businesses that hire people with disabilities.

- **Career Exploration and Soft Skills Development Program for Individuals with Unique Abilities**: Recognizing the importance of tailored support, CSCF has introduced a Career Exploration and Soft Skills Development program specifically designed for individuals with unique abilities. This program focuses on equipping participants with the essential skills needed to navigate the workplace successfully, from understanding career options to developing interpersonal and communication skills crucial for long-term employment.

By engaging in these comprehensive efforts and collaborating with key partners, CSCF is dedicated to improving employment opportunities and outcomes for individuals with disabilities, ensuring they have the support and resources needed to thrive in the workforce.

❖ **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(d)(1)(A)(vi)(III) and 20 CFR 679.560(b)(3)(iv)).**

To strengthen the connection between the one-stop delivery system and the Reemployment Assistance (Unemployment Insurance) program, CSCF has implemented strategies that include cross-training staff on Reemployment Assistance services and coordinating referrals to ensure seamless service delivery. This approach helps streamline processes for job seekers receiving unemployment benefits, improving their access to career planning, job search assistance, and training opportunities.

❖ **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.**

CSCF is committed to delivering the highest quality services to veterans and covered persons at every phase of service delivery. CSCF ensures that veterans and eligible individuals are aware of their entitlement to priority of service and are informed about the full array of programs and services available, including any specific eligibility requirements. CSCF staff are trained to identify veterans and covered persons promptly and provide them with specialized career counseling, job placement

assistance, and access to veteran-specific resources, such as the Jobs for Veterans State Grant (JVSG) program.

- **Entities Carrying Out Core Programs: Describe how the LWDB works with entities carrying out core programs to: (a) Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment; (b) Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; 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.**

  CareerSource Central Florida (CSCF) has been collaborating closely with core programs—including Adult, Dislocated Worker, Youth, Adult Basic Education, Vocational Rehabilitation, and Wagner Peyser—to effectively serve job seekers and employers. This collaboration aims to optimize resources, engage customers, and expand access to training and employment opportunities throughout the region. The coordinated efforts among these core programs include:

  Deepening Understanding of Core Partners: CSCF engages with each core partner to understand their programs, strategic priorities, processes, and goals. This foundational knowledge allows for better alignment and integration of services across the region.

  Articulating Career Pathways: The partners work together to define and promote career pathways aligned with high-growth industries. Outreach and awareness campaigns are developed and disseminated to educate career seekers about these career options, ensuring that they have access to relevant and timely information.

  Streamlining Access to Services: Strategies are developed to create a common intake and assessment process that facilitates streamlined access to services for job seekers, reducing duplication and improving service delivery efficiency.

  Rapid Engagement in Employment Activities: CSCF focuses on delivering services that quickly engage individuals in job search activities, enhancing their prospects for rapid employment.

  Integrating Career Guidance, Training, and Support Services: By combining career guidance, education/training, and support services, CSCF maximizes the impact of available community resources to better serve customers.

  CSCF has formalized these collaborative efforts through Memorandums of Understanding (MOUs) with Adult Education and Literacy administrative entities, creating streamlined referral and assessment processes, leveraging resources to avoid duplication, and establishing opportunities for

co-enrollment of participants before, during, and after their education services. CSCF staff also provide career services directly at partner locations, enhancing accessibility and support. Furthermore, a senior leader from the region's Vocational Rehabilitation Office serves on CSCF's Board of Directors, fostering collaboration to strategically align programming and services.

In addition, CSCF delivers Temporary Assistance for Needy Families (TANF) services in partnership with community organizations to coordinate support and maximize impact. The organization is continuously exploring opportunities to align training and employment services to help participants acquire the skills necessary to compete in the workplace. This includes developing initiatives for intentional skill-building, enabling rapid connections to employment while meeting participation rates. CSCF also leverages TANF resources to invest in youth, offering work readiness training, industry-related exploration, post-secondary education awareness, and work experience opportunities. To expand these opportunities, CSCF actively engages local leaders, private and public donors to support initiatives that provide youth with exposure to high-growth careers and valuable educational credentials.

CSCF works with entities delivering core programs to expand access to employment, training, education, and supportive services, particularly for individuals with barriers to employment. This is achieved through the facilitation of career pathways and co-enrollment strategies that align with high-demand industries, enabling participants to access comprehensive services across multiple programs. Additionally, CSCF focuses on improving access to activities that lead to recognized postsecondary credentials, including portable and stackable industry-recognized certificates and certifications, in accordance with Florida's Master Credentials List. This collaborative approach ensures that all eligible individuals, especially those facing barriers, have the support they need to gain meaningful employment and advance in their careers.

- **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; and (b) Support a local workforce development system that meets the needs of businesses in the local area. 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, 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.**

The Board's key priority is to deliver talent acquisition strategies in high-growth industries, closely aligning with the expectations under the Workforce Innovation and Opportunity Act (WIOA). To achieve this, CareerSource Central Florida (CSCF) has strategically focused its efforts on fostering business growth and retention while offering more specialized services than previously available. Several targeted strategies are being implemented and continuously refined to enhance these efforts.

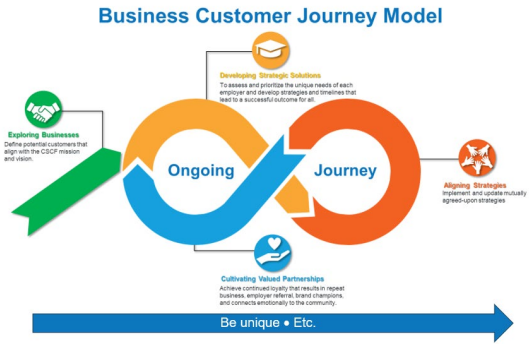
Strategic Approaches:

- **Industry-Specific Business Consultants:** Business Consultants are assigned to support key industries across the five counties served, engaging regularly with local businesses to understand their specific hiring and training needs. These consultants, with their specialized knowledge and experience, are aligned with industry-focused work teams to deliver relevant, customized solutions.
- **Consultative Relationship Building:** Rather than providing transactional services, CSCF employs a consultative approach that emphasizes building meaningful relationships with businesses. This method allows CSCF to gain a deeper understanding of each business's needs and challenges, ensuring that the solutions offered are highly relevant and impactful.
- **Collaborative Partnerships:** CSCF maintains strong relationships with local chambers of commerce, nonprofit business support organizations, and economic development agencies. These partnerships facilitate business referrals to CSCF, expanding its network and reach within the local economy.
- **Active Engagement in Industry Events:** Business Consultants attend industry-specific trade shows and events to engage directly with partners, share labor market information, showcase talent development efforts, and gain insights into the current and future hiring needs of employers.

These strategic efforts are informed by the Business Customer Journey Model, which provides a framework for ongoing engagement and collaboration with local businesses. The model includes:

- **Exploring Businesses**: Identifying potential business customers that align with CSCF's mission and vision.
- **Developing Strategic Solutions**: Assessing and prioritizing the unique needs of each employer, then developing strategies and timelines that lead to mutually beneficial outcomes.

- **Aligning Strategies**: Implementing and updating agreed-upon strategies to ensure alignment with business needs and market demands.
- **Cultivating Valued Partnerships**: Building lasting partnerships that foster loyalty, encourage business referrals, create brand champions, and strengthen ties with the community.



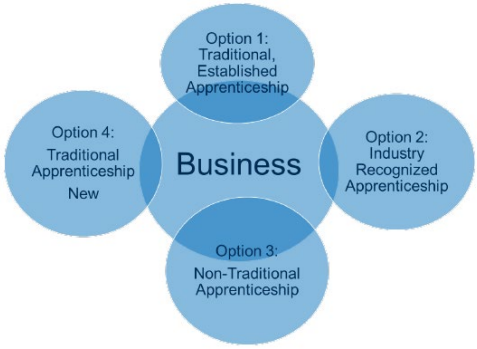
By implementing these strategies, CSCF can:

- **Connect Talent to Opportunities**: Develop targeted strategies to connect qualified candidates, including recent training graduates, with open positions in local businesses.
- **Adopt a Consultative Employer Approach**: Work more closely with employers to identify their unique needs and align CSCF's services as tailored solutions where appropriate.
- **Address Skill Gaps**: Collect and analyze ongoing feedback from businesses about their hiring needs, skill gaps in job candidates, and use this information to adapt and improve CSCF's talent development efforts.
- **Optimize Service Delivery**: Continuously evaluate and refine processes to increase the speed and efficiency of service delivery, providing greater value to the businesses served.
- **Understand the Full Business Cycle**: Gain a comprehensive understanding of the business cycle of each client, from expansion to downsizing, enabling CSCF to offer proactive and responsive support.

By aligning these efforts with the Business Customer Journey Model, CSCF ensures a dynamic and responsive workforce development system that not only meets the immediate needs of local employers but also fosters long-term growth and sustainability in high-growth industries.

❖ **Enhancing Apprenticeships: Describe how the LWDB enhances the use of apprenticeships to support the local economy. Describe how the LWDB works with industry representatives**

and local businesses to develop registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida Department of Education and other partners. Describe how job seekers are made aware of apprenticeship opportunities.



CareerSource Central Florida (CSCF) is dedicated to expanding apprenticeship and pre-apprenticeship opportunities across the region by developing targeted strategies to grow Registered Apprenticeship Programs (RAPs) and increase participation in specific high-demand occupations. CSCF's strategic approach includes actively engaging industry partners, supporting apprentices with WIOA resources, and creating a foundation for long-term program sustainability.

Strategies to Increase New Apprentices, Pre-Apprentices, and Registered Apprenticeship Programs (RAPs)

Industry Engagement and Partnership Building:

Targeted Industry Outreach: CSCF collaborates closely with high-demand industries, including construction, healthcare, and technology, to identify workforce gaps and design apprenticeship programs that meet specific needs. By engaging employers through sector partnerships and workforce forums, CSCF ensures that apprenticeship programs align with the region's critical skill demands.

Employer Incentive Programs: CSCF provides incentives for employers to participate in RAPs and pre-apprenticeship programs by offering subsidies through WIOA OJT funds, which offset the cost of training and mentoring new apprentices. This strategy helps reduce financial barriers for employers, making it easier to initiate new programs and increase apprenticeship opportunities.

Developing New Program Occupations and Expanding Existing RAPs:

Collaboration with Educational Institutions: CSCF partners with local colleges, technical schools, and training providers to expand the scope of apprenticeship programs. By working with institutions such as Seminole State College and Orange Technical College, CSCF is increasing RAP program offerings in new occupations, including EEG Technician roles at Nemours Hospital and Building Maintenance apprenticeships.

Customizing Curriculum for Emerging Roles: CSCF collaborates with businesses and educational partners to develop customized curricula that meet the skill requirements of high-demand fields. For

example, CSCF has worked with The Hartford and Seminole State College to create a curriculum for Disability Benefits Analyst apprenticeships, expanding career options in non-traditional occupations. Similarly, CSCF is exploring a tailored curriculum for a Fulfillment Specialist role with FASTENAL to address emerging workforce needs.

Expanding Pre-Apprenticeship Programs and Pathways:

Partnership with Local School Districts: CSCF collaborates with Sumter County Schools to launch pre-apprenticeship programs in Irrigation, Horticulture, and Landscape Technology. This early engagement exposes students to industry-specific skills and prepares them for seamless entry into full apprenticeships.

Support for Youth and Underrepresented Populations: CSCF works with community organizations and high schools to increase pre-apprenticeship opportunities for youth, women, and underserved communities, providing access to career pathways in skilled trades and technical fields. CSCF uses pre-apprenticeship pathways to prepare participants with foundational skills and knowledge, bridging the gap between entry-level employment and advanced RAPs.

Increasing RAP Program Participation in High-Demand Occupations:

Apprenticeship Navigator Role: CSCF has introduced an Apprenticeship Navigator who collaborates with employers to expand RAP participation, particularly in high-demand occupations such as electrical work, air conditioning, and plumbing. The Navigator provides guidance on program setup, compliance, and funding opportunities, supporting employers in increasing their apprenticeship enrollment.

Scaling Up Existing Programs: CSCF supports RAP programs in high-demand occupations like Electrical and Ironworking by working with industry groups such as the Central Florida Electrical Joint Apprenticeship & Training Committee (JATC) and Local Ironworkers 808. By increasing marketing efforts and streamlining enrollment processes, CSCF aims to boost participation in these established programs. For example, the Electrical Apprenticeship program expects to grow from 125 participants in PY 2023-2024 to a target of 200 for PY 2024-2025.

Use of WIOA Funding to Support Apprenticeships

CSCF utilizes WIOA funding to provide critical support for apprentices through On-the-Job Training (OJT), Related Technical Instruction (RTI), and supportive services:

On-the-Job Training (OJT) Funding:

CSCF leverages WIOA OJT funds to offset a portion of the wages for apprentices during their training period. This financial support incentivizes employers to participate in RAPs by reducing the cost of

hiring and training apprentices. OJT funds are available for apprentices in targeted industries such as healthcare, construction, and information technology, ensuring that they gain hands-on experience in real-world settings.

Related Technical Instruction (RTI) Support:

WIOA funding is also used to cover the cost of RTI for apprentices, providing access to essential classroom instruction that complements on-the-job learning. CSCF partners with educational providers to deliver RTI for RAPs, offering industry-relevant courses that enable apprentices to develop the technical skills required in their fields. For example, CSCF's partnership with Seminole State College ensures that Disability Benefits Analyst apprentices have access to needed books and supplies for the training tailored to the demands of the role.

Supportive Services for Apprentices:

CSCF provides a range of supportive services funded by WIOA to help apprentices overcome barriers to participation. These services include transportation assistance, tools and equipment allowances, and assistance with other work-related expenses. For instance, CSCF offers transportation stipends for apprentices who need reliable transportation to attend RTI and work-based training sites, ensuring they can fully engage in their programs.

Examples of Collaborative Efforts and Future Focus

Electrical Apprenticeship Enhancement: CSCF collaborates with the Central Florida Electrical JATC to provide enhanced support to third- and fourth-year apprentices, helping them complete their programs successfully. Enrollment in this program has grown from 54 apprentices in PY 2021-2022 to a projected 200 in PY 2024-2025.

Non-Traditional Apprenticeships in Healthcare and Finance: Through partnerships with The Hartford, Seminole State College, and Valencia College, CSCF has expanded the Disability Benefits Analyst apprenticeship, supporting participants in obtaining customized, industry-specific training. CSCF aims to further develop healthcare apprenticeships, such as EEG Technician roles, in partnership with Nemours Hospital.

Pre-Apprenticeship Support in Skilled Trades: In collaboration with Sumter County Schools, CSCF has launched pre-apprenticeship programs focused on Irrigation, Horticulture, and Landscape Technology. These programs provide hands-on learning for high school students, creating a pipeline for future apprenticeships in related fields.

Expanding Construction Apprenticeships: CSCF is working with ABC Contractors to develop a reformed Plumbing Industry Professional Education (PIPE) program and with Local Ironworkers 808 to expand structural ironworking apprenticeships, addressing skill shortages in the construction sector.

Upcoming Apprenticeship Initiatives: CSCF is developing additional apprenticeship opportunities, including a Building Maintenance program at Orange Technical College, a Teacher Apprenticeship with Seminole State College, and expanded RAP standards at Lake Sumter State College. Additionally, CSCF is formalizing support for the Home Builders Institute's pre-apprenticeship program to increase pathways into construction careers.

Future Focus: Expanding Apprenticeship Opportunities

To continue growing apprenticeship opportunities, CSCF is focused on strengthening relationships with industry partners, supporting employers in developing RAPs, and increasing program accessibility for diverse populations. The Apprenticeship Navigator will play a critical role in guiding businesses through the process of establishing and expanding apprenticeships, ensuring these programs are sustainable and aligned with regional workforce needs.

By implementing these strategies, CSCF is enhancing access to apprenticeship pathways, supporting career advancement for job seekers, and contributing to the development of a skilled workforce that drives economic growth in Central Florida.

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

- **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 required WIOA partners contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason. (b.) Identify any additional partners included in the local one-stop delivery system.**

  All required core and mandatory partners are actively engaged in CareerSource Central Florida's (CSCF) workforce development initiatives. These partners either operate within our career centers, serve on CSCF's Board of Directors or its committees, participate in strategic focus groups, or are accessible through their respective websites. CSCF's One-Stop Operator plays a key role in coordinating efforts with these partners, facilitating discussions to enhance service delivery and develop strategic plans for integrated support.

  The One-Stop Operator provides regular reports to CSCF's Chief Operating Officer, offering valuable insights and lessons learned from partner collaborations. This feedback helps inform continuous improvement efforts in service coordination and delivery. To ensure clear expectations and mutual

accountability, CSCF has established agreements with all required partners, including the allocation of infrastructure costs, which have been approved by the Board of Directors and the Local Elected Officials Consortium.

In addition to the required partners, CSCF includes the Early Learning Coalition as a non-required partner within the one-stop delivery system, enhancing our ability to provide comprehensive services that support both workforce development and early childhood education. Looking ahead, CSCF may further explore opportunities to share facilities and resources with other organizations that align with its mission, thereby expanding the network of support available to job seekers and employers in the region.

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

  - **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)).**

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

  - **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)).**

    All CareerSource Central Florida (CSCF) Career Service Centers fully comply with the standards established by the Americans with Disabilities Act (ADA). Each facility is designed to be accessible to individuals with physical, visual, or hearing impairments, and technology is in place to assist those who may need additional support. CSCF ensures that all locations adhere to Title III of the ADA, which mandates that public accommodations provide goods and services to individuals with disabilities on an equal basis with all members of the public.

    To maintain these high standards, CSCF utilizes the ADA Checklist for Readily Achievable Barrier Removal, developed by Adaptive Environments Center, Inc. and Barrier Free Environments, Inc. This checklist is also applied to evaluate all eligible training providers,

ensuring that their facilities are accessible and that participants with disabilities can effectively engage in training programs.

CSCF staff receive ongoing training on the full range of resources available to individuals with disabilities, including services offered through the Ticket to Work program, Vocational Rehabilitation, Division of Blind Services, and community organizations such as Lighthouse for the Blind and the Center for Independent Living. Additionally, all career center staff have access to sign language interpretation services as needed to support effective communication and service delivery. This comprehensive approach ensures that individuals with disabilities receive equitable access to CSCF's programs and services, empowering them to achieve their career goals.

Each of CareerSource Central Florida's (CSCF) Career Service Centers is fully equipped to serve individuals with disabilities, ensuring that all visitors have equal access to services and resources. As centers are upgraded, CSCF remains committed to maintaining setups that align with the principles of universal design, thereby enhancing accessibility and inclusivity for all individuals.
Key features of CSCF's accessible facilities include:

- **Parking and Signage:** Designated parking spaces are clearly marked with signs mounted at the appropriate heights and containing the required language for accessibility.
- **Restroom Accessibility:** Restrooms are equipped with extended grab bars, pipe covers, identification placards, and full-length mirrors, meeting ADA standards to accommodate individuals with physical disabilities.
- **Clear Doorways and Signage:** All doorways are unobstructed and meet the required width specifications for wheelchair access. Signs are placed at appropriate heights and feature raised characters to assist individuals with visual impairments.
- **Accessible Workstations:** Workstations are designed to accommodate wheelchairs and are marked with clear signage to ensure easy identification. Each workstation is equipped with appropriate software and tools to assist customers with various disabilities.

To further support individuals with visual impairments, all computers in CSCF's resource areas utilize Zoom Text 10 by AI Squared, which provides screen magnification and screen-reading capabilities to help visually impaired individuals effectively use computer-based programs such as Employ Florida and Alison Online Learning. CSCF also actively collaborates with partners, such

as the Division of Blind Services, to explore and integrate additional software solutions that may further assist job seekers in adapting to the workplace.

By continuously upgrading facilities and incorporating universal design principles, CSCF ensures that all career service centers remain welcoming, accessible, and supportive environments for individuals with disabilities, empowering them to fully participate in CSCF's programs and services.

- **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)).**

CareerSource Central Florida (CSCF) employs an integrated, technology-enabled intake and case management system to streamline services provided under the Workforce Innovation and Opportunity Act (WIOA) and through our one-stop career center partners. By utilizing the Employ Florida platform, CSCF offers a unified approach that allows job seekers to create a single profile for use across multiple programs, thereby reducing redundancy and simplifying access to services.
The integrated system facilitates data sharing and coordination among WIOA core partners ensuring that all pertinent information regarding a participant's progress and outcomes is readily accessible. The online intake process enables job seekers to complete necessary forms and assessments remotely, enhancing both convenience and accessibility.
CSCF has also expanded its virtual services, providing job seekers with the ability to access support and resources online. This includes document uploads through the Employ Florida Document Manager and the use of electronic signature capture for required forms. These features ensure that all necessary documentation is securely stored and easily retrievable, creating a seamless experience for both participants and staff.

To maximize the effectiveness of this system, CSCF provides continuous training to staff and regularly gathers feedback to drive improvements. This technology-driven approach has enhanced efficiency, reduced administrative burdens, and expanded access to services, aligning CSCF's operations more closely with WIOA requirements and significantly improving the experience for both job seekers and employers.

- **Subgrants 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)).**

CareerSource Central Florida (CSCF) uses a competitive and transparent process to award sub-grants and contracts for WIOA-funded activities. This process is designed to comply with all federal, state, and local requirements, ensuring the effective use of funds.

Competitive Procurement Process:

1. Request for Proposals (RFP): CSCF issues an RFP or Request for Quotes (RFQ) to identify qualified providers for services or programs. The RFP outlines the scope of work, eligibility criteria, funding availability, evaluation criteria, and submission deadlines.
2. Public Notification: The RFP is publicly advertised on CSCF's website and other platforms to reach a broad audience of potential providers and encourage competition.
3. Proposal Evaluation: Proposals are reviewed by an evaluation team comprising staff, board members, and subject matter experts. Proposals are scored based on criteria such as experience, capacity, cost-effectiveness, and ability to meet performance outcomes.
4. Selection and Approval: The evaluation team makes recommendations for contract awards, which are reviewed and approved by CSCF's Board of Directors or a designated committee.
5. Contract Negotiation and Monitoring: CSCF negotiates contract terms with selected providers and monitors their performance to ensure compliance with WIOA requirements and achievement of desired outcomes.

This competitive process ensures that CSCF secures quality services that meet local workforce needs while maintaining accountability and transparency

- **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)).**

CareerSource Central Florida (CSCF) ensures the continuous improvement of eligible service providers through a systematic approach that focuses on performance monitoring, feedback, and capacity building. This process is designed to guarantee that providers effectively meet the employment needs of local employers, workers, and job seekers.

Continuous Improvement Strategies:

1. **Performance Monitoring:** CSCF regularly reviews the performance of all eligible providers based on key metrics such as job placement rates, credential attainment, retention rates, and employer satisfaction. This ongoing monitoring helps identify areas of strength and areas needing improvement.
2. **Feedback and Evaluation:** CSCF gathers feedback from employers, job seekers, and other stakeholders to evaluate the effectiveness of provider services. Regular surveys and direct communication channels are used to collect input on the quality of services provided and identify opportunities for enhancement.
3. **Technical Assistance and Training:** CSCF provides technical assistance, training, and professional development opportunities to service providers to enhance their capacity to deliver high-quality services.
4. **Data-Driven Decision Making:** CSCF uses data analytics to assess provider performance against local labor market demands and adjust service strategies as needed. By aligning provider services with the evolving needs of local employers and job seekers, CSCF ensures that providers remain responsive and relevant.
5. **Regular Reviews and Accountability:** Providers are required to submit regular performance reports, which are reviewed by CSCF to ensure compliance with WIOA standards and continuous improvement goals. Any provider not meeting performance expectations is given guidance and support to address deficiencies.

Through these strategies, CSCF ensures that eligible providers are continuously improving their services and effectively meeting the needs of the local workforce and business community.

COORDINATION OF SERVICES

- **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.**

  CareerSource Central Florida (CSCF) coordinates services across programs and partners at the one-stop career centers, including Vocational Rehabilitation, TANF, SNAP E&T, and Adult Education and Literacy, through a collaborative approach that emphasizes communication, joint planning, and shared resources. Regular meetings and data-sharing agreements are in place to align services, prevent duplication, and ensure seamless customer experiences.

CSCF uses integrated case management systems to track customer progress across programs and facilitate referrals between partners. Additionally, co-locating staff from partner organizations at career centers allows for immediate access to services and better coordination. These efforts improve service delivery by ensuring that customers receive comprehensive support tailored to their needs while maximizing the use of available resources.

Over the past four years, CareerSource Central Florida (CSCF) has collaborated with the region's Adult Education and Family Literacy partners—including Lake Technical College, Orange County Public Schools, Seminole State College Foundation, the Adult Learning Center of Osceola, and Sumter Adult Education—to address gaps in academic knowledge for individuals seeking to transition to careers and secure higher-paying jobs. These collaborative efforts have focused on increasing referrals to services, providing financial support to youth and TANF participants, and assisting GED graduates in their pursuit of employment or enrollment in post-secondary education or training programs.

CSCF has also partnered with the Osceola School District and Sumter Adult Education to offer registration and instructional services directly at the career center, providing daytime GED and English as a Second Language (ESL) classes. Ongoing collaboration is aimed at expanding access to adult literacy activities, connecting graduates to career pathways, and supporting higher rates of high school diploma attainment.

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

CareerSource Central Florida (CSCF) actively collaborates with the Orlando Economic Partnership (OEP), local chambers of commerce, and county economic development officials to connect businesses with qualified talent, business resources, labor market information, and key industry networks. CSCF's senior leadership team participates in multiple OEP committees and workgroups, is involved in the Regional Economic Development Team to review existing and emerging projects and supports information sessions for potential businesses considering expansion or relocation to the region.

CSCF has dedicated staff working directly with OEP and the Sumter County Commission Office to strengthen partnerships with economic development entities. These roles help align workforce investment activities with the strategic needs of new and expanding businesses, ensuring a coordinated approach to supporting regional economic growth.

To further support entrepreneurship, CSCF partners with the National Entrepreneurship Center and the Florida Virtual Entrepreneurship Center, connecting entrepreneurs to resources such as capital access, business growth support, and incubator programs. Small businesses receiving services through these centers are referred to CSCF for workforce assistance. Additionally, CSCF collaborates with the Greater Orlando Hispanic Chamber and the African American Chamber, both located at the National Entrepreneurship Center, to ensure their members have access to CSCF's workforce and business services.

CareerSource Central Florida (CSCF) is actively utilizing the Education and Industry Consortium to strengthen collaboration with key stakeholders, including industry leaders, economic development officials, educational institutions, and workforce partners. The consortium serves as a platform for open dialogue, enabling stakeholders to share insights on emerging trends, address skill gaps, and align education and training programs with the current needs of the local labor market. Through regular meetings, feedback sessions, and industry forums, CSCF leverages the consortium to ensure its workforce strategies are responsive to real-time industry demands, providing businesses with the talent they require while promoting sustained economic growth in the region.

- **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 Central Florida (CSCF) coordinates closely with statewide rapid response and layoff aversion activities to provide timely support to businesses and workers affected by layoffs or closures. In alignment with CareerSource Florida Strategic Policy 2021.06.09.A.2 and CareerSource Florida Administrative Policy 114, CSCF implements a proactive approach to rapid response and layoff aversion.

Coordination and Implementation Strategies:

Early Identification and Notification: CSCF works in partnership with Commerce and local economic development organizations to identify potential layoffs or closures as early as possible. We monitor WARN (Worker Adjustment and Retraining Notification) notices and maintain regular communication with employers to identify at-risk businesses.

Rapid Response Team Engagement: Upon notification of a layoff or closure, CSCF quickly deploys a Rapid Response team to coordinate with the affected business. This team provides onsite or virtual services, including information sessions on unemployment benefits, reemployment services, and training opportunities.

Layoff Aversion Activities: CSCF proactively engages with businesses to identify strategies that may help avert layoffs. This includes providing access to funding for incumbent worker training, offering consultation on business processes, and connecting employers to resources that can support their ongoing operations and workforce retention.

Coordination with Local Partners: CSCF coordinates with local partners, such as economic development agencies, chambers of commerce, and educational institutions, to provide a comprehensive package of services to both employers and employees. This collaboration ensures seamless delivery of services, including retraining, upskilling, and employment support.

Data Collection and Reporting: CSCF tracks all rapid response activities and outcomes to evaluate effectiveness and compliance with state policies.

By aligning with statewide policies and working closely with local partners, CSCF ensures that workforce investment activities are effectively coordinated with rapid response and layoff aversion efforts, providing crucial support to businesses and workers during times of economic transition.

- **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: (a) Selected industries or sectors are driven by high-quality data (cite data source used); (b) Sector strategies are founded on a shared, regional vision; (c) The local area ensures that sector strategies are directed by industry; (d) The local area ensures that sector strategies are aimed at strategic alignment of service delivery systems; (e) The local area transforms services delivered to job seekers/workers and employers through sector strategies; and (f) The sector strategies are measured, improved and sustained.**

  CareerSource Central Florida (CSCF) identifies and collaborates with key industry partners in the local area by leveraging data-driven insights and building strategic partnerships to support the

region's workforce needs. CSCF coordinates and invests in partnership infrastructure to develop key industry partnerships where they are not yet established, ensuring that sector strategies are aligned with regional economic goals and provide value to both employers and job seekers.

Incorporating Sector Strategy Elements:

(a) Data-Driven Selection of Industries or Sectors: CSCF selects industries or sectors using high-quality data from various sources, including the Florida Department of Commerce Bureau of Workforce Statistics and Economic Research, UCF Institute for Economic Competitiveness, ESMI data analytics, U.S. and Florida Chambers of Commerce Foundation, the Federal Reserve, and the Orlando Economic Partnership. This data informs the identification of high-growth industries, such as construction, healthcare, manufacturing, trade & logistics, business and finance, and hospitality, which are vital to the local economy.

(b) Sector Strategies Founded on a Shared, Regional Vision: CSCF's sector strategies are built upon a shared, regional vision of creating talent solutions that support both the growth of local businesses and the career advancement of job seekers. CSCF collaborates with regional partners, including economic development organizations, chambers of commerce, and educational institutions, to align workforce initiatives with the region's economic development goals.

(c) Ensuring Sector Strategies are Industry-Directed: To ensure sector strategies are directed by industry, CSCF actively engages with industry leaders through the Education and Industry Consortium, quarterly learning sessions, and direct partnerships. By participating in industry-specific committees, such as those within the Orlando Economic Partnership, and collaborating with organizations like the Associated Builders and Contractors, Inc., Manufacturers Association of Central Florida, and the NSF Semiconductor Innovation Engine, CSCF gathers insights directly from employers to shape workforce initiatives.

(d) Strategic Alignment of Service Delivery Systems: CSCF ensures strategic alignment of service delivery systems by coordinating closely with key partners, including post-secondary institutions, economic development agencies, and community organizations. This alignment is reflected in initiatives like providing GED and ESL classes at career centers, creating industry-led training programs, and developing apprenticeship models that address specific industry needs.

(e) Transforming Services for Job Seekers/Workers and Employers: CSCF transforms services for both job seekers and employers by creating sector-specific talent development activities, such as apprenticeship programs, pre-apprenticeship training, and targeted recruitment efforts. For example, CSCF's collaboration with the construction industry has tripled the number of supported

apprentices and increased wages for completers above $20 per hour, demonstrating a focused approach to developing middle-skilled jobs.

(f) Measuring, Improving, and Sustaining Sector Strategies: CSCF measures, improves, and sustains sector strategies through the development of a dashboard that tracks investment in targeted industries, talent development outcomes, and employment placement rates. Continuous improvement is achieved through quarterly learning conversations with industry groups, validating data projections, and refining strategies based on feedback from stakeholders.

By incorporating these elements into its local strategy and operational sector strategy policy, CSCF effectively identifies and collaborates with key industry partners, aligns services with regional economic goals, and ensures that sector strategies are responsive to both current and emerging workforce needs.

CareerSource Central Florida (CSCF) also tailors its sector strategies to the specific economic emerging industries of each county within its service area to better align workforce development efforts with local needs.

Osceola County: Semiconductor and Advanced Manufacturing

Osceola County is seeing significant growth in the semiconductor and advanced manufacturing sectors, driven by initiatives such as the Florida Advanced Manufacturing Research Center (BRIDG) and NeoCity, a 500-acre technology district. This region focuses on high-tech manufacturing, semiconductor research and development, and photonics.

Orange County: Broadband and Information Technology

In Orange County, broadband and information technology are emerging as key industries due to the region's growing need for enhanced digital infrastructure and connectivity. This is supported by investments in broadband expansion and technology companies establishing a presence in the area, along with a broader focus on cybersecurity, software development, and digital media.

Lake County: Advanced Manufacturing and Logistics

Lake County is experiencing growth in advanced manufacturing and logistics, driven by its strategic location and transportation infrastructure that supports warehousing, distribution, and supply chain management. Key developments include manufacturing technology, precision machining, and robotics.

Sumter County: Agribusiness and Logistics

Sumter County has seen emerging growth in agribusiness and logistics, leveraging its strong agricultural base and central location within Florida. Innovations in agricultural technology,

sustainable farming practices, and farm management are key focus areas, as well as distribution and supply chain services that support agribusiness.

Seminole County: Aerospace and Agribusiness

In Seminole County, aerospace is emerging as a significant industry, alongside continued growth in agribusiness. The region's proximity to major aerospace hubs and educational partnerships are fostering growth in aerospace engineering, maintenance, and manufacturing. Additionally, advancements in agricultural technology and sustainable practices continue to enhance the agribusiness sector.

These emerging industries align with local workforce strategies to support economic development and job growth, and CSCF's sector strategies focus on providing tailored workforce solutions to meet the evolving demands in these areas.

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

CareerSource Central Florida (CSCF) conducts an annual analysis of data related to individuals engaged in secondary and post-secondary education programs to identify strategies for improvement, uncover enhancement opportunities, and ensure that services are not duplicated. This analysis reviews CSCF's impact on training individuals in targeted industries, credential attainment, alignment of training with business needs, and increasing the number of program completers who secure employment in identified fields. CSCF further analyzes demand and supply data from both industry and occupational perspectives to understand talent needs and validate these with industry partners. This data is essential for refining the Eligible Training Provider List (ETPL) to ensure that the most relevant and necessary programs are retained, aligning with regional needs and focusing on high-growth occupations and skills. Moving forward, CSCF will continue to collaborate with education partners to identify and support relevant programming and improve coordination of Pell Grant resources to reduce program duplication and connect program completers to employment opportunities.

Over the past several years, CSCF has partnered with Lake Sumter State College, Lake Technical College, the Technical Education Center of Osceola, Orange County Technical College, and Valencia College to place CSCF Career Consultants on their campuses to deliver services and coordinate resources. By embedding team members within the educational environment, CSCF staff can more effectively document program performance, engage students with the support they need,

manage enrollments, counsel participants to completion, and connect graduates with employment or on-the-job training opportunities. These collaborative efforts have been formalized through agreements with each education partner and have been successful, leading CSCF to relocate two of its career centers to local college campuses—Lake Sumter State College and Valencia College in Osceola County.

CSCF also supports the region's secondary school districts in identifying relevant credentials linked to in-demand skills and occupations, aligning with the objectives of the Career and Professional Education (CAPE) Act, created by the Florida Legislature in 2007 to strengthen Florida's talent pipeline. CSCF's market analysis is utilized to support critical industries and develop relevant curriculum opportunities for middle and high school students to earn industry certifications. Additionally, CSCF assists various secondary school initiatives in the region by creating labor market presentations, providing industry-related data for new projects, and participating in advisory councils.

- **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)).**

CareerSource Central Florida (CSCF) coordinates WIOA Title I workforce investment activities with transportation assistance and other supportive services to remove barriers to employment for job seekers in the local area.

Transportation Assistance: CSCF partners with local public transportation providers, such as LYNX and SunRail, to offer transportation assistance, including bus passes and fare cards, to eligible participants. This support helps job seekers and participants access training, job interviews, and employment opportunities. For areas with limited public transportation options, CSCF provides ride-sharing services and mileage reimbursement to ensure participants can reach work or training locations.

Collaboration with Community Partners: CSCF collaborates with community organizations and social service agencies to identify additional resources for supportive services, such as childcare, housing, and financial assistance, ensuring that job seekers have comprehensive support while participating in workforce programs.

Integrated Case Management: CSCF uses an integrated case management approach to assess individual needs and develop personalized service plans that may include transportation and other supportive services. Career Consultants work with participants to coordinate these services and regularly review their progress to make necessary adjustments.

Leveraging Local Resources: CSCF maximizes the use of available local resources by coordinating with partners such as local government agencies, nonprofit organizations, and educational institutions to provide a range of supportive services that address participants' unique needs, reducing duplication and enhancing service delivery.

Through these efforts, CSCF ensures that job seekers and participants receive the necessary transportation and supportive services to successfully engage in workforce programs and secure sustainable employment

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

CareerSource Central Florida (CSCF) maximizes coordination of services under the Wagner-Peyser Act and those provided through the local one-stop delivery system to enhance service delivery and prevent duplication. The Wagner-Peyser program offers labor exchange services to both career seekers interested in employment services and employers looking to find qualified talent. For career seekers, services include job market insights, job readiness and placement assistance, job referrals, career advising, interest assessments, skills verification, workshops, and resume and interview preparation. Employer services include help with job postings, candidate referrals, pre-screening of candidates, and organizing talent connection or hiring events. CSCF's designated Florida Commerce staff, alongside CSCF staff, deliver these services through the five universally accessible career centers.

Coordination of Services:

Integrated Customer Journey: CSCF's approach begins with engagement activities designed to understand a customer's needs, skills, goals, and motivation. Career seeker services start in consultation areas where customers receive an initial assessment, which guides them to the most appropriate activity or program—whether a core service or partner service—that best meets their needs. This process includes developing re-employment plans for individuals receiving unemployment compensation benefits and coordinating initial evaluations for training to gain new skills or apply recently acquired skills.

Collaboration Between CSCF and Florida Commerce Staff: CSCF ensures a high level of coordination between its staff and Florida Commerce merit staff to support seamless service delivery across the region. Both teams collaborate closely to engage with businesses and post

open positions that comply with state and federal hiring rules. This collaborative effort minimizes service duplication and maximizes resource utilization.

Centralized Support Through Contact Center: CSCF maintains a dedicated team of workforce professionals within its call center to assist employers in creating job postings, identifying available talent through quality referrals, and providing access to a qualified Business Team member for strategic talent acquisition solutions. The call center team reviews job postings to ensure compliance with regulatory criteria and works with internal recruitment teams to match individuals trained in high-growth industry occupations to relevant job openings.

Data Sharing and Communication: CSCF promotes continuous data sharing and communication between Florida Commerce and CSCF staff to coordinate efforts, monitor service usage, and adjust strategies as needed to ensure efficient service delivery.

CSCF is committed to maintaining an integrated approach to service delivery, ensuring that all customers—career seekers and employers—receive high-quality, non-duplicative services that support their workforce needs. Through strong collaboration between CSCF and Florida Commerce staff, streamlined processes, and continuous performance monitoring, CSCF provides a coordinated and efficient workforce development system that aligns with both state and federal requirements.

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

CareerSource Central Florida (CSCF) coordinates workforce investment activities to reduce welfare dependency by providing targeted services to TANF/Welfare Transition and SNAP Employment & Training (E&T) participants. These efforts focus on helping individuals achieve self-sufficiency through a comprehensive approach that integrates case management, strategic partnerships, and co-enrollment into workforce development programs.

CSCF utilizes the CLIFF (Career Ladder Identifier and Financial Forecaster) suite of tools to support case management, consistent with CareerSource Florida Strategic Policy 2023.06.07.A.5. The CLIFF

tools help case managers identify career pathways that lead to higher wages and financial independence by forecasting the impact of employment and wage increases on participants' public benefits. This enables case managers to guide TANF/Welfare Transition and SNAP E&T participants toward sustainable employment opportunities that minimize the risk of benefit cliffs and promote long-term self-sufficiency.

CSCF actively participates in local initiatives such as Hope Florida to promote the self-sufficiency of public benefit recipients. To support this effort, CSCF created a Career Exploration Academy specifically for Hope Florida referrals, providing participants with opportunities for career exploration, soft skills development, and direct exposure to employers and training providers. The academy helps participants identify suitable career pathways and access relevant training opportunities. Through partnerships with community organizations, CSCF also connects participants to a broad range of supportive services, including childcare, transportation, financial counseling, and housing assistance. Data on these activities is regularly reviewed to assess their effectiveness in helping individuals transition off public benefits and achieve economic stability. Additionally, CSCF tracks employment outcomes and wage progression of TANF/Welfare Transition and SNAP E&T participants to ensure services are aligned with local needs and effectively support their journey toward self-sufficiency. To enhance service delivery and reduce welfare dependency, CSCF employs strategies that promote the co-enrollment of TANF/Welfare Transition and SNAP E&T participants into other workforce development programs. Career Consultants assess participants' eligibility and suitability for various programs, such as WIOA Adult, Dislocated Worker, or Youth programs, and facilitate their enrollment to maximize access to training, education, and employment services. Additionally, CSCF coordinates with local educational institutions and training providers to offer tailored training programs that align with regional labor market demands, ensuring that participants receive the skills needed to secure sustainable employment.

Through these coordinated efforts, CSCF is committed to reducing welfare dependency and supporting individuals in achieving self-sufficiency by providing comprehensive, targeted services and fostering collaborative partnerships across the local workforce development system.

PERFORMANCE AND EFFECTIVENESS

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

CareerSource Central Florida (CSCF) serves as the administrative and fiscal agent for the local workforce development area, ensuring effective management and oversight of federal resources. Fiscal audits are conducted semi-annually by Florida Commerce, and quarterly reviews are performed by an independent monitoring firm. The Board's Finance Committee also regularly reviews budgets and expenditures in detail to maintain fiscal compliance and demonstrate responsible stewardship of funds. Annual audits are carried out by an external CPA firm, which is procured every five years in accordance with federal regulations outlined in 2 CFR 200. These audit reports are critical in evaluating the performance and effectiveness of CSCF's financial processes and policies, including the testing of policies, processes, samples of invoices and payments, and compliance with contracted services.

To monitor the effectiveness of the One-Stop delivery system, CSCF's Operational Leadership utilizes Power BI reporting tools that visualize data from Employ Florida, the Florida Workforce Integrated Performance Reporting System, and the One-Stop System Tracking. These tools are used to track:

- Program activities across various workforce programs:
- Case progression
- Training enrollments and completions
- Business engagement and services
- Status of job orders
- Placement wages and entered employment.

CSCF provides direct workforce services to adults, dislocated workers, youth, and universal customers (Wagner-Peyser), consistently meeting and exceeding annual performance targets. As a direct service provider, CSCF is well positioned to quickly adapt its strategies to engage customers and achieve training and employment outcomes. Recognizing its role as the second-largest workforce area in Florida, CSCF takes its impact on statewide performance seriously and is committed to excellence. This program year, CSCF has focused extensively on developing robust and appropriate assessments to improve the credential attainment rate, which has historically been the most challenging performance measure. Additionally, CSCF continually analyzes its employment placement strategies to ensure participants are gainfully employed six months to a year after completing WIOA services, acquiring or upgrading skills, and earning competitive wages.

LWDB 12									
Measures	PY2023-2024 1st Quarter Performance	PY2023-2024 % of Performance Goal Met For Q1	PY2023-2024 2n Quarter Performance	PY2023-2024 % of Performance Goal Met For Q2	PY2023-2024 3rd Quarter Performance	PY2023-2024 % of Performance Goal Met For Q3	PY2023-2024 4th Quarter Performance	PY2023-2024 % of Performance Goal Met For Q4	PY2023-2024 Performance Goals
Adults:									
Employed 2nd Qtr After Exit	85.90	106.58	84.00	104.22	85.10	105.58	84.50	104.84	**80.60**
Median Wage 2nd Quarter After Exit	$9,281	128.76	$9,376	130.08	$9,317	129.26	$9,471	131.40	**$7,208**
Employed 4th Qtr After Exit	77.80	97.62	83.10	104.27	83.30	104.52	82.10	103.01	**79.70**
Credential Attainment Rate	65.20	88.59	71.00	96.47	71.60	97.28	72.40	98.37	**73.60**
Measurable Skill Gains	70.00	98.59	74.20	104.51	80.80	113.80	82.90	116.76	**71.00**
Dislocated Workers:									
Employed 2nd Qtr After Exit	84.70	103.29	83.80	102.20	85.30	104.02	81.40	99.27	**82.00**
Median Wage 2nd Quarter After Exit	$10,364	141.97	$10,991	150.56	$10,565	144.73	$10,400	142.47	**$7,300**
Employed 4th Qtr After Exit	80.80	101.51	86.40	108.54	85.80	107.79	86.60	108.79	**79.60**
Credential Attainment Rate	68.10	88.56	57.70	75.03	54.20	70.48	52.60	68.40	**76.90**
Measurable Skill Gains	72.20	91.39	81.40	103.04	85.70	108.48	90.50	114.56	**79.00**
Youth:									
Employed 2nd Qtr After Exit	76.30	95.26	74.70	93.26	76.10	95.01	77.60	96.88	**80.10**
Median Wage 2nd Quarter After Exit	$5,255	131.36	$5,442	136.04	$5,931	148.28	$5,927	148.18	**$4,000**
Employed 4th Qtr After Exit	70.20	93.10	76.90	101.99	75.50	100.13	73.80	97.88	**75.40**
Credential Attainment Rate	83.40	95.64	81.30	93.23	78.90	90.48	77.00	88.30	**87.20**
Measurable Skill Gains	52.80	81.73	53.10	82.20	53.10	82.20	62.40	96.59	**64.60**
Wagner Peyser:									
Employed 2nd Qtr After Exit	72.60	106.76	72.40	106.47	72.50	106.62	72.30	106.32	**68.00**
Median Wage 2nd Quarter After Exit	$7,294	140.26	$7,470	143.65	$7,460	143.46	$7,496	144.15	**$5,200**
Employed 4th Qtr After Exit	72.90	106.11	72.50	105.53	72.60	105.68	72.30	105.24	**68.70**
Not Met (less than 90% of negotiated)									
Met (90-100% of negotiated)									
Exceeded (greater than 100% of negotiated)									

The CareerSource Central Florida (CSCF) Board of Directors and Executive Leadership are dedicated to establishing Central Florida as a premier destination for talent. The Board has implemented an efficient governance structure with focused committees, each with a defined charter and specific metrics that are regularly monitored as part of their oversight responsibilities. The Board reviews program and fiscal audit reports (both independent and those conducted by Florida Commerce) through its committee structure and communicates notable findings, observations, and best practices to the full Board. The President & CEO provides updates on established goals, objectives, and performance metrics to ensure alignment with strategic priorities. Through its strategic planning efforts and the insights shared during meetings, the Board—composed primarily of business leaders—ensures that CSCF's talent solutions meet the region's evolving talent acquisition needs.

The Board provides oversight and leadership on policies affecting the coordinated delivery of services through the one-stop system, including policies related to the assessment of one-stop centers, guidance on the allocation of one-stop center infrastructure funds, and the roles and contributions of one-stop partners within the delivery system, as outlined in § 101(d)(6) of WIOA. CSCF has developed its strategic plan with the understanding that parts of the plan will continue to evolve, and adjustments will be made based on the experiences gained from implementing its strategies.

Over the past several years, CSCF has adopted and implemented a management framework consistent with the Baldrige Criteria to align its leadership, strategy, workforce, operations, and results. In collaboration with the Florida Sterling Council, the organization has focused on continuous improvement, strategic planning, market research, workforce capacity building, and data-driven decision-making. This integrated approach aims to establish clear processes that enhance management practices and ensure sustained performance.

CareerSource Central Florida (CSCF) actively incorporates customer feedback into evaluating the effectiveness of its one-stop career centers. To ensure that customer experiences and needs are fully understood, CSCF uses multiple methods to gather feedback from career center customers.

Customer Feedback Methods:

Kiosks in Career Centers: CSCF has deployed Kiosks in all career centers to collect real-time survey responses from customers as they complete their visits. These surveys capture valuable feedback on the quality of services, staff interactions, and overall satisfaction, allowing for immediate insights into customer experiences.

Survey Campaigns via Text and Phone Calls: In addition to in-center surveys, CSCF conducts regular survey campaigns through text messaging and phone calls to reach customers who may prefer to provide feedback remotely. This approach ensures that a broad range of customer voices is heard, including those who have completed virtual services or who may not have participated in on-site feedback opportunities.

Data Analysis and Continuous Improvement: The feedback collected through these methods is analyzed regularly by CSCF's leadership team to identify trends, areas for improvement, and best practices. This data-driven approach helps CSCF make informed decisions to enhance service delivery, improve customer satisfaction, and ensure that the one-stop career centers effectively meet the needs of the local community.

By actively seeking and incorporating customer feedback through multiple channels, CSCF is able to continuously evaluate and improve the effectiveness of its one-stop career centers, ensuring a high level of service and responsiveness to the community's needs.

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

- ❖ **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. The response should include programmatic outcomes including the increase of:**
  a. Youth that attained a measurable skill gain;
  b. Youth that attended post-secondary education;
  c. Youth that participated in occupational skills training;
  d. ISY who participated in work experience opportunities; and
  e. Youth that earned an industry-recognized credential.

- ❖ **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:**
  a. Improved response of the LWDB and youth providers to the workforce needs of ISY;
  b. Increased number of youth that utilized an ITA to pursue an industry-recognized post-secondary credential;
  c. Increased access to and engagement of ISY in need of post-secondary education, training and support to succeed in the labor market; and
  d. Increased number of prepared youth candidates who are ready to fill high growth industry demand in the State and local area.

  This is not currently applicable to our region, as all In-School Youth activities are funded through sources other than the WIOA youth allocation. Specifically, our programs for middle and high school students are supported

by funding from TANF, municipal sources (county and city governments), and employment partnerships. Consequently, our WIOA youth allocation is not utilized for these initiatives.

SIGNATURE PAGE

This Plan represents the efforts of CareerSource Central Florida- LWDB 12 – to implement the Workforce Innovation and Opportunity act in the following counties: Lake, Orange, Osceola, Seminole and Sumter.

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

Workforce Development Board Chair

Electronically Signed 2024-10-24 15:31:11 UTC - 75.112.182.66

Richard L. Sweat

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Signature

10/24/2024

Date

Chief Elected Official

Signature

Date

ATTEST:_____

ACTION ITEM

TO: CareerSource Central Florida Board of Directors
FROM: Executive Committee
DATE: September 26, 2024
RE: Approval of CSCF Strategic Plan 2025-2028

PURPOSE:
The purpose of this memo is to request approval of CareerSource Central Florida's Strategic Plan for 2025-2028 as required by CareerSource Florida and Florida Commerce.

BACKGROUND ACTION ITEM
As mandated by the Workforce Innovation and Opportunity Act (WIOA), CareerSource Central Florida is required to develop and submit a comprehensive Local Plan for the 2025-2028 planning period. The law also requires local boards to regularly revisit and recalibrate plan strategies in response to changing economic conditions and workforce needs. This plan outlines our strategic vision for workforce development, detailing our goals, strategies, and priorities to address the evolving needs of our local workforce and economy.

The Local Plan for 2025-2028 has been carefully crafted in alignment with federal and state guidelines, incorporating input from key stakeholders, including employers, community organizations, education providers, and workforce partners. The plan outlines the Board's key priorities, which include diversifying revenue streams, delivering innovative talent solutions, and implementing focused talent acquisition strategies for high-growth industries. The plan includes specific objectives to:

- Develop a team of skilled "CareerSourcers" capable of providing relevant and impactful talent solutions.
- Create value and build strong relationships with customers; and
- Foster deep loyalty and enhance customer satisfaction.

Additionally, the Local Plan for 2025-2028 details CSCF's operational strategies to:

- Support identified populations, such as youth, individuals with unique abilities, and low-income families.
- Collaborate with education providers, community organizations, businesses, and economic development entities.
- Maintain and exceed program performance goals; and
- Deliver effective and comprehensive workforce services.

The full document can be found on CSCF's website:

LWDB-12-Local-Plan-2025-2028 (careersourcecentralflorida.com)

REQUIREMENTS:
Florida Commerce mandates that the Local Plan be reviewed and affirmed by both the Local Chief Elected Officials (Consortium) and the CareerSource Central Florida Board of Directors. Additionally, Florida Commerce requires that the Local Plan be posted for public comment for a minimum of 30 days.
In compliance with these requirements, the Local Plan is currently available on the CareerSource Central Florida website throughout the month of September to ensure an opportunity for public review and feedback.

RECOMMENDED ACTION:
The Executive Committee recommends the CSCF Board to approve CSCF's Local Strategic Plan for 2025-2028, beginning January 1, 2025 through December 31, 2028.

Approved:
Executive Committee: 9/18/24

Electronically Signed 2024-10-24 15:31:09 UTC - 75.112.182.66
RS
Nintex AssureSign® 893b12ca-835e-4815-9fb5-b212013d105f

DRAFT
Board of Directors Meeting
Thursday, October 17, 3:00 p.m.

MINUTES

MEMBERS PRESENT: Sheri Olson, Andrew Albu, Sharon Arroyo, Joe Battista, Sean Donnelly, Wendy Ford, Tanisha Nunn Gary, Kristin Gray, Mark Havard, Jeff Hayward, Molly Kostenbauder, Lindsey LeWinter, Nicole Martz, Catherine McManus, Snak Nakagawa, Gaby Ortigoni, Chris Pascal, Brinkley Ruffin, Amy Santorelli, Jonathan Schaefer, Stella Siracuza, Michelle Sperzel, David Sprinkle, DeAnna Thomas, Eric Ushkowitz, Maria Vazquez, Matt Walton, Richard Watford, and Kristin Williams

MEMBERS ABSENT: Wendy Brandon, Gui Cunha, Casey Ferguson, John Gill, Shawn Hindle, Ben Larry, and Richard Sweat

STAFF PRESENT: Pam Nabors, Tadar Muhammad, Leo Alvarez, Dyana Burke, Steven Nguyen, Nilda Blanco, Gina Ronokarijo, Emily Kruszewski, Marcela DeFaria, Carla Sosa, Amulyasai Bangaru, Marcel Cicero, Jamie Santos, Sean Masherella, Vince Bruno, and Kaz Kasal

GUESTS PRESENT: Keira des Anges / Former CSCF Board Member; Jayden G. / CSCF Participant; Heather Ramos / GrayRobinson

Agenda Item	Topic	**Action Item** / *Follow Up Item*
1	**Welcome** • Ms. Olson, Board Vice Chair, called the meeting to order at 3:01 pm and welcomed attendees. **CSCF Spotlight Story** • Jayden G. is a student of the Neo City Academy in Kissimmee and interning with IMEC via the CSCF program. Under the guidance of the internship mentors, Jayden has leveraged opportunities by creating a day camp program to increase awareness of STEM in the community. This then extended to a summer camp this past summer exposing 8th graders to STEM, with 250 students attending from over 30 schools. Jayden plans to start his own non-profit to help replicate this program in other states	
2	**Roll Call / Establishment of Quorum** • **Ms. Kasal, Executive Board Coordinator, reported a quorum present.**	
3	**Public Comment** • **None offered.**	
4	**Recognition of Board Service / Departing Board Members** • Ms. Olson, recognized departing members Dr. Heather Bigard and Ms. Keira des Anges for their service on the board.	
5	**Consent Agenda** • Ms. Olson asked the Board if any item on consent agenda, as listed below (attachments), should be moved off for further discussion: – Draft Minutes of 6/26/24 Board Meeting – Draft Local Workforce Plan 1/1/2025 – 12/31/2028 – Budget Adjustment *(Finance)* – Career Services Committee Charter *(Career Services)*	**Mr. Walton made a motion to approve all items on the consent agenda. Mr. Schaefer seconded; motion passed unanimously.**

6	**Information / Discussion** Chair's Report: • Ms. Olson provided following highlights: – CSCF kicked off High School Career Express on 9/18/24. – A lot of great momentum and collaboration occurring around National Science Foundation (NSF). – Board Source issue will be coming out this afternoon. President's Report • Ms. Nabors, President/CEO, provided highlights from the President's Report (attachment). – September was Workforce Development Month. Annual Summitt occurred during week of 9/9/24. o CSCF staff Amulyasai Bangaru and Marcel Cicero received awards for outstanding work. – Lake County Career Center is partnering with several agencies and utilizing its location as the "Storm Recovery Center" to provide needed resources to those individuals impacted by Hurricanes Milton and Helene. – Orlando Magazine recognized: o Some key CSCF staff as part of "Faces of Orlando" o Ms. Nabors along with several CSCF Board Members and Mayor Demings named "50 Most Powerful in Orlando." – CSCF exceeded all performance goals in PY 2023-2024. – Revenue Diversity – great start this program year; receiving contributions from some major companies. – Reviewed program updates, performance targets, and HR initiatives for PY 2024-2025. – Continuing right sizing the organization with workforce planning. – Ms. Nabors spoke at Region 3 State Administrator's meeting with Department of Labor on reimagining the workforce system and how partnerships make a difference. – Exceeded Board Engagement goals in PY 23-24, with Contribution category at its highest at 74% Finance Report • Mr. Alvarez, CFO, reviewed highlights on financials as of July 2024 (attachment).	

	Committee Reports Executive Ms. Olson, on behalf of Richard Sweat, Executive Committee Chair, stated committee met on 9/18/24 and reviewed: - Committee charter – no changes needed - Current Committee structure - Approved Local Workforce Plan for 1/1/2025 thru 12/31/28, which the full board approved in today's meeting under "Consent Agenda" Audit Mr. Walton, Audit Committee Chair, stated the Committee met jointly with the Finance Committee on 9/3/24. The Committee reviewed its charter (no changes needed), as well as audit planning to be performed by auditors Cherry Bekaert. Career Services Mr. Albu, Career Services Committee Chair, stated Career Services Committee met on 9/12/24 and: - Approved recommendation for Board's final approval an MOU with Ironworkers Local Union 808 Joint Apprenticeship Trust (attachment). This will require CSCF Board Member Mr. Watford, Director at Ironworkers Local Union 808, to abstain from voting. - Reviewed: o Committee's charter, with edits as approved under this meeting's "Consent Agenda." o Year-end scorecard for PY 2023-2024. o PY 2024-2025 Performance Targets. o Grant updates. o Updates on Education & Industry Consortium. Community Engagement Mr. Sprinkle, Community Engagement Committee Chair, stated committee met on 8/29/24 and reviewed: - Committee charter – no changes needed. - PY 2023-2024 year-end recap. - National Science Foundation update. - Timeline on website refresh, with audit survey coming for Committee's further feedback. - Committee discussed messaging strategies with youth population.	**Mr. Schaefer made a motion to approve the agreement between CSCF and Ironworkers Local Union 808 Joint Apprenticeship Trust Fund to support up to 46 apprenticeships based on the funding availability and program requirements. Mr. Walton seconded, with Mr. Watford abstaining; motion passed unanimously.**

- Mr. Sprinkle encouraged Board to review CSCF website and provide Ms. Kruszewski any suggestions or comments.

Facilities Ad Hoc

Mr. Walton, Facilities Ad Hoc Committee Chair, stated Committee met on 8/28/24 at Seminole Career Center and:

- Reviewed lease schedules of all CSCF locations
- Discussed the two-year space optimization plan to reduce overhead costs and strategically utilize technology while not reducing service delivery.

Finance Committee

Mr. Ushkowitz, Finance Committee Chair, reported the Committee met jointly with the Audit Committee on 9/3/24 and reviewed:

- Committee charter, no changes needed.
- Financials thru July 2024.
- Facilities update.
- Approved, for Board's final approval, the budget adjustment increase of $4.7M – which the Board approved during this meeting's "Consent Agenda."

Governance

Ms. Olson, Governance Committee Chair, stated Committee met on 8/21/24 and reviewed:

- Committee charter – no changes needed.
- PY 2023-2024 Board Engagement Metrics, which exceeded goals including 74% in Contribution category.
- Enterprise Risk update.

Revenue Diversity and New Markets

Mr. Snak, on behalf John Gill, Revenue Diversity and New Markets Committee Chair, stated the Committee met on 10/1/24 and reviewed:

- Committee charter – no changes needed.
- PY 2023-2024 year-end results by fund-raising sources: public, private, referral and general donations. Exceeded annual $3M Target at $5.9M.
- Discussed and concurred for staff to create an investment strategy policy for Committee to review at next meeting.
    - Also concurred placing funds (unrestricted) with reputable investment firm vs. leaving in bank savings account.
    - Finance Committee most likely to amend its charter to include oversight of reserve account

7	**Other Business** Next Board Meeting scheduled on 12/11/24 at 4Roots Farm. Calendar invites will be sent out soon.	
8	**Adjournment** Meeting adjourned at 3:59 pm.	

Respectfully submitted,

Kaz Kasal
Executive Board Coordinator

FORM 8B MEMORANDUM OF VOTING CONFLICT FOR COUNTY, MUNICIPAL, AND OTHER LOCAL PUBLIC OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE
Watford, Richard	CareerSource Central Florida / Board of Directors
MAILING ADDRESS Ironworkers Local 808, 200 E. Landstreet Rd.	THE BOARD, COUNCIL, COMMISSION, AUTHORITY OR COMMITTEE ON WHICH I SERVE IS A UNIT OF: ☐ CITY ☐ COUNTY ☑ OTHER LOCAL AGENCY
CITY: Orlando / COUNTY: Orange	NAME OF POLITICAL SUBDIVISION:
DATE ON WHICH VOTE OCCURRED 10/17/24	MY POSITION IS: ☐ ELECTIVE ☑ APPOINTIVE

WHO MUST FILE FORM 8B

This form is for use by any person serving at the county, city, or other local level of government on an appointed or elected board, council, commission, authority, or committee. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

A person holding elective or appointive county, municipal, or other local public office MUST ABSTAIN from voting on a measure which would inure to his or her special private gain or loss. Each elected or appointed local officer also MUST ABSTAIN from knowingly voting on a measure which would inure to the special gain or loss of a principal (other than a government agency) by whom he or she is retained (including the parent, subsidiary, or sibling organization of a principal by which he or she is retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. Commissioners of community redevelopment agencies (CRAs) under Sec. 163.356 or 163.357, F.S., and officers of independent special tax districts elected on a one-acre, one-vote basis are not prohibited from voting in that capacity.

For purposes of this law, a "relative" includes only the officer's father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with the officer as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

* * * * * * * * * * * * * * * * *

ELECTED OFFICERS:

In addition to abstaining from voting in the situations described above, you must disclose the conflict:

PRIOR TO THE VOTE BEING TAKEN by publicly stating to the assembly the nature of your interest in the measure on which you are abstaining from voting; *and*

WITHIN 15 DAYS AFTER THE VOTE OCCURS by completing and filing this form with the person responsible for recording the minutes of the meeting, who should incorporate the form in the minutes.

* * * * * * * * * * * * * * * * *

APPOINTED OFFICERS:

Although you must abstain from voting in the situations described above, you are not prohibited by Section 112.3143 from otherwise participating in these matters. However, you must disclose the nature of the conflict before making any attempt to influence the decision, whether orally or in writing and whether made by you or at your direction.

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes. (Continued on page 2)

APPOINTED OFFICERS (continued)

- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF LOCAL OFFICER'S INTEREST

I, Richard Watford, hereby disclose that on October 17, 20 24:

(a) A measure came or will come before my agency which (check one or more)

___ inured to my special private gain or loss;

___ inured to the special gain or loss of my business associate, _____;

___ inured to the special gain or loss of my relative, _____;

√ inured to the special gain or loss of Ironworkers Local 808, by whom I am retained; or

___ inured to the special gain or loss of _____, which is the parent subsidiary, or sibling organization or subsidiary of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

The CareerSource Central Florida Board of Directors voted to approve "MOU with Ironworkers Local Union 808 Joint Apprenticeship Trust [Agenda Item 6D 3) a)]. As Director of Ironworkers Local 808, I would not benefit personally but my employer, Ironworkers Local 808, could benefit.

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

10/17/2024
Date Filed

Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED $10,000.

Attachment A
Attachment B
Attachment C

Region 12 Central Florida Area
Workforce Development Consortium
Interlocal Agreement

REGION 12 CENTRAL FLORIDA AREA WORKFORCE DEVELOPMENT CONSORTIUM INTERLOCAL AGREEMENT

This **Agreement** is made and entered into among **Lake County**, a political subdivision of the State of Florida, **Orange County**, a charter county and political subdivision of the State of Florida, **Osceola County**, a political subdivision of the State of Florida, **Seminole County**, a political subdivision of the State of Florida, **Sumter County**, a political subdivision of the State of Florida, and the Region 12 **Central Florida Regional Workforce Development Board, Inc., d/b/a CareerSource Central Florida**, a not-for-profit corporation established in the State of Florida, hereinafter referred to as "CSCF" for the purposes of establishing the **Central Florida Area Workforce Development Consortium**, hereinafter referred to as the "CONSORTIUM", and establishing the roles and responsibilities of the CONSORTIUM and CSCF.

WHEREAS, the Congress of the United States of America has enacted and the President has executed the Workforce Innovation And Opportunity Act (Public Law 113-128) (the "ACT") which authorizes the establishment of local areas to coordinate and align key employment, education, training, adult literacy, and vocational rehabilitation programs in the United States.

WHEREAS, the Act authorizes units of government to enter into agreements for the purpose of receiving funds under this ACT.

WHEREAS, the Governor has designated the five-county area described herein to be a local workforce development area under the ACT and the Florida Workforce Innovation Act of 2000.

WHEREAS, the ACT specifies that if any local area so designated includes more than one unit of general local government, the chief elected officials of such units may execute an agreement to describe their responsibilities for carrying out the roles and responsibilities under the ACT.

NOW THEREFORE, the participating counties do hereby agree to and accept the designation of the area comprised of the five counties as a local workforce development area under the ACT and do hereby establish the CONSORTIUM in accordance with the provisions set forth herein.

I. CONSORTIUM MEMBERS.

A. The CONSORTIUM shall be comprised of either the Mayor/Chair or a currently serving County Commissioner designated by the Mayor/Chair from each of the five counties.

B. The CONSORTIUM shall elect from among its five (5) members, one member to act as Chair of the CONSORTIUM and one member to act as the Vice Chair.

C. The Chair of the CONSORTIUM shall act as the chief elected official for the local workforce development area.

D. The Chair of the CONSORTIUM shall review, acknowledge, and execute contracts and other records for the CONSORTIUM in accordance with

state and federal law and the Florida Department of Economic Opportunity.

E. The CONSORTIUM designates the CSCF Board of Directors as the local workforce development board (the "CSCF Board").

F. The CONSORTIUM shall appoint the membership of the CSCF Board in accordance with the ACT, Florida's Workforce Innovation Act of 2000, Section 445.007, Florida Statutes, other applicable regulations, and the corporate bylaws of CSCF. Unless otherwise precluded by law, the CONSORTIUM may remove any member of CSCF Board at any time by majority vote of the CONSORTIUM. Such removal by the CONSORTIUM may be with or without cause.

G. The CONSORTIUM, having been designated the local grant recipient pursuant to section 106(b)(1) of the ACT, hereby designates CSCF as the administrative entity and fiscal agent for all programs promulgated under the ACT and Florida's Workforce Innovation Act of 2000.

H. The CONSORTIUM shall meet from time-to-time as it may deem necessary, but no less than semi-annually, to conduct such business as may be necessary. One of the two (2) required meetings shall include the CSCF Board. All meetings of the Consortium shall be open to the public and notice shall be provided in accordance with the State Sunshine Law requirements, as set forth in Section 286.011, Florida Statutes.

I. The CONSORTIUM shall approve the budget of the CSCF Board each year during one of the required meetings and shall approve or make revisions to the bylaws of the CSCF Board from time-to-time when amended.

II. LOCAL WORKFORCE DEVELOPMENT BOARD

A. CSCF shall ensure that the composition of the local workforce development board shall at all times comply with requirements of the federal ACT (sec. 107(b)(2)(A)), the Florida Workforce Innovation Act of 2000, and Section 445.007, Florida Statutes and shall include:

1. Representatives of the private sector, who shall constitute, at a minimum, a majority of the total active membership and who shall be appointed proportionately to the relative population of the five (5) counties, except that all counties shall have at least two (2) members. Members of the private sector shall be appointed by CONSORTIUM members of their respective Counties. Said appointments shall be announced by the appointing member at a duly called CONSORTIUM meeting. The appointment of private sector members shall not be subject to approval or removal by the remainder of the members of the CONSORTIUM.
2. Representatives of other organizations as required by applicable State and federal law.

B. All appointments to the CSCF Board shall be for a period of three (3) years with a maximum term of eight (8) years, unless the member is a representative of a government entity. One-third of the appointments are made annually, pursuant to the bylaws of CSCF and state and federal requirements. Re-appointment for one additional three-year term and one two-year term shall be automatic so long as the duly appointed board member is in good standing, the seat on the Board continues to exist, the Board member wishes to serve another term, and the Board member's term is not limited by state or federal law.

C. All vacancies will be appointed in the same manner as the original appointments.

D. A member of the CONSORTIUM may be present at each CSCF Board meeting as a liaison but shall have no voting powers and shall not be considered a member of the CSCF Board.

III. ADMINISTRATION REQUIREMENTS AND OBLIGATIONS OF CSCF

A. Pursuant to the ACT and Section 445.007, Florida Statutes, CSCF shall:

1. Develop and submit the local plan to the Governor of Florida.
2. Designate one-stop operators and providers.
3. Ensure the appropriate use, management, and investment of associated funds received to maximize performance outcomes.
4. Designate eligible providers of youth services.
5. Develop an annual budget for the purpose of carrying out the duties of CSCF including, but not limited to, all programs promulgated under the ACT for the region.
6. Provide for the conduct of an annual audit of all funds managed by CSCF and submit a copy of that audit and copies of financial statements prepared for the conduct of CSCF business to the CONSORTIUM.
7. Provide oversight for the one-stop delivery system, local employment and training activities, and youth activities conducted pursuant to the ACT.
8. Provide such staff and other support to the CONSORTIUM, as deemed necessary by the CONSORTIUM, for the conduct of CONSORTIUM business.
9. Submit to the CONSORTIUM, for review and approval, the local plan, the one-stop operator designation, and the annual budget. If the Budget is not approved by the CONSORTIUM, CSCF shall submit an amended budget until a budget is approved.
10. Provide an annual report to the CONSORTIUM.
11. Coordinate the activities of the workforce development system with economic development strategies and other business and employer activities as may be appropriate and allowable.

12. Promote generally the participation of the private sector in all aspects of the conduct of CSCF business and services provided.

B. CSCF shall furnish a Commercial Crime Fidelity Bond for Employee Dishonesty on blanket basis with a maximum limit of One Million Dollars ($1,000,000). The bond shall be endorsed to cover "Third Party" liability including a third-party beneficiary clause in favor of each of the participating counties. The bond shall include a minimum twelve (12) month discovery period when written on a loss sustained basis.

C. Notwithstanding any provisions of the law to the contrary, none of the parties hereto shall be liable for any claims, damages, injuries, losses, or expenses arising out of or resulting from any act, omission, or negligence of any other party, their officers, employees, or agents. Nothing in this Agreement shall be construed as waiving the sovereign immunity afforded to the participating counties under Section 768.28, Florida Statutes.

IV. GENERAL CONDITIONS

A. This Agreement contains all of the terms and conditions agreed upon by the parties hereto, and shall supersede all previous agreements, either oral or written, by or between two or more of the parties hereto with respect to the subject matter hereof. No other agreements, oral or written, regarding the subject matter of this Agreement shall be deemed to exist.

B. This Agreement may be amended or modified upon the written request of any party hereto. Such written request shall be distributed to all parties at least thirty days prior to requested actions effective date. Any alterations, amendments, modifications or waivers in the terms and conditions of this Agreement shall not be effective unless reduced to writing, approved by all parties, signed by duly authorized representatives and filed with each participating county's Clerk of the Board.

C. The term of this Agreement shall begin on the last date executed by all parties and shall remain in effect until June 30, 2023, and shall be renewed automatically for a one-year period on July 1 of each year unless terminated by any party hereto or otherwise by state or federal law.

D. In the event of any changes in state or federal law wherein this Agreement shall no longer be valid, this Agreement shall be automatically deemed void.

E. Pursuant to Subsection 163.01(11) of the Florida Statutes, this Agreement shall be filed with the respective Clerks of the Court of all participating Counties.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement, by and through their duly authorized representatives, on the respective dates shown below.

[Signatures to follow]

COUNTY

ATTEST:

Gary J. Cooney, Clerk
Board of County Commissioners of Lake County, Florida

LAKE COUNTY, through its
BOARD OF COUNTY COMMISSIONERS

Sean M. Parks
Chairman

Date: October 26th, 2021

Approved as to form and legality:

Melanie Marsh
County Attorney

COUNTY

ORANGE COUNTY, FLORIDA
By: Board of County Commissioners

By: _____
for Jerry L. Demings, Orange County Mayor

Date: November 16, 2021

ATTEST: Phil Diamond, CPA, County Comptroller, As Clerk of the Board of County Commissioners

By: _____
Deputy Clerk

COUNTY

ATTEST:

Kelvin Soto, Clerk of the Court, Osceola County, Florida

OSCEOLA COUNTY, through its BOARD OF COUNTY COMMISSIONERS

Brandon Arrington, Chairman

Date: BCC approved 10/18/2021

Approved as to form and legality:

Frank Townsend, County Attorney

ATTEST: THE BOARD OF COUNTY COMMISSIONERS SEMINOLE COUNTY, FLORIDA

Grant Maloy, Clerk of the Court, Seminole County, Florida

COUNTY

SEMINOLE COUNTY, through its
BOARD OF COUNTY COMMISSIONERS

Lee Constantine, Chairman

Date: 10/26/21

Approved as to form and legality:

for

A. Bryant Applegate, County Attorney

/94/1#45073194 v12

Certified Copy - Grant Maloy
Clerk of the Circuit Court and Comptroller
Seminole County, Florida

Seminole County Clerk of the Circuit Court and Comptroller
eCertified at 10/29/2021 09:02:23 -04:00
eCertified Id: 19A7-D4JC-9633
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COUNTY

ATTEST:

Melissa Elliott D.C.
Gloria Hayward, Clerk of the Court
Sumter County, Florida

SUMTER COUNTY, through its
BOARD OF COUNTY COMMISSIONERS

Garry Breeden, Chairman

Date: 10/12/21

Approved as to form and legality:

Jennifer C. Rey, County Attorney

ATTEST:

CENTRAL FLORIDA REGIONAL WORKFORCE DEVELOPMENT BOARD, INC.

Jody Wood, Chairman

Date: 12/16/21

Attachment D

Central Florida Regional Development Board
ByLaws

AMENDED and RESTATED BYLAWS

of

CENTRAL FLORIDA REGIONAL WORKFORCE DEVELOPMENT BOARD, INC. d/b/a CAREERSOURCE CENTRAL FLORIDA

a not-for-profit Florida Corporation

ARTICLE I

NAME

The Central Florida Regional Workforce Development Board, Inc. d/b/a CareerSource Central Florida shall be called "CSCF" in these Bylaws.

ARTICLE II

DEFINITIONS

A. **Articles**: means the Articles of Incorporation of CSCF including any amendments or restatements.
B. **Board of Directors** or **Board**: means the Board of Directors of CSCF.
C. **Chief Elected Official**: means the Chairman of the Consortium.
D. **Consortium**: means the group of Mayors/Chairmen or designated County Commissioners from the Region.
E. **Director**: means an individual member of the Board of Directors.
F. **Region**: means the five Florida counties served by CSCF: Lake, Orange, Osceola, Seminole and Sumter.

ARTICLE III

PURPOSE

CSCF is dedicated to putting Central Florida residents to work, and finding and developing talent to help Central Florida businesses stay competitive.

ARTICLE IV

POWERS OF CSCF

1. General Powers. Except as limited by the Articles or these Bylaws, CSCF will have and exercise all rights and powers in furtherance of its purpose now or hereafter conferred on not-for-profit corporations under the laws of the state of Florida.

2. Workforce Powers. CSCF will have and exercise all rights and powers granted to regional workforce boards under the laws of the state of Florida and workforce investment boards under Public Law No. 105–220, Title I, Section 117(b), Unites States Code, and all other applicable federal and state workforce laws, regulations and directives.

ARTICLE V

RESPONSIBILITIES AND AUTHORITIES OF THE BOARD OF DIRECTORS

1. General. All corporate powers will be exercised by or under the authority of the Board of Directors, and the business and affairs of CSCF will be managed under the Board's direction.

2. Functions. The Directors' general functions will be to:

   a. establish policies and guidelines for the operation of CSCF;
   b. exercise and fulfill the specific powers and responsibilities of the Board, as specified in the Articles and these Bylaws and as required under applicable law;
   c. discharge their duties in good faith, with the care an ordinary prudent person in a like position would exercise under similar circumstances, and each Director will act in a manner he or she reasonably believes to be in the best interests of CSCF;
   d. carry out the functions provided in the Workforce Innovation and Opportunity Act ("WIOA") sec. 107(d), and
   e. actively participate in convening the workforce development system's stakeholders, broker relationships with a diverse range of employers, and leverage support for workforce development activities.

3. Powers and Responsibilities of Directors. Without limiting the generality of the functions in section 2 of this Article, the Directors' specific powers and responsibilities will be to:

   a. adopt, amend, repeal or alter the Articles and these Bylaws;
   b. elect and remove officers of CSCF;

c. ensure accountable management of real and personal property and the general business of CSCF, including authorization and approval of material contracts and agreements on behalf of CSCF, all in accordance with applicable law, the Articles and these Bylaws;
d. approve general rules and regulations for the administration of CSCF and its personnel, and approve any substantial change in employee benefits of CSCF;
e. designate the person or persons authorized to make and sign bills, notes, checks, contracts, or other documents that are binding on CSCF;
f. establish and develop additional committees necessary or appropriate to fulfill the responsibilities of CSCF's mission and purposes;
g. delegate authority to the President/CEO of CSCF;
h. approve any affiliation by CSCF with one or more entities in any partnership, joint venture or joint enterprise;
i. approve any merger or consolidation of CSCF with any other organization or entity; and
j. comply with Section 445.007 of the Florida Statutes.

ARTICLE VI
MEMBERSHIP OF THE BOARD OF DIRECTORS

1. Appointment. Members of the Board of Directors will be appointed by the Consortium in accordance with applicable local intergovernmental agreements and in compliance with criteria established by the state of Florida and the federal government, and will be composed of at least the following:

a. representatives of the private sector, who must constitute a minimum of 51% of the Board, and who will be representatives of private, for-profit businesses and be chief executives, chief operating officers or other executives who have substantial management or policy responsibility; and
b. such other representatives as may be required or permitted by applicable federal or state law, regulations or directives.

2. Term. Each Director shall serve staggered terms and may not serve for more than 8 consecutive years unless the Director is a representative of a governmental entity. Service in a term by a Director which commenced before July 1, 2021 does not count towards the 8-year limitation.

3. Qualifications. Directors must be citizens or permanent residents of the United States of America, duly appointed pursuant to Section 1 of this Article, and will, at all times, comply with the requirements established by the state of Florida, the federal government and any applicable intergovernmental agreement.

4. Vacancies. The President/CEO is notified promptly by staff of a Director vacancy. The President/CEO notifies the Governance Committee of such vacancies, and the Governance Committee identifies potential board members. Nominees for a board member vacancy are received from local organizations and business and economic development agencies. The Consortium is notified of the vacancies and receives nominations from the organizations or agencies, and takes action to fill the vacancies through the same process followed for all appointments. Vacancies during the term of a Director's appointment will be filled in an appropriate timeframe upon receipt of sufficient nominations for the vacancy. The person appointed to fill the vacancy are appointed to the same category of membership as that in which the vacancy occurred and will serve the remaining term of the prior Director and may be re-appointed as provided in Section 2 of this Article.

5. Participation. Newly appointed Directors attend a mandatory orientation and training sessions to become familiar with the CSCF services offered and their responsibilities. Board members are requested to participate in one of the committees based on their interests and skills, and are encouraged and provided opportunities to actively participate in strategic planning for CSCF and are educated on explaining CSCF and its workforce activities to the community.

ARTICLE VII
OFFICERS AND THEIR DUTIES

1. Election of Officers. All officers will serve 1 year terms. The Chairperson may serve for 2 consecutive terms. At the conclusion of the Chairperson's term, he or she will serve as immediate Past Chair on the Executive Committee. In addition, the Board of Directors will have the power to:

a. appoint such other officers it deems necessary or appropriate;
b. fill any vacancy in any office occurring for any reason whatsoever, by election, by majority vote of a quorum; and
c. employ a President/CEO who will (i) be responsible and accountable to the Board, (ii) act on the Board's behalf in the conduct of its directives, and (iii) be responsible for employment, oversight and management of all other staff and employees of CSCF.

2. Removal of Directors. Any Director may be removed at any time, with or without cause, by a majority vote of the Consortium. Except however, any Director who is a representative of the private sector may be removed only by the Consortium member of his or her respective county. Additionally, the Governor or the Chief Elected Official may remove a Director for cause. The Board may recommend to the Chief Elected Official, or the Consortium, removal of a Director when, in the judgement of the Board, the best interest of CSCF will be served.

3. Delegation. For any reason it deems appropriate, the Board may delegate any power or duty to any Director or officer, including to the President/CEO or his or her staff designee, but no Director or officer will execute, acknowledge or verify any document or instrument in more than one capacity.

4. Compensation. No compensation will be paid to the Directors for services performed by them for CSCF as Directors. Directors may be reimbursed for expenses incurred when traveling on official business of CSCF if approved in advance by the Chairperson of the Board. Such reimbursement must conform to CSCF's established travel policy.

5. Duties of the Chairperson. The Chairperson must be a business representative and shall:

a. preside at all meetings of the Board and determine the agenda for all Board meetings in consultation with the President/CEO;
b. make all committee appointments other than the officers elected under Section 1 of this Article;
c. be a member ex-officio of all committees with the exception of the Executive Committee, for which the Chairperson may opt to serve either as committee chair or as a regular committee member; and
d. perform all other duties assigned to the Chairperson under these Bylaws and those usually pertaining to the office of Chairperson.

6. Duties of the Vice Chairperson. The Vice Chairperson must be a business representative and shall:

a. preside at all meetings of the Board in the absence of the Chairperson;
b. be a member of the Executive Committee;
c. assist the Chairperson, when requested, in the performance of the Chairperson's duties; and
d. perform all such other duties usually pertaining to the office of Vice Chairperson, including acting as the Chairperson during the absence or disability of the Chairperson.

7. Duties of the Treasurer. The Treasurer will:

a. oversee the custody of all funds and securities of CSCF and the collection of interest thereon;
b. oversee the accounts of CSCF and report thereon at each regular meeting of the Board of Directors;
c. make a report at each meeting of the Board of Directors and special reports when requested;
d. oversee the preparation and filing of reports and returns required by all governmental agencies; and
e. serve as Chairperson of the Finance Committee.

8. Duties of the Secretary. The Secretary will:

a. ensure that minutes of each meeting are recorded;
b. be responsible for advising the Board of Directors of omissions and corrections to the minutes;
c. ensure that copies of the minutes are timely transmitted to all members of the Board of Directors;
d. ensure that all meetings are noticed as required by statute, these Bylaws or regulations;
e. ensure that attendance is recorded at meetings;
f. ensure that committee reports are maintained;
g. ensure that the record books of CSCF are properly maintained; and
h. perform such other duties as may be delegated by the Board of Directors.

9. President and Chief Executive Officer. The President and Chief Executive Officer ("**President**") will be nominated by the Executive Committee and confirmed by the Board of Directors. The President will be a full-time employee of CSCF and not a member of the Board of Directors. The President's performance will be reviewed annually by the Executive Committee and the President's salary and incentives will be set by the Executive Committee. The President may only be terminated (i) upon the recommendation of a majority of the members of the Executive Committee and a 2/3 vote of the entire Board of Directors, (ii) by the Governor for cause, or (iii) by the Chief Elected Official for cause. The President will be the chief executive officer of CSCF and will be responsible for the general and active management of the business and affairs of CSCF, subject to the direction of the Executive Committee and the Board of Directors.

10. Chief Operating Officer. The Chief Operating Officer ("**COO**") may be hired by the President. The COO will not be a member of the Board of Directors, but will be a full-time employee of CSCF. The COO will direct, administer and coordinate the day-to-day activities of CSCF consistent with the directions, policies, goals and objectives

established by the President and the Board of Directors and as set forth in the job description for this position.

11. Chief Financial Officer. The Chief Financial Officer ("**CFO**") will be hired by the President. The CFO will not be a member of the Board of Directors, but will be a full-time employee of CSCF. The CFO will direct CSCF's financial operations and accounting practices consistent with the directions, policies, goals and objectives established by the COO, President, and the Board of Directors and as set forth in the job description for this position.

ARTICLE VIII

BOARD COMMITTEES

1. Committees. The Board of Directors will create standing committees as follows: Executive, Finance, Audit, Career Services, Governance, Community Engagement, and Revenue Diversity & New Markets. In addition, the Chairperson of the Board of Directors will have the authority to establish such other standing or ad hoc committees deemed necessary or desirable to the conduct of CSCF's business. The Chairperson of the Board will make appointments to all committees and will appoint the chairperson of each committee. A committee must be chaired by a Director. Any committee may include members appointed by the Chairperson of the Board who are voting members of the committee but not members of the Board of Directors. Staff and employees of CSCF may not serve as members of a committee. Any item voted on by a committee (other than approval of meeting minutes and meeting adjournments) will be reported to the Executive Committee at its next meeting.

2. Executive Committee. The Executive Committee will have a minimum of 5 members, consisting of the officers elected under Article VII, Section 1, and the chairs of the standing committees. The Chairperson will endeavor to ensure that each of the 5 counties in the Region is represented on the Executive Committee. The Executive Committee will have and exercise the full authority of the Board of Directors in the management of CSCF's business between meetings of the Board of Directors. The Chairperson of the Board may choose to serve as chairperson of the Executive Committee or may choose to appoint another member which is a business representative of the Executive Committee to serve in such capacity. In the event the Chairperson of the Board chooses not to serve as Chairperson of the Executive Committee, he or she will serve as a voting member of the Executive Committee. After completion of the Chairperson's term, he or she may serve on Executive Committee as Immediate Past Chair. Except as otherwise set forth in these Bylaws, the Executive

Committee will serve as the human resources committee with the delegated authority to take final action on all appropriate executive personnel matters.

3. Finance Committee. The Finance Committee will be chaired by the Treasurer and will consist of those Directors recommended by the Treasurer and appointed by the Chairperson of the Board of Directors. The Finance Committee will be responsible for assisting the Treasurer in the conduct of his or her responsibilities as set forth in Article VII, Section 7; reviewing periodic reports on the financial activities of CSCF; controlling and supervising the financial affairs of CSCF; overseeing CSCF's retirement plan; and approving budgets and budget amendments.

4. Audit Committee. The Audit Committee will be chaired by a Director appointed by the Chairperson of the Board of Directors and will consist of members appointed by the Chairperson of the Board. The Audit Committee will be responsible for:

a. overseeing the annual audit(s) of CSCF's programs required under applicable laws, regulations or directives including selection of the auditor and approval of annual audit plans;
b. providing oversight of CSCF through review of monitoring reports and audits of CSCF;
c. making recommendations to the Board of Directors on the selection of an independent auditor and regarding such auditor's compensation and terms of engagement;
d. receiving and reviewing the annual audit reports from the independent auditor;
e. reviewing and approving CSCF's responses to any adverse findings regarding the financial affairs of CSCF, including, but not limited to, adverse monitoring reports, financial audits, management decision letters, Office of Inspector General's investigative reports and final determination letters;
f. reviewing, in consultation with the independent auditor and management, CSCF's financial statements;
g. reviewing and evaluating the adequacy of internal accounting controls and practices and making recommendations for revisions and additions as necessary or appropriate; and
h. reviewing and evaluating CSCF's ethics and conflict-of-interest policies and procedures and, whenever the Chairperson of the Board or the committee deems appropriate, investigating any alleged violations of such policies and procedures.

5. Career Services Committee. The Career Services Committee will be chaired by a Director appointed by the Chairperson of the Board of Directors and will consist of members appointed by the Chairperson of the Board. The Career Services Committee will oversee CSCF's operations plan as part of the WIOA and all other program activities that support job seekers and businesses in the Region.

6. Governance Committee. The Governance Committee will be chaired by a Director appointed by the Chairperson of the Board of Directors and will consist of members appointed by the Chairperson of the Board. The Governance Committee will be responsible for reviewing CSCF's Articles and Bylaws and recommending changes to the Board of Directors; identifying a process to recruit board members and officers; and evaluating the Board's effectiveness. Additionally, the Governance Committee is responsible for preparing and providing a slate of recommended officers to the Board of Directors to be used by the Board to nominate and elect the officers by a majority vote of the Directors present at the meeting.

7. Community Engagement Committee. The Community Engagement Committee will be chaired by a Director appointed by the Chairperson of the Board of Directors and will consist of members appointed by the Chairperson of the Board representing expertise in outreach marketing and media relations. The Community Engagement Committee will recommend strategies and policies to ensure CSCF is, through appropriate outreach, aligned and engaged with other community, civic and economic-development activities.

8. Revenue Diversity & New Markets Committee. The Revenue Diversity & New Markets Committee will be chaired by a Director appointed by the Chairperson of the Board of Directors and will consist of members appointed by the Chairperson of the Board. The Revenue Diversity & New Markets Committee will be responsible for providing strategic oversight in the development of CSCF's short-term and long-term revenue growth strategies, specifically the development of new, diversified funding streams.

ARTICLE IX

CONDUCT OF BUSINESS

1. Annual Meeting. The Annual Meeting of the Board of Directors will be held during the month of June.

2. Regular Meetings. At a minimum, regular meetings of the Board of Directors will be held quarterly, in the months of September, December, April and June.

3. Special Meetings. Special meetings of the Board of Directors may be held at the call of the Chairperson or by written request of 10 or more members of the Board of Directors.

4. Notice. Reasonable notice in writing of each meeting, whether annual, regular, special or emergency, will be provided to each member of the Board of Directors at his or her contact place on file with the Secretary. Such notice may be by e-mail or other reliable means of electronic transmission. CSCF's meetings will be held in accordance with Section 286.011, Florida Statutes.

5. Order of Business. Business will be conducted to the extent feasible in accordance with Roberts' Rules of Order, as amended.

6. Quorum. A quorum for all Board meetings will require that at least 50% of the Board members be present. If there is less than a quorum at any meetings, a majority of those present may adjourn the meeting. A quorum for all committee meetings will be the same as the quorum for Board meetings and require that at least 50% of the Board members who are committee members be present.

7. Voting. Directors may not be represented at any meeting by an alternate, nor may proxies be given. Each Director will have 1 vote upon every issue properly submitted for vote at any meeting of the Board of Directors, except that no Director may cast a vote on any matter on which he or she has or appears to have a conflict of interest, as defined by federal or state law or under CSCF's policies then in effect. Any Director who has such a conflict of interest must declare the same and refrain from discussion at the meeting and voting on the issue.

8. Majority Rule. All matters before the Board will be determined by a majority vote of Directors present, a quorum having been established.

9. Supermajority Rule. The following must be approved by a vote of 2/3 of the Board, a quorum having been established:

   a. amendments to these Bylaws (as provided under Article X below); and

   b. any contract or agreement between CSCF and a Director; a relative (as defined in s. 112.3143[1][c], Florida Statutes) of a Director; an organization or individual represented on the Board; or an employee of CSCF as permitted by Sec. 445.007 of the Florida Statutes.

10. Use of Technology for Meetings. Members of the Board of Directors or any committee may use any form of technology to conduct business. If used, the technology must be accessible to the public for attendance. The use of technology must be included on all meeting notices. Any such participation by use of technology will constitute presence in person at the meeting.

11. Business Affairs; External Audit. Subject to applicable law, the Board of Directors may solicit, borrow, accept, receive, invest and expend funds from any public or private source. The award of procurement contracts with vendors and the award of sub-recipient contracts will be in accordance with applicable federal and state law and regulations. CSCF's accounts and records will be audited annually by a firm of certified public accountants at the expense of CSCF; and a copy will be available on request for each Director to review.

12. Investments. Any investments of funds of CSCF must first be approved by the Finance Committee and recommended to the Board of Directors for its approval.

13. Fiscal Year. The fiscal year of CSCF will be July 1 to June 30.

14. Conflicts with Laws. CSCF will abide by all applicable federal and state laws and regulations, which will supersede any provision of these Bylaws in conflict with any such law or regulation.

15. Books and Records. CSCF will keep correct and complete books and records of account and financial statements and will also keep minutes of the proceedings of the Board of Directors and all committees. Such books and records will be available to all Directors on request and to members of the general public in accordance with applicable law.

16. Indemnity. Subject to applicable law, any current or former member of the Board of Directors or officer who is made a party to or called as a witness with respect to any threatened or pending legal proceeding will be indemnified by CSCF against all costs and expenses (including attorneys' fees, judgments, fines and amounts paid in settlement) reasonably incurred by him or her in connection with such proceeding, including any appeal thereof, if he or she acted in good faith and in a manner he or she reasonably believed to be in or not opposed to the best interests of CSCF and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful. The termination of any proceeding by judgment, order, settlement, conviction or upon a plea of nolo contendere or its equivalent, will not create a presumption that the person did not act in good faith and in a manner which he or she reasonably believed to be in or not opposed to the best interests of CSCF, and, with respect to any criminal action or proceeding, did not have reasonable cause to believe that his or her conduct was unlawful. The Board of Directors will determine, by a majority vote of a quorum consisting of Directors who are not parties or witnesses to the proceeding, whether indemnification is appropriate as provided in this section. If this section or any portion of it is invalidated on any ground by a court of competent jurisdiction, CSCF will nevertheless indemnify each director and officer of CSCF to the fullest extent permitted by portions of this section not invalidated, and to the fullest extent permitted by law.

17. D&O Insurance. CSCF will purchase and maintain in full force and effect a policy or policies of directors and officers liability insurance covering its Directors and officers with minimum coverage of $1 million, unless the Executive Committee, in consultation with the Treasurer, finds that such insurance is no longer available on commercially reasonable terms or that the premiums for such will be unreasonably high. In such case, the Directors shall immediately be notified by the Executive Committee that such directors and officers liability insurance no longer exists. In addition, CSCF may purchase and maintain insurance on any person who is or was a Director, officer, employee, or agent of CSCF against any liability asserted against such person and incurred by him or her in any such capacity or arising out of his or her status as such, whether or not CSCF would have the power to indemnify the person against such liability under the provisions of Section 16 of this Article IX.

ARTICLE X

AMENDMENTS AND EFFECTIVENESS

These Bylaws may be amended, revised, added to, repealed or rescinded by a vote of the Board of Directors, subject to approval by the Consortium.

Attachment E

CSCF Board Membership

REGIONAL WORKFORCE BOARD (RWB) MEMBERSHIP

Central Florida Workforce Development Board, d/b/a CareerSource CentralFlorida REGION NUMBER 12

ACTIVE BOARD MEMBERS: 37
NUMBER OF VACANCIES: 2
EFFECTIVE DATE: 7/1/24

BUSINESS SEATS

NAME OF RWB MEMBER	Organization/Company	AREA(S) OF REPRESENTATION	County	Appointment Date	Years Served Since 7/1/21	Current Term
Albu, Andrew	Albu & Associates, Inc.	BU	Orange	7/1/2018	3	7/1/2024 - 6/30/2027
Arroyo, Sharon	Duke Energy	BU	Orange	7/1/2024		7/1/2024 -6/30/2027
Brandon, Wendy	UCF Lake Nona Medical Center	BU	Orange	10/5/2011	3	7/1/2022 - 6/30/2025
Gary, Tanisha Nunn	African American Chamber of Commerce of Central Florida	BU	Orange	7/1/2022	2	7/1/2022 - 6/30/2025
Havard, Mark	Hyatt Regency Orlando	BU	Orange	7/1/2016	3	7/1/2022 - 6/30/2025
LeWinter, Lindsey	Fairwinds	BU	Orange	7/1/2023	1	7/1/2023 - 6/30/2026
Nakagawa, Steve	Florida High Tech Corridor	BU	Orange	7/1/2023	1	7/1/2023 - 6/30/2026
Ortigoni, Gaby	Hispanic Economic Advancement Foundation	BU	Orange	7/1/2022	2	7/1/2022 - 6/30/2025
Ruffin, Brinkley	Universal Destinations & Experiences (Universal Orlando Resort	BU	Orange	7/1/2024		7/1/2024 - 6/30/2027
Santorelli, Amy	AdventHealth	BU	Orange	12/11/2023	1	12/11/2023 - 6/30/2026
Martz, Nicole	Sanford Airport Authority	BU	Seminole	7/1/2023	1	7/1/2023 - 6/30/2026
Sprinkle, David	Veritas Recruiting Group, LLC	BU	Seminole	2/22/2018	3	7/1/2024 - 6/30/2027
Sweat, Richard	.decimal	BU *Small Business*	Seminole	10/5/2011	3	7/1/2022 - 6/30/2025
Walton, Matt	MiGre Engineers, LLC	BU	Seminole	7/1/2018	3	7/1/2024 - 6/30/2027
Hindle, Shawn	Hanson, Walter & Associates, Inc.	BU	Osceola	7/1/2021	3	7/1/2024 - 6/30/2027
Larry, Ben	Skywalker Technologies, Inc.	BU	Osceola	7/1/2023	1	7/1/2023 - 6/30/2026
Siracuza, Stella	Tomato Express, Inc.	BU *Small Business*	Osceola	12/17/2020	3	7/1/2023 - 6/30/2026
Olson, Sheri	South Lake Hospital	BU	Lake	7/1/2013	3	7/1/2024 - 6/30/2027
Schaeffer, Jonathan	Kalos Services, Inc.	BU	Lake	12/11/2023	1	12/11/2023 - 6/30/2025
VACANT		BU	Sumter			
Ferguson, Casey	Casey Ferguson Cattle, LLC	BU	Sumter	12/11/2023	1	12/11/2023 - 6/30/2026

REGIONAL WORKFORCE BOARD (RWB) MEMBERSHIP

Central Florida Workforce Development Board, d/b/a CareerSource CentralFlorida REGION NUMBER 12

PUBLIC SEATS

NAME OF RWB MEMBER	Organization/Company	AREA(S) OF REPRESENTATION	County	Appointment Date	Years Served Since 7/1/21	Current Term
Battista, Joseph	Valencia College	ETPC	Region	7/1/2022	2	7/1/2022 - 6/30/2025
Bigard, Heather Dr.	Lake Sumter State College	ETPC	Region	12/11/2023	1	12/11/2023 - 6/30/2026
Cunha, Gui	Seminole County Government, Office of Economic Development & Tourism	GRED	Region	12/16/2021	3	7/1/2023 - 6/30/2026
VACANT	Division of Vocational Rehabilitation / Florida Department of Education	GRVRD	Region			
Donnelly, Sean	Central Florida Electrical Joint Apprenticeship & Training Committee (J.A.T.C.) / Central Florida AFL-CIO	WOLO/WOJ	Region	12/16/2021	3	7/1/2023 - 6/30/2026
Ford, Wendy	Osceola Council on Aging	CBO	Region	7/1/2019	3	7/1/2022 - 6/30/2025
Gill, John	Quest, Inc.	WOD (CBO representing Individuals & Disabilities)	Region	7/1/2016	3	7/1/2022 - 6/30/2025
Gray, Kristin	State of Florida Department of Children & Families	GRO	Region	7/1/2023	1	7/1/2023 - 6/30/2026
Hayward, Jeff	Heart of Florida United Way	WOD/WOV (CBO representing Disabilities/Veterans)	Region	7/1/2017	3	7/1/2023 - 6/30/2026
Kostenbauder, Molly	Seminole State College	ETPA	Region	7/1/2023	1	7/1/2023 - 6/30/2026
McManus, Catherine Steck	Habitat for Humanity Greater Orlando & Osceola County	CBO	Region	7/1/2024		7/1/2024 - 6/30/2027
Pascal, Chris	IUPAT / Florida Finishing Trades	WOLO/WOJ	Region	12/11/2023	1	12/11/2023 - 6/30/2026
Kristin Williams	Crummer Graduate School of Business at Rollins College	ETPC	Region	7/1/2024		7/1/2024 - 6/30/2027
Sperzel, Michelle	Harbor House	CBO	Multi-County	7/1/2022	2	7/1/2022 - 6/30/2025
Thomas, DeAnna	Lake Technical College	ETPA	Multi-County	7/1/2021	3	7/1/2022 - 6/30/2025
Ushkowitz, Eric	City of Orlando *(transitioned from Orange County Gov' to City of Orlando)*	GRED	Region	10/5/2011	3	7/1/2024 - 6/30/2027
Vazquez, Dr. Maria	Orange County Public Schools	ETPO	Orange	12/16/2021	3	7/1/2024 - 6/30/2027
Watford, Richard	Ironworkers Local Union 808 / Joint Apprentice Training Committee	WOLO/WOJ	Multi-County	12/11/2023	1	12/11/2023 - 6/30/2026

REGIONAL WORKFORCE BOARD (RWB) MEMBERSHIP

Central Florida Workforce Development Board, d/b/a CareerSource CentralFlorida REGION NUMBER 12

REGIONAL WORKFORCE BOARD (RWB) MEMBERSHIP

Central Florida Workforce Development Board, d/b/a CareerSource CentralFlorida REGION NUMBER 12

Key Codes:

Areas of Representation:

BU – Business (20 Seats)

WOLO – Workforce-Labor Organization

WOJ – Workforce-Joint labor-management Apprenticeship Program

WOD – Workforce-Community-based Organizations representing Individuals with Disabilities (optional)

WOV – Workforce-Community-based Organizations representing Veterans (optional)

WOY – Workforce-Community-based Organizations representing Youth (optional)

ETPA – Education and Training Provider-Adult Education and Literacy

ETPC - Education and Training Provider - Institution for Higher Learning

ETPO – Education and Training Provider-Other Providers (optional)

GRED – Government Representative-Economic Development

GRES – Government Representative-Employment Service

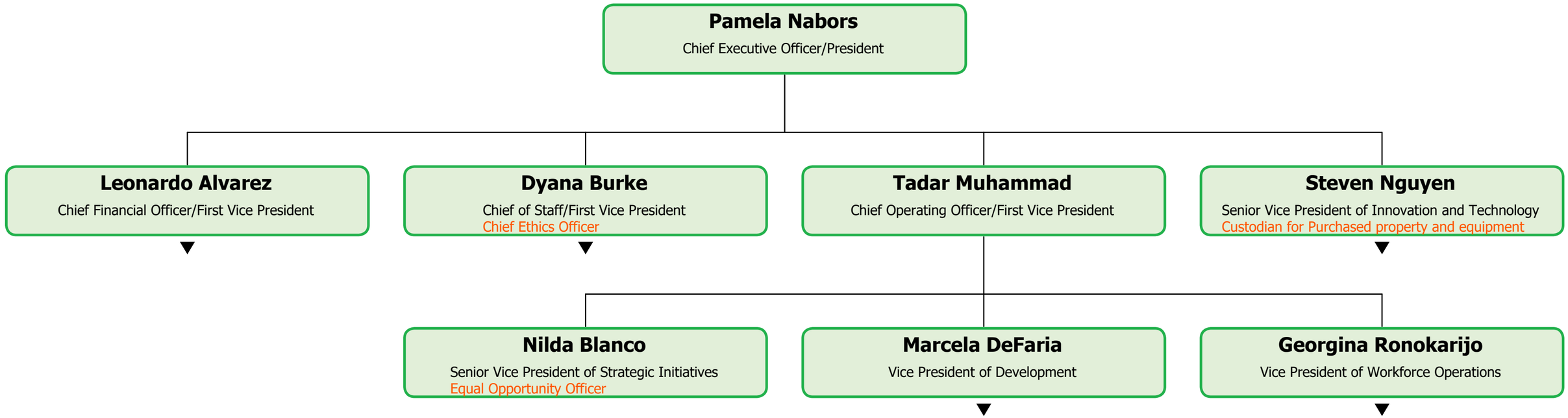
GRVRD – Government Representative-Vocational Rehabilitation

GRO – Government Representative-Other (optional) **CareerSource Central Florida operates the Wagner Peyser (GRO) function

OTHER – Other (please specific group/program being represented) (optional)

Attachment F

Organization Chart

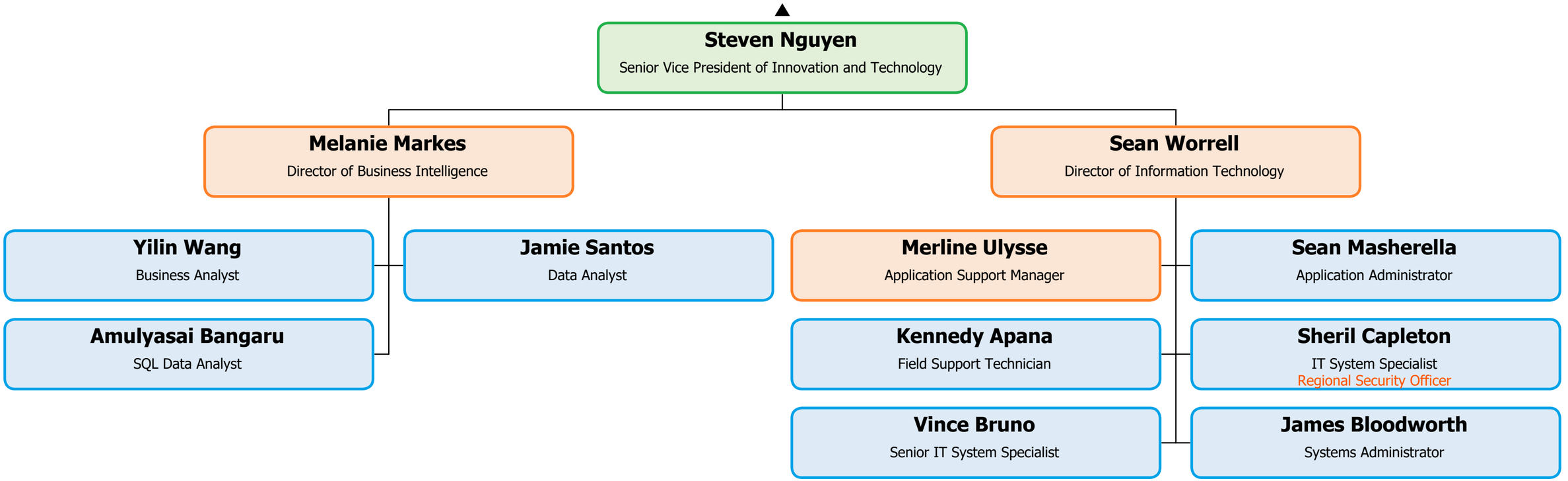


Executive Leadership
First/Mid/Senior Level Management
Non-Management
Temporary Staff

Organizational Chart_Positions_PY24-25_Q1: August 16, 2024

This organizational chart represents the overall structure of company positions. It may not fully reflect the current "Reports To" structure for some positions. Please direct any questions to Human Resources via Manage Engine.

CareerSource CENTRAL FLORIDA



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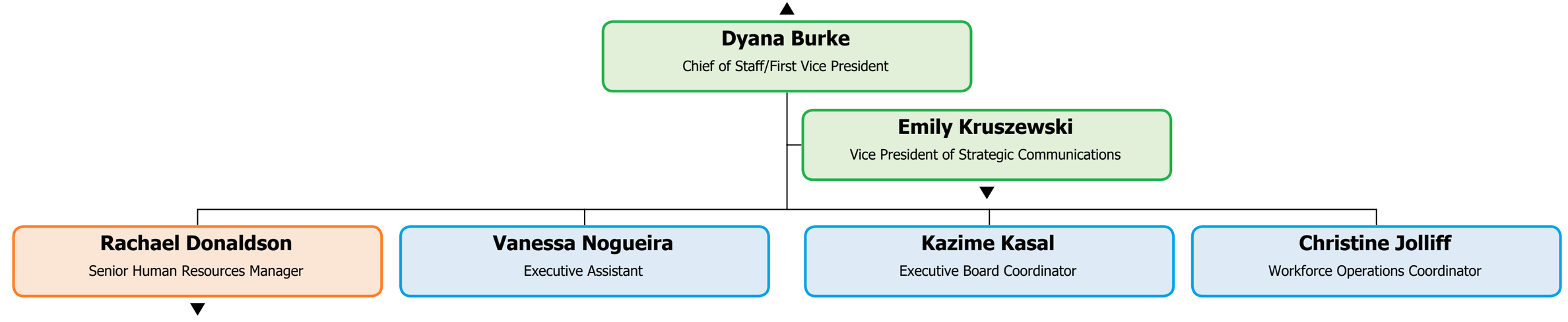

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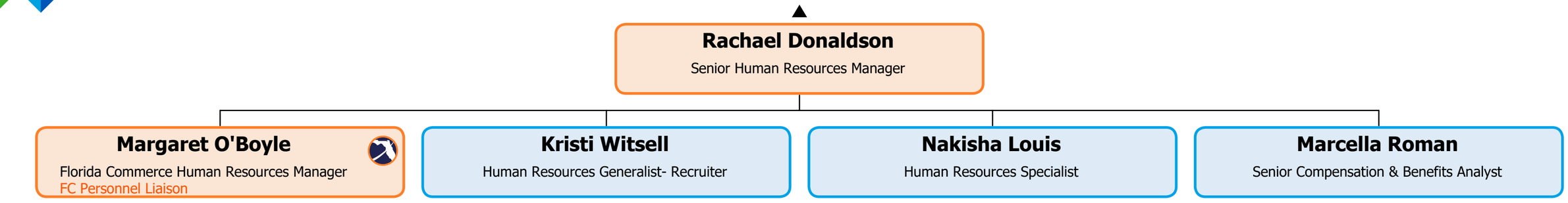

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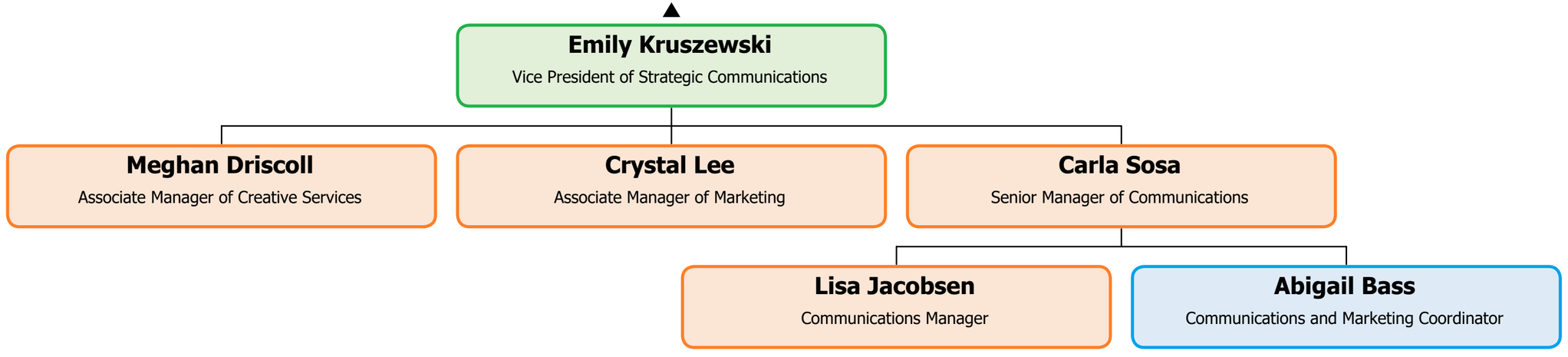

Executive Leadership
First/Mid/Senior Level Management
Non-Management
Temporary Staff

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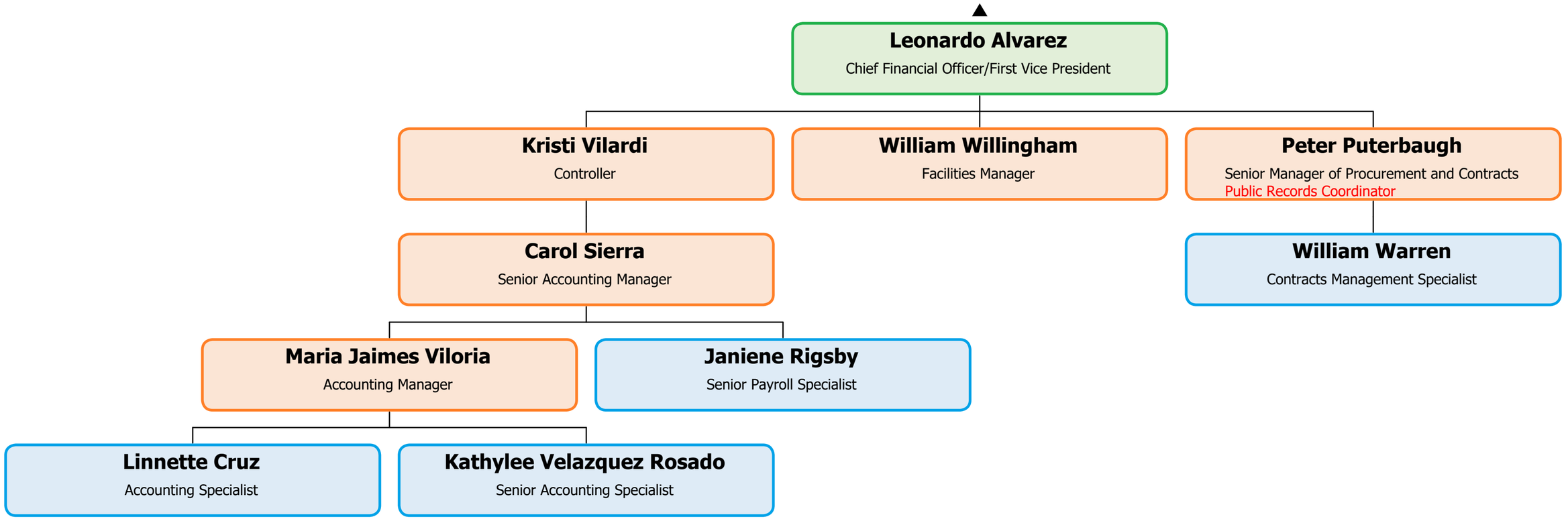

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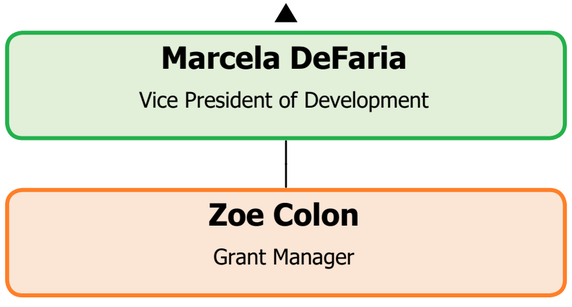

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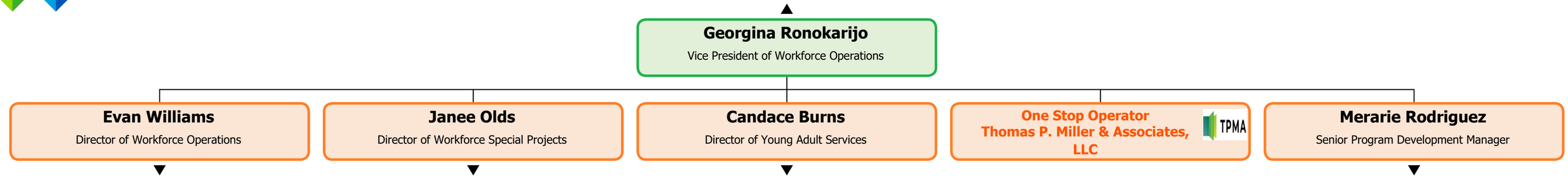

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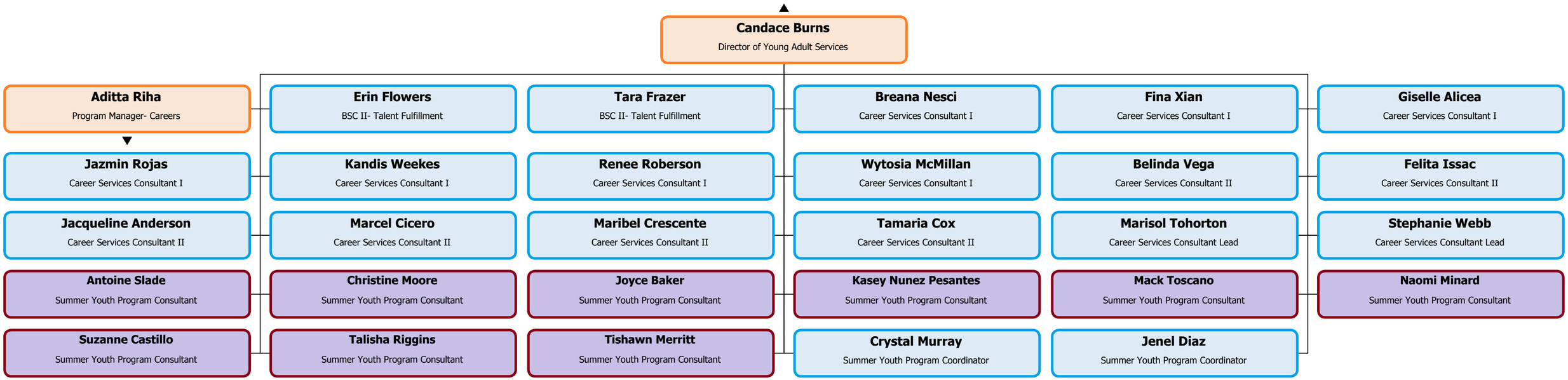

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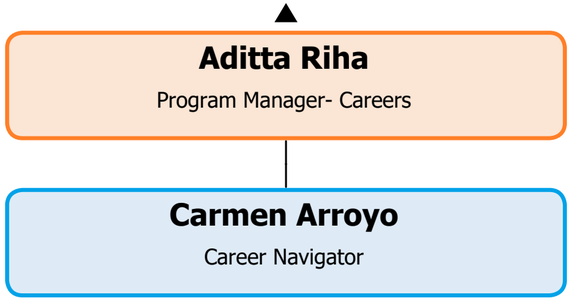

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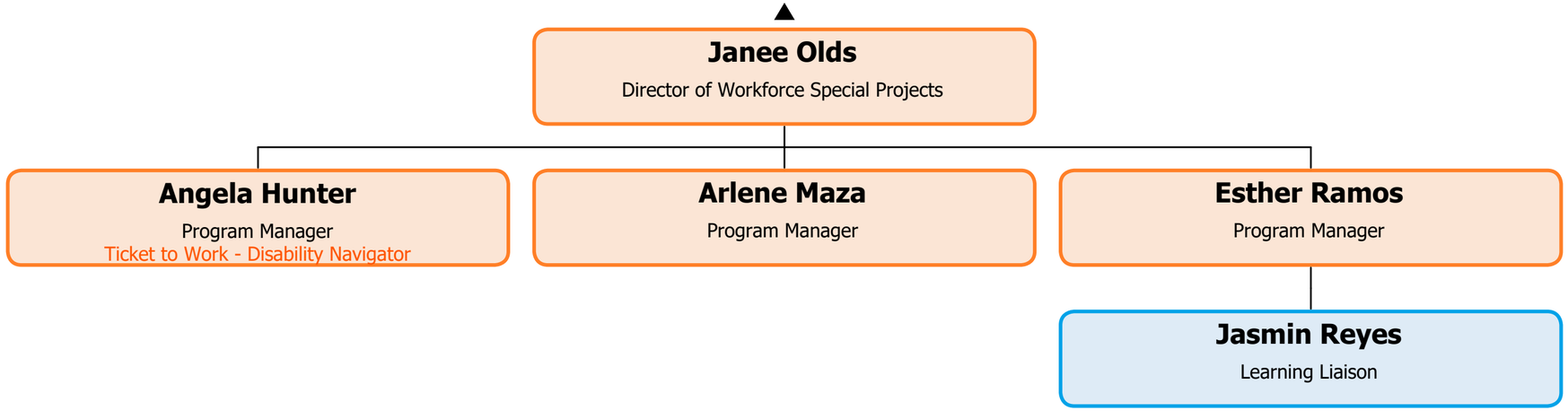

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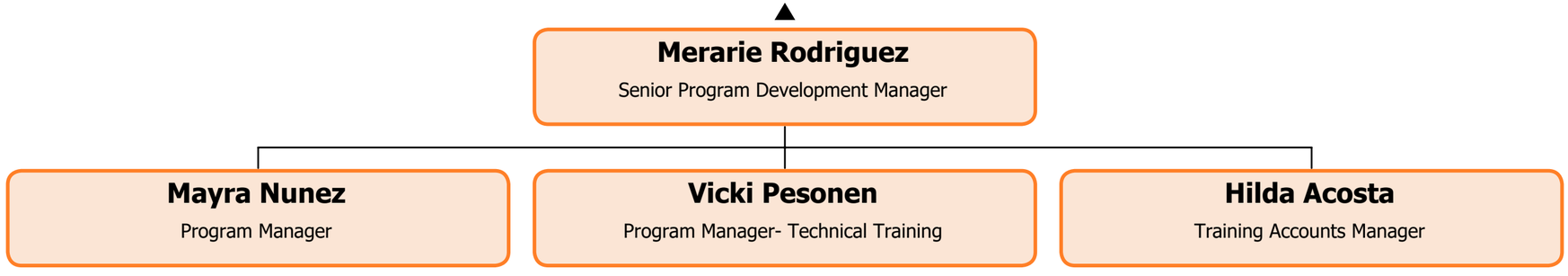

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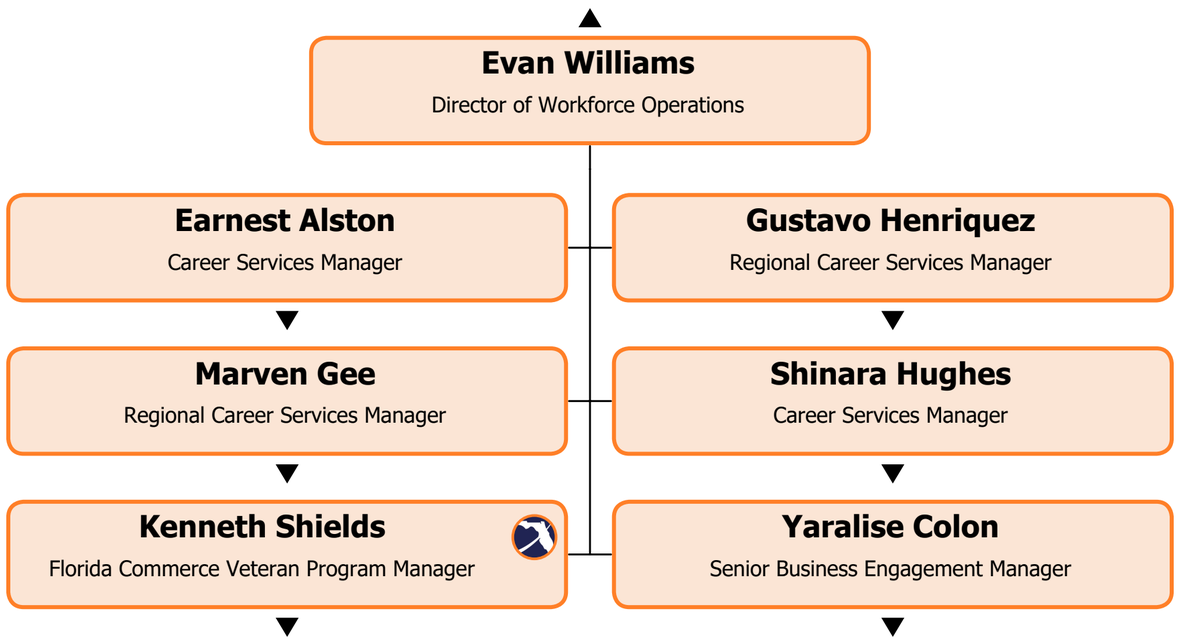

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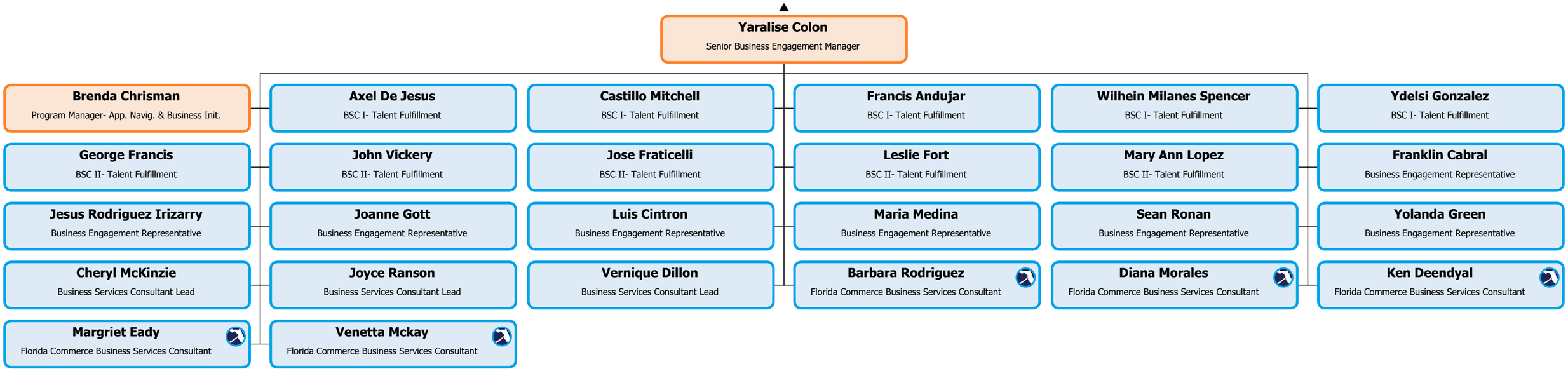

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CareerSource CENTRAL FLORIDA

Shinara Hughes
Career Services Manager

Haimee Clerge
Career Services Consultant I

Julius Buie
Career Services Consultant I

Loubnat Boulmakoul
Career Services Consultant I

Nehemie Delian
Career Services Consultant I

Stephanie Dolce
Career Services Consultant I

Tiffany Larkins
Career Services Consultant I

Willette Tisdale
Career Services Consultant I

Agatha Denis Louis
Career Services Consultant II

Briane Douglas
Career Services Consultant II

Deborah Rumph
Career Services Consultant II

Gail Pressley
Career Services Consultant II

Kimberly Young
Career Services Consultant II

Latoya Thompson
Career Services Consultant II

Linda Bridges
Career Services Consultant II

Resheda Lyons
Career Services Consultant II

Sandra Soto
Career Services Consultant II

Takeisha Middleton
Career Services Consultant II

Griselle Casiano
Career Services Consultant Lead

Leah Rawlins
Career Services Consultant Lead

Arsenio Lugo-Cabassa
Florida Commerce Career Services Consultant

Ebony Kennedy
Florida Commerce Career Services Consultant

Hyacinth Fairclough
Florida Commerce Career Services Consultant

Marilyn Deramus
Florida Commerce Career Services Consultant

Tamyka Thomas
Florida Commerce Career Services Consultant

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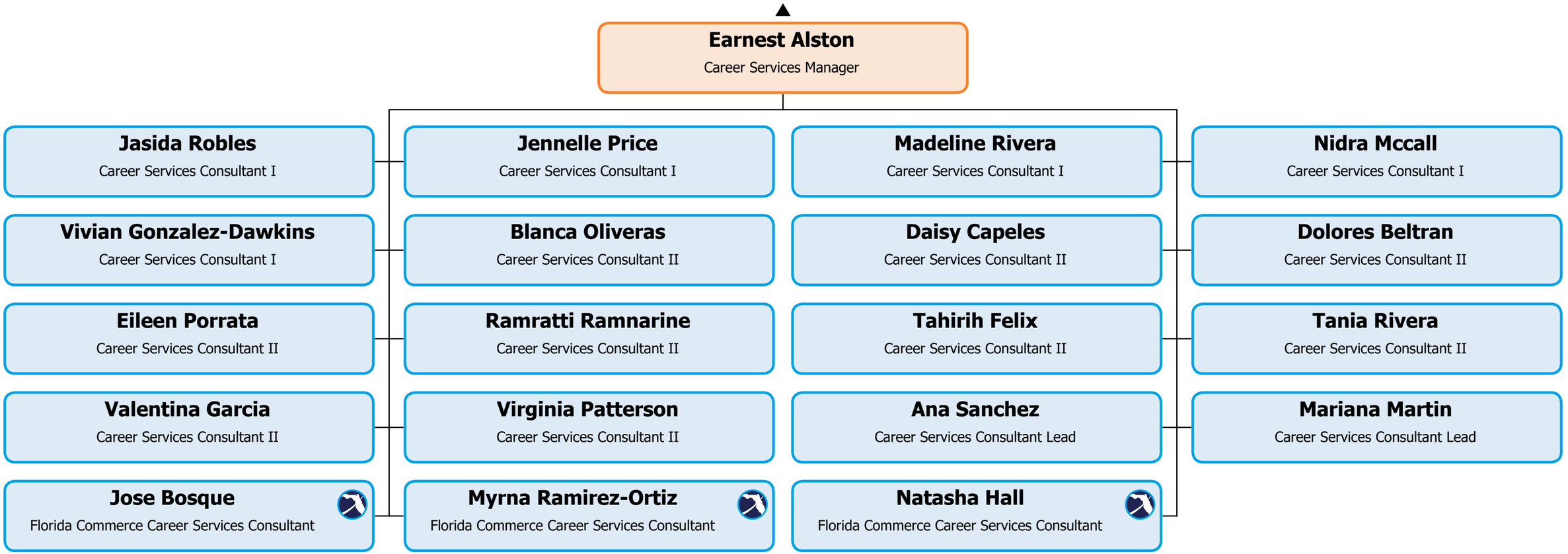

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Gustavo Henriquez
Regional Career Services Manager

Angela Bostic
Career Services Consultant I

Faith Gibbs
Career Services Consultant I

Natalie Ragland
Career Services Consultant I

Shala Floyd
Career Services Consultant I

Thema LeFlore
Career Services Consultant I

Ana Torres
Career Services Consultant II

Carmen Mercado
Career Services Consultant II

Dana Smith
Career Services Consultant II

Deyanira Williams
Career Services Consultant II

Jennifer Contreras
Career Services Consultant II

Kathy Wilde
Career Services Consultant II

Linda Griffieth
Career Services Consultant II

Margaret Irizarry-Traylor
Career Services Consultant II

Dina Marcelin
Career Services Consultant Lead

Donna Andrews
Career Services Consultant Lead

Yaritza Rivera Tirado
Career Services Consultant Lead

John Williamson
Florida Commerce Career Services Consultant

Sharmila Dhoray
Florida Commerce Career Services Consultant

Johnette Hess
Florida Commerce Learning Liaison

Richardson Rohlicek
Florida Commerce Learning Liaison

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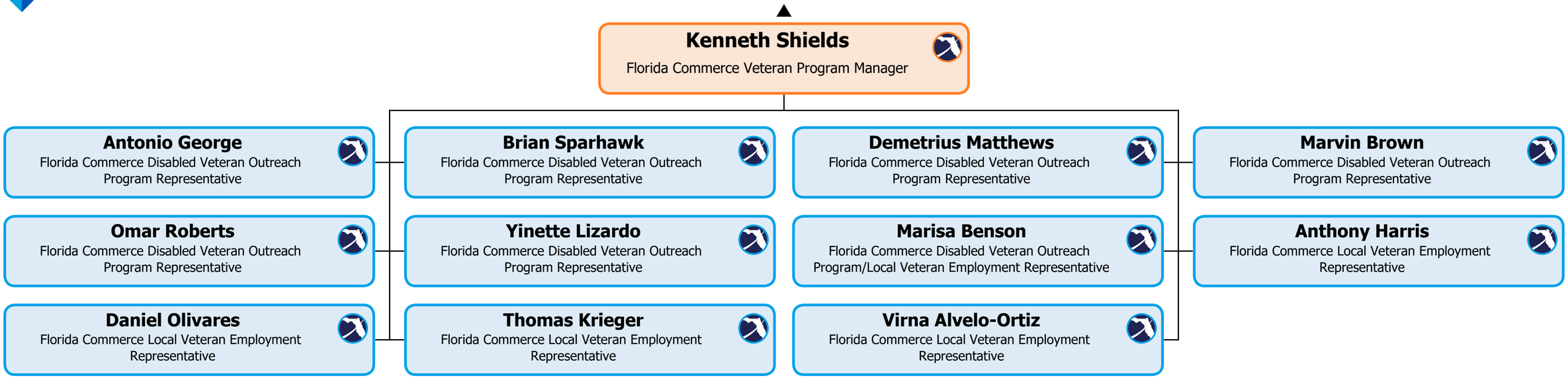

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CareerSource CENTRAL FLORIDA

Marven Gee
Regional Career Services Manager

Ana Gordillo Bejarano Career Services Consultant I	**Colleen Thomas** Career Services Consultant I	**Derick Carrasquillo** Career Services Consultant I	**Eleanor Zuniga** Career Services Consultant I	**Eric Acosta** Career Services Consultant I	**Felicia Bell** Career Services Consultant I
Jelissa Franceschi Career Services Consultant I	**Lydell Alexander** Career Services Consultant I	**Opal Roche** Career Services Consultant I	**Ravin Lawson** Career Services Consultant I	**Roderick Lawson** Career Services Consultant I	**Yvette Caminero** Career Services Consultant I
Alejandra Silva Career Services Consultant II	**Cindy Ramkhalawan** Career Services Consultant II	**Claudia Francis** Career Services Consultant II	**Judith Oquendo** Career Services Consultant II	**Karen Taylor** Career Services Consultant II	**Lisa Mendez** Career Services Consultant II
Lisa Milsap Career Services Consultant II	**Lupino Reed** Career Services Consultant II	**Mable Johnson** Career Services Consultant II	**Maria Miranda** Career Services Consultant II	**Monica Linares** Career Services Consultant II	**Nicola McIntosh-Roberts** Career Services Consultant II
Norma Garcia Career Services Consultant II	**Prabhjot Carrasco** Career Services Consultant II	**Rosa Clifton** Career Services Consultant II	**Sherra Daniels** Career Services Consultant II	**Silvia Alvarez** Career Services Consultant II	**Tonya Mays** Career Services Consultant II
Victoria Harris Career Services Consultant II	**Camille Travieso** Career Services Consultant Lead	**Mildred Kuilan** Career Services Consultant Lead	**Pier Price** Career Services Consultant Lead	**Tamra Kilpatrick** Career Services Consultant Lead	**Jasmine Welch** Data Entry Clerk
Brikena Teta Florida Commerce Career Services Consultant	**Evelyn Santiago Bayon** Florida Commerce Career Services Consultant	**Lastandria Gaines** Florida Commerce Career Services Consultant	**Mariana Gibbs** Florida Commerce Career Services Consultant	**Rosanne Langeberg** Florida Commerce Career Services Consultant	**Simbalyn England** Florida Commerce Career Services Consultant
Xiomara Nieves Florida Commerce Career Services Consultant					

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Attachment G

Board Governance and Composition

POLICY: Central Florida Regional Workforce Development Board Governance
POLICY NUMBER: WIOA 18

Author: Gina Ronokarijo, Senior Planning Manager	**Effective Date**: 02/14/2022	**Revision Date**:
Description of Revision(s):		
Approval:	Mimi Coenen, Chief Operations Officer	
Signature:		

I. **PURPOSE:** The purpose of this policy is to provide the requirements for CareerSource Central Florida "local area" and Board of Directors governance. This policy outlines roles, responsibilities and requirements of the entities and individuals that make up the workforce development system within Local Workforce Development Board (LWDB) – 12 CareerSource Central Florida (CSCF).

II. **BACKGROUND:** Each local workforce development area in the state must establish a local workforce development board to carry out the functions specified for the local board under WIOA sec. 107(d) for such area. WIOA requires LWDBs and Chief Local Elected Officials (CLEOs) to design and govern the system regionally, align workforce policies and services with regional economies and support service delivery strategies tailored to those needs. The local area serves as a jurisdiction for the administration of workforce development activities which requires the CLEO to plan an active role in both the strategic planning and ongoing operation of the local system. Agreements between the CLEO and the entities responsible for the local workforce development system will address how the local area functions and how administrative tasks will be carried out.

III. **DEFINITIONS:**

Consortium: the group of Mayors/Chairman or designated County Commissioners from the Region.

Region: the five Florida counties served by CareerSource Central Florida (CSCF): Lake, Orange, Osceola, Seminole, and Sumter

Director: means an individual member of the Board of Directors

Chief Local Elected Official (CLEO): the Chairman of the Consortium

Person with optimum policy making authority – an individual who can reasonably be expected to speak affirmatively on behalf of the entity he or she represents and to commit that entity to a chosen course of action.

Local Workforce Development Area (LWDA): a geographical area that serves as jurisdiction for the administration of workforce development activities and has been granted designation as such.

Local Workforce Development Board (LWDB): a board established under WIOA Sec. 107, to set policy for the local workforce development board.

IV. REFERENCES:

Public Law 113-128, Workforce Innovation and Opportunity Act, Sections 106 and 107
20 Code of Federal Regulations 679.310
20 Code of Federal Regulations 679.320
20 Code of Federal Regulations 679.370
Sections 445.004 and 445.007 F.S.
Chapter 119, F. S.
Chapter 286, F.S.
CSF Strategic Policy 2020.02.20.A.1 – Board Governance and Leadership
CSF Strategic Policy 2018.09.26.A.1 – Ethics and Transparency Policy
CSF Administrative Policy 110
CSF Administrative Policy 91
CSF Administrative Policy 106
CSF Administrative Policy 93

V. POLICY:

A. Roles and Responsibilities

1. Consortium of Chief Elected Officials

The Consortium of Chief Elected Officials, which will be comprised of either the Mayor/Chair or a currently serving County Commissioner designated by the Mayor/Chair from each of the five counties, as agreed upon in the Region 12 Central Florida Area Workforce Development Consortium Interlocal Agreement, has the following responsibilities:

a) Elects from among its five members, one member to act as Chair of the Consortium and one member to act as the vice chair.

b) Chair of the Consortium shall act as the **chief local elected official (CLEO)** for the local workforce development area.

c) Designates CareerSource Central Florida as the local workforce development board.

d) Requests LWDB certification (as prescribed in CSF Administrative

Policy 091)

e) Appoints the membership of CareerSource Central Florida Board of Directors. The CLEO may not delegate this responsibility to the executive director or to staff.

f) In coordination with the CSCF Board of Directors, establish bylaws.

g) Designates CareerSource Central Florida as the administrative entity and fiscal agent for all programs promulgated under the Workforce Innovation and Opportunity Act (WIOA). The CLEO may not delegate this responsibility to the executive director or to staff.

h) In coordination with the CSCF Board of directors and/or staff to the board, negotiating and reaching agreement on local performance measures with the state.

i) Meets during each fiscal year, no less than semi-annually, to conduct such business as necessary. At least one of the two meetings shall be a joint meeting between the Consortium and the CSCF Board of Directors. The Consortium shall comply with the Florida Sunshine Law requirements.

j) Approves the CareerSource Central Florida annual fiscal year budget.

k) Remains liable for any misuse of WIOA grant funds by the local area.

2. Fiscal Agent

The fiscal agent is the entity that performs accounting and funds management on behalf of the CLEO. As the designee of this role, CSCF will be responsible for:

a) Ensuring sustained fiscal integrity and accountability for expenditures of funds in accordance with Office of Management and Budget (OMB) circulars, WIOA, corresponding federal regulations, state law, and state policies.

b) Developing an annual budget for the purpose of carrying out the duties of CSCF including, but not limited to, all programs promulgated under the ACT for the region.

c) Providing for the conduct of an annual audit of all funds managed by CSCF and submit a copy of that audit and copies of financial statements prepared for the conduct of CSCF business to the Consortium.

d) Ensuring the purchase of goods and services is conducted in an open manner with competitive pricing, proper management, and oversight controls to ensure Finance accountability and efficiency and to prevent waste, fraud and abuse and avoid acquisition of unnecessary or duplicative items.

3. Local Workforce Development Board

The LWDB is appointed by the CLEO in each local area in accordance with state criteria established under WIOA sec. 107(b) and certified by the Governor every two years in accordance with WIOA sec. (c)(2). CareerSource Central Florida responsibilities include, but are not limited to:

a) Develop and submit the local plan to the Governor of Florida.
b) Designate one-stop operators and providers.
c) Designate eligible providers of youth services.
d) Provide oversight for the one-stop delivery system, local employment and training activities, and youth activities.
e) Provide such staff and other support to the Consortium as deemed necessary for the conduct of Consortium business.
f) Submit to the Consortium, for review and approval, the one-stop operator designation.
g) Coordinate the activities of the workforce development system with economic development strategies and other business and employer activities as appropriate.
h) Negotiate and reach agreement on local performance measures with the CLEO and the state.
i) Lead efforts in the local area to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers, and jobseekers.

4. Local Workforce Development Board Chairperson

The CSCF Board of Directors chairperson is elected by the members of the Board of Directors and must be a business representative on the board. The chairperson will serve a term of no more than two years and can serve no more than two terms.

The Chairperson is responsible for:

a) Presiding over at all meetings of the Board and determining the agenda for all Board meetings in consultation with the President/CEO.
b) Making all Committee appointments other than the officers elected.
c) Serving as an ex-officio member of all committees with the exception of the Executive Committee, for which the Chairperson may opt to serve either as committee chair or as a regular committee member.
d) Perform all duties assigned to the Chairperson under the Bylaws of Central Florida Workforce Development Board, Inc.

5. Local Workforce Development Board Executive Director

The President and Chief Executive Officer ("President") will be nominated by the Executive Committee and confirmed by the Board of Directors. The President will be a full-time employee of CSCF and not a member of the Board of Directors. The President's performance will be reviewed annually by the Executive Committee and the President's salary and incentives will be set by the Executive Committee. The President will be the chief executive officer of CSCF and will be responsible for the general and active management of the business and affairs of CSCF, subject to the direction of the Executive Committee and the Board of Directors. The Executive Director must have the requisite knowledge, skills, and abilities to meet identified benchmarks and to assist in effectively and ethically carrying out the functions of CSCF Board which may include:

a) Coordinating with the CLEOs regarding the identification and nomination of members to the Board of Directors and ensuring membership is compliant with WIOA and Florida Statutes.
b) Organizing board meetings and ensuring meetings are held according to the CSCF bylaws and Florida's sunshine laws.
c) Developing and submitting the local and regional workforce development plan.
d) Conducting oversight of the WIOA adult, dislocated worker, youth programs and the entire one-stop delivery system, including development of policies and monitoring the administration of the programs.
e) Negotiating and reaching agreement on local performance measures.
f) Negotiating with CLEO and required partners for the Memorandum of Understanding (as prescribed in Administrative Policy 106 - Memorandums of Understanding and Infrastructure Funding Agreements.
g) In compliance with CSCF's procurement policy, provide oversight of the competitive procurement process.
h) Developing a budget for activities of CSCF.
i) Certifying the one-stop career centers. One-stop certification requirements may be found in Administrative Policy 93 – One-Stop Career Center Certification Requirements.

B. One Entity Performing Multiple Functions

WIOA establishes clear roles and responsibilities for each entity or organization involved in the workforce delivery system. One entity may perform multiple functions if appropriate firewalls and internal controls are in place. Local entities or organizations often function

simultaneously in a variety of roles, including fiscal agent, board staff, one-stop operator, provider of career services, and provider of youth services. CSCF makes every effort to ensure that roles and duties of workforce delivery system entities are clearly defined and delineated with established processes and procedures that clearly detail steps taken to mitigate risks and firewalls created. These processes and procedures are included in CareerSource Central Florida's Strategic Plan.

C. Local Workforce Development Boards as Direct Provider of Workforce Services

Career Source Central Florida (CSCF) is currently operating as a direct service provider under continued designation as a One-Stop Operator from July 1, 2020, through June 30, 2023, as approved by CareerSource Florida in June 2020.

As stated in Final Guidance OSPS-83, a year-end report is presented to the Department of Economic Opportunity responding to the following areas:

1. An analysis of the actual cost savings realized as a result of providing the direct workforce services

2. A description of any improvements to the local service delivery system and/or performance outcomes.

3. Descriptions of "best practices" that could be shared with other regional workforce boards

CSCF will continue to reassess designations annually and submit appropriate requests to DEO and CareerSource Florida.

D. Temporary Assumption of Duties for Procured and Contracted Services

CSCF may procure and contract with providers to fill the roles and duties of workforce delivery system entities following the guidance issued in the CSCF Procurement Policies and Procedures. In certain critical circumstances, (e.g., sudden termination of contract or failed procurement), CSCF may be faced with needing to temporarily assume the role(s) of one of these system entities. If this happens, CSCF may request to temporarily assume the responsibilities that were being provided by a contracted vendor or services being sought when the procurement failed. Requests for boards to act as a one-stop operator and provider of workforce and/or youth program services on a time-limited basis must be approved by the CLEO and submitted to DEO. The request must include the duration for which the board will act as a one-stop operator and provider of services. DEO will make a

recommendation to the state workforce development board.

E. Governance Agreements

Implementation of a local workforce development system pursuant to WIOA requires that the CLEOs play an active role in both strategic planning and ongoing operation of the local system. When a local area includes more than one unit of general local government, the chief elected officials of such units may execute a written agreement that specifies the respective roles and liability of the individual chief elected officials. Chief local elected officials are liable in their official capacity but not personally liable for the misuse of WIOA funds.

1. Interlocal, Consortium and Other Agreements

The purpose of the Central Florida Area Workforce Development Consortium Interlocal Agreement is to ensure the decisions that are delegated to the consortium reflect the agreement of all chief elected officials in all jurisdictions on the local area.

The Central Florida Area Workforce Development Consortium Interlocal Agreement and other applicable agreements address the following items:

a) Identification of the local workforce development area
b) Designation and responsibilities of the CLEO
c) Establishment, appointment, and operation of the LWDB
d) Designation and responsibilities of the fiscal agent
e) Process for CLEOs to provide input
f) Liability
g) Performance Accountability
h) Dispute Resolution Process
i) Duration of the agreement and process for modification or termination

2. Bylaws

The Central Florida Regional Workforce Development Board Bylaws provide consistency and clarification on the roles and responsibilities of the various representatives governing the local workforce development system. CSCF will ensure that the bylaws are up to date and in alignment with requirements of WIOA and state policy. The bylaws address the following items:

a) Functions and responsibilities of the LWDB
b) Membership
c) Authority of LWDB
d) Duties and Terms of the members
e) Officers
f) Committees
g) Meetings and Minutes
    (i) Record Keeping
    (ii) Voting, Board Actions, and Conflict of Interest

F. WIOA Public Disclosures, Transparency, and the Florida Sunshine Provision

CSCF will comply with the Florida "sunshine provision" to conduct business in an open manner and make available, on a regular basis through electronic means and open meetings, information about the activities of CSCF. CSCF will also adhere to the transparency and public disclosure requirements in 445.007, F.S. as well as requirements detailed in the Grantee-Subgrantee Agreement.

In accordance with federal and state requirements, the following items will be posted on the CareerSource Central Florida Website (www.careersourcecentralflorida.com):

1. Local Strategic Plan
2. List of Current Board Members
3. Selection of One-Stop Operators
4. Minutes of formal meetings
5. Bylaws
6. Compensation Disclosures
7. Written declaration from the Chief Financial Officer
8. IRS Form 990
9. Statement of Financial Interest
10. Vendor agreements and contracts

G. New Board Member Orientation and Annual Training

As part of its annual onboarding of new Board members, CSCF will conduct annual orientation and training to ensure they understand the purpose of their participation. This orientation and training will empower

Board members to effectively serve in their role.

1. **New Board Member Orientation**

   Within Six months of appointment, new board members will complete orientation that will cover:

   a) Overview of WIOA
   b) Overview of the workforce development system and structure
   c) The state's workforce development system goals and strategies
   d) The purpose of the LWDB
   e) Board composition
   f) Roles and Responsibilities of the CLEO, fiscal agent, LWDB, Chairperson, President, and staff
   g) Required programs and partners
   h) Funding
   i) Performance requirements
   j) Sunshine law requirements
   k) Conflict of interest policy and disclosure of potential conflicts of interest.

2. **Annual Training**

   All Board members will complete an annual refresher training to remind them of the purpose of their appointment as a member of the CSCF Board of Directors. The annual training will include:

   a) The state's workforce development goals and strategies
   b) The purpose of the LWDB
   c) Roles and Responsibilities of the CLEO, fiscal agent, LWDB, Chairperson, President, and staff
   d) Funding
   e) Performance requirements
   f) Sunshine law requirements
   g) Conflict of interest policy

H. State and Local Monitoring

CSCF will utilize a third-party agency to complete monitoring on the procurement process and resulting contracts and agreements, as well as fiscal monitoring.

DEO will perform programmatic and fiscal monitoring and will review CSCF's agreements and contracts during the annual monitoring review for compliance with federal and state laws and regulations.

VI. INQUIRIES:

Policy: Questions regarding this policy should be directed to the President and CEO of CSCF. Any updates to this policy will be communicated through the Chief Operating Officer or their designee and noted on page one of the policy.

VII. ATTACHMENTS

Central Florida Regional Workforce Development Board Bylaws
Central Florida Area Workforce Development Consortium Agreement
CareerSource Central Florida Board of Directors Manual

POLICY: Local Workforce Development Board Composition and Certification
POLICY NUMBER: WIOA 17

Author: Gina Ronokarijo, Senior Planning Manager	**Effective Date**: 11/19/2021	**Revision Date**:
Description of Revision(s):		
Approval:	Mimi Coenen, Chief Operating Officer	
Signature:		

I. **PURPOSE:** The purpose of this policy is to provide the requirements for CareerSource Central Florida Board of Directors membership composition and certification under the Workforce Innovation and Opportunity Act (WIOA) and Chapter 445, Florida Statutes (F.S.)

II. **BACKGROUND:** Each local workforce development area in the state must establish a local workforce development board to carry out the functions specified for the local board under WIOA sec. 107(d) for such area that includes creating a regional strategic plan that addressed the needs of the local labor market economy, aligning the needs of employers with talent development strategies, and convening system stakeholders to align economic, education, workforce, and business efforts.

III. **DEFINITIONS:**

Chief Local Elected Official (CLEO): is the designated Chairman of the Consortium that is selected by its members to represent the Consortium

Consortium: elected officials representing one of the five counties – Lake, Osceola, Orange, Seminole, and Sumter – served by CSCF as **designated** by each County Commission to serve.

Director: means an individual member of the CareerSource Central Florida Board of Directors

Region: is comprised of the five counties served by CareerSource Central Florida (CSCF): Lake, Orange, Osceola, Seminole, and Sumter

Person with optimum policy making authority – an individual who can reasonably be expected to speak affirmatively on behalf of the entity he or she represents and to commit that entity to a chosen course of action.

IV. REFERENCES:

Public Law 113-128, Workforce Innovation and Opportunity Act, Sections 106 and 107

20 Code of Federal Regulations 679.320

Sections 445.004 and 445.007 F.S.

CSF Administrative Policy 091

V. POLICY:

A. Consortium of Chief Elected Officials

The Consortium of Chief Elected Officials, as outlined in the Region 12 Central Florida Area Workforce Development Consortium Interlocal Agreement, has the following responsibilities:

1. Elects from among its five members, one member to act as Chair of the Consortium and one member to act as the Vice Chair.
2. Designates Chair of the Consortium as the **chief local elected official (CLEO)** for the local workforce development area.
3. Designates CareerSource Central Florida (CSCF) as the local workforce development board.
4. Appoints the membership of CareerSource Central Florida Board of Directors. The CLEO may not delegate this responsibility to the executive director or to staff.
5. Designates CareerSource Central Florida as the administrative entity and fiscal agent for all programs promulgated under the Workforce Innovation and Opportunity Act (WIOA).
6. Meets during each fiscal year, no less than semi-annually, to conduct such business as necessary. At least one of the two meetings shall be a joint meeting between the Consortium and the CSCF Board of Directors. The Consortium shall comply with the Florida Sunshine Law requirements.
7. Approves the CareerSource Central Florida annual fiscal year budget.

B. CareerSource Central Florida Board of Directors

The Consortium will appoint members of the board based on the following criteria:

1. Individuals must have substantial management, optimum policymaking, or hiring authority within the organizations, agencies, or entities they represent.
2. Represent the diverse geographic areas within the region.

The composition of the CSCF Board of Directors shall include:

1. Businesses:
   a. A majority of the CSCF Board (minimum 51%) must represent businesses as owners, chief executives, operating officers, other business executives or employers with optimum policymaking or hiring authority.
   b. Representative from large, medium, and small

businesses that provide high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area.

c. Individuals nominated by local business organizations and business trade associations.

2. Labor Organizations /Apprenticeships (20% of Board members):
   a. Must include one of more representatives of labor organizations.
   b. Must include one representative from a joint labor-management apprenticeship program, or an apprenticeship program in the area (if it exists).
   c. May include representatives of community-based organizations with experience in addressing the employment needs of individuals with barriers to employment.
   d. May include representatives of organizations with demonstrated experience addressing employment, training/education needs of eligible youth.
3. Education and Training Providers:
   a. Must include one representative administering adult education and literacy activities under WIOA Title II.
   b. Must include one representative of higher education institutions (including community colleges).
   c. May include one representative of local educational agencies and community-based organizations with experience addressing education of training needs of individuals with barriers to employment.

   *Note: Representatives for adult education, literacy and higher education must be appointed from among individuals nominated by local education and training providers or institutions if there are multiple eligible providers in the local area.

4. Governmental and economic/community development entities:
   a. Must include one representative of economic and community development entities.
   b. Must include one representative of Wagner-Peyser programs.
   c. Must include on representative of Vocational Rehabilitation programs.
   d. May include representatives of agencies or entities administering transportation, housing, and public assistance programs.
5. Other entities:
   a. May include other individuals or representatives of entities that the chief elected official may determine

appropriate.

The term of each Director's appointment is three (3) years, beginning the first day of July of the year of appointment, and continuing through the last day of June in year three (3). There is a maximum term of eight (8) years, (2 three-year terms and 1 two-year term) unless the member is a representative of a government entity. One-Third (1/3) of all terms will expire annually.

Directors will be eligible for re-appointment without re-nomination for an additional term having a maximum of three (3) years by the Consortium.

C. CareerSource Central Florida Board Chairperson

The CSCF chairperson is elected by the members of the Board of Directors and must be a business representative on the board. The chairperson will serve a term of no more than two years and can serve no more than two terms.

The Chairperson is responsible for:

a. Presiding over at all meetings of the Board and determining the agenda for all Board meetings in consultation with the President/CEO.
b. Making all Committee appointments other than the officers elected.
    a. Serving as an ex-officio member of all committees with the exception of the Executive Committee, for which the Chairperson may opt to serve either as committee chair or as a regular committee member.

D. **Standing Committees**

CareerSource Central Florida has designated the below standing committees to provide information and to assist CSCF Board of Directors in carrying out its required activities, as prescribed in WIOA sec 107(b)(4).

a) Executive Committee:

The Executive Committee will have a minimum of five (5) board members, which include the Board officers and the Chairs of standing committees. Membership is expanded to ensure each of the five counties in the Region is represented. The Board of Directors extends full authority to this committee to act on its behalf regarding the organization's business matters in accordance with CareerSource Central Florida's bylaws and policies

b) Finance Committee:

Chaired by the Treasurer, the Finance Committee reviews

periodic reports on the financial activities of the organization; controls and supervises its financial affairs; oversees its retirement plan; and approves budgets and budget amendments.

c) Audit Committee:

Provides oversight through review of monitoring reports and audits of CSCF. Reviews and approves CSCF's responses to any audit findings or observations. Reviews and evaluates the adequacy of internal accounting controls and practices, ethics and conflicts-of-interest policies, and makes recommendations for revisions and additions as necessary and appropriate. Includes accounting professionals representing each of the region's counties.

d) Community Engagement Committee:

Recommends outreach strategies and policies to ensure the organization is aligned and engaged with other community, civic, workforce and economic development activities.

e) Career Services Committee:

The purpose of the Career Services Committee is to provide policy guidance and strategic oversight as it relates to the operation of programs and service delivery throughout CSCF's five county area. The committee will also establish budget priorities with the goal of maximizing resources and approving local policy to allow achievement of desired business services, adult and youth performance outcomes.

f) Governance Committee:

Reviews the CSCF Articles of Incorporation and By-laws and recommends changes to the Board of Directors. Identifies a process to recruit Board members and officers and evaluates the Board's effectiveness. Responsible for establishing risk management policies and continuing operation plans.

g) Revenue Diversity Committee:

A committee formed to provide guidance and strategies for pursuing alternate funding opportunities that align with the mission, vision, and priorities of CSCF and the region it serves.

h) Facilities Committee:

Ad Hoc committee formed to provide guidance and expertise to CSCF admin staff regarding lease negotiations, estimates for buildouts, and other similar situations.

i) Advisory Committees:

Advisory Committees will be formed on an as needed basis.

E. Board Member Vacancies, Term Limits and Removal

Board members who no longer hold the position or status that made them eligible appointees must resign or be removed by the CLEO. Vacancies must be filled within a reasonable amount of time, but no more than 12 months from the vacancy occurrence.

A Board member may be removed at any time, with or without cause, by a majority vote of the Consortium, except, however, a Board member who is a representative of the private sector may be removed only by the Consortium member of his or her respective county. Additionally, the CLEO may remove a Board member for cause. The Board may recommend to the CLEO removal of a director when, in the judgement of the Board, the best interest of CSCF will be served.

F. Certification of Central Florida Regional Workforce Development Board

A Local Workforce Development Board (LWDB) must be certified every two years for each local area in the state, based on the criteria described in WIOA sec. 107(b), For second, or subsequent certification, certification must also be based on the extent to which the local area ensures workforce investment activities carried out in the local area to meet the corresponding performance accountability measures and achieve fiscal integrity as defined in WIOA sec. 106(e)(2). CareerSource Central Florida will submit requested certification documents to DEO during the certification process.

VI. INQUIRIES:

Policy: Questions regarding this policy should be directed to the President & CEO of CSCF. Any updates to this policy will be communicated through the Chief Operating Officer or their designee and noted on page one of the policy.

VII. ATTACHMENTS

CSCF Board Required Seat Composition Sample

CareerSource Central Florida
Required Board Composition
FY: 2021-2022

Business Seats (51%+)	Mandatory Seats
Characteristics: • Private, for-profit businesses or organizations representing businesses • CEOs, COOs or executives who have substantial management or policy responsibility • Business owners • Appointed proportionally to relative population of 5 counties • All counties have a least two members	Mandatory Areas of Representation: • Labor / Apprenticeship, Community-Based Organizations (CBO) - *at least 20% representation* • Education • Economic / Community Development
Current Business Seat Count per County: Orange: 8 Osceola: 3 Seminole: 3 Lake: 2 Sumter: 2 **Total: 18** *The Chair of Local Workforce Development Board must be from the business community*	Current Mandatory Seats (all counties): Labor / Apprenticeships / CBOs: 6 (Labor & Apprenticeship) (Labor & Apprenticeship) (CBO- Youth) (CBO) (CBO-Disab) (CBO-Disab/Vet) Education: 4 (ETPA) (ETPA) (ETPC) (ETPC) Economic / Community Development: 4 (GRVRD – VR & Ind w/Disab) (GRED) (GRED) (GRO) **Total: 14**
GRAND TOTAL: 32 BOARD MEMBERS	

Reference: Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128, Section 107
CareerSource Florida – Administrative Policy (#91), Section IV
CareerSource Central Florida Bylaws, Article VI
Central Florida Area Workforce Development Consortium - Interlocal Agreement, Section II

Revised as of 7-19-21

SAMPLE

Attachment H
Attachment I

MOU and IFA Agreements

PY23-26 MEMORANDUM OF UNDERSTANDING BETWEEN CAREERSOURCE CENTRAL FLORIDA AND THE SCHOOL BOARD OF ORANGE COUNTY, FLORIDA

This is a Memorandum of Understanding executed by and between CareerSource Central Florida, with principal offices at 399 North Orange Avenue, Suite 700, Orlando, Florida 32801 (hereinafter referred to as "CSCF"), and the School Board of Orange County, Florida, located at 445 West Amelia Street, Orlando, Florida 32801 (hereinafter referred to as "OCPS"), collectively referred to as the "Parties".

1. PURPOSE:

The purpose of this MOU is to enhance the cooperative working relationship between CSCF and OCPS and to define the respective roles and responsibilities in achieving the required policy objectives as intended under the Workforce Innovation and Opportunity Act (WIOA Section 167), the State of Florida Workforce Innovation and Opportunity Act Unified Plan 2020 - 2024, the American Education and Family Literacy Act (AEFLA), and FL House Bill 1507.

WIOA requires that a Memorandum of Understanding (MOU) be developed and executed between the local workforce development board, CSCF, and the WIOA required Adult Education and Family Literacy providers and Career and Technical Education (GTE) providers, namely the School Board of Orange County, Florida (name of institution).

Florida's strategic vision for WIOA implementation will be realized by:

- Enhanced alignment and market responsiveness of workforce, education and economic development systems through improved service integration that provides businesses with skilled, productive, and competitive talent and Floridians with employment, education, training, and support services that reduce welfare dependence and increase opportunities for self-sufficiency, high-skill and high-wage careers and lifelong learning.

- Promotion of accountable, transparent, and data-driven workforce investments through performance measures, monitoring and evaluation that informs strategies, drives operational excellence, leads to the identification and replication of best practices, and empowers an effective and efficient workforce delivery system.

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

These objectives will be accomplished locally by developing mutually beneficial strategies that connect individuals to jobs, basic educational or occupational skills learning opportunities, post-secondary certificates or degree options, and basic career counseling to help with understanding the job market and enter a career. The Parties will also collaborate to ensure that the needs of workers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the one-stop delivery system (34CFR §463.500(4)(6), WIOA, Subtitle B, Chapter 1 §121(c)(2)(A)(iv)).

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NOW, THEREFORE, the following is a framework for the cooperation between the Parties:

2. **ROLES AND RESPONSIBILIIES:**

Each agency agrees to promote the provision of its authorized core services, as defined by WIOA through the one-stop delivery system, and the expectations set forth by the Department of Education and Department of Economic Opportunity.

A. **CareerSource Central Florida** provides workforce services in Lake, Orange, Osceola, Seminole, and Sumter counties and will work with the region's adult education partners to promote regional collaboration and coordination to improve learning outcomes. In Orange County, CSCF will work with OCPS by:

1) Providing information about employment and training services and resources available to adult education learners and graduates though orientation and individual meetings.

2) Providing information and training to OCPS adult education staff and adult learners on the state's job bank system to assist in increasing student access to job leads and labor market information.

3) Facilitating and supporting meetings and events, such as recruitment events, education days, career fairs, etc. and share information that will assist in connecting adult learners to employment, credentialing, and training opportunities.

4) Assist OCPS in bridging the gap between high school diploma attainment and post-graduate planning to increase the number of learners who continue to engage in careers.

5) Scheduling a CSCF career consultant, based on need and availability, to hold office hours virtually or adult education campuses. CSCF and OCPS staff will conduct joint sessions for co-enrolled students to share information on how the Parties will coordinate services on their behalf.

6) Collaborate with OCPS staff to coordinate options for internship or on-the-job opportunities, based on funding availability and Board strategic priorities, for eligible students who finish a program of study but may lack work experience and could benefit from hands-on job training.

B. **OCPS,** through its Adult Education and Family Literacy, and Career and Technical Education programming, provides adult education, workforce training, family literacy, integrated English literacy and civics education, and integrated education and training to Orange County residents. OCPS will:

1) Providing a regular, onsite liaison to conduct instruction and/or orientations at CSCF Career Centers regarding adult education and career education options. The liaisons will also educate CSCF staff on services available.
2) Providing certified instructors for GED instruction and staff for registering and testing shared students.

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3) Providing instructional materials and supplies for contextualized learning strategies and career planning at mutually supported location(s).

4) Developing and utilizing a referral method for current and newly enrolled students needing CSCF wrap-around support, employment services, and/or occupational skills training.

5) Encouraging current students to register in the state's job bank with a professional resume for consideration of employment opportunities.

C. **Both CSCF and OCPS** will coordinate efforts to meet participant educational, training, and job placement needs by:

1) Displaying each organization's logo on its websites.

2) Coordinating WIOA, Pell Grant, and other federal resources to support a student's training aspirations that align with the county or region's high growth industries or in-demand occupations.

3) Hosting events which highlight employment opportunities in high growth industry sectors to current and graduating students.

4) Developing a data sharing approach to capture shared participant program milestones, credentials, and employment or continued education information.

5) Meeting quarterly to discuss strategies, performance, regional workforce coordination strategies and potential new initiatives. CSCF and OCPS will collaborate to support successful completion by participants, which could include:

- Career preparations programs
- Tutoring and remediation support
- Access to financial literacy workshop
- Sharing information and perspectives from industry that can support this work.

3. DATA ACCESS AND SHARING:

A. **Rights in Data.** OCPS is, and will remain, the owner of all data provided to CSCF by OCPS pursuant to this agreement. CSCF will not use such data for any purpose other than providing services and support to customer under this agreement, nor will any part of such data be sold, assigned, leased, or otherwise disclosed to third parties (other than authorized subcontractors for purposes of performance of the services) or commercially exploited by or on behalf of CSCF. CareerSource will not possess or assert any lien or other right against such data. OCPS agrees not to provide or otherwise make the Software (including the software used to provide the services described herein, related documentation and training videos, website, and the screen images created by such software), or any portion of thereof, available in any form to any person, except in strict conformity with the terms and conditions of this Agreement. CSCF and OCPS will facilitate ways to exchange

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shared student information from data systems within the applicable federal and state privacy laws and regulations governing all programs. All state and federal confidentiality regulations regarding the creation, maintenance and/or use of records shall be in effect. Student records and information may be shared among CSCF and OCPS subject to these confidentiality requirements.

Student Information shall be shared solely for the purpose of eligibility, enrollment, referral, provision of services, and documentation of milestones such as employment, credentials, or program completion. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other party, and applicable law including Florida law requirements relating to Public Records, Ch. 119, F.S.

B. **Data Confidentiality.** CSCF and OCPS will implement appropriate measures to ensure the confidentiality and security of any information which applicable law requires be held confidential ("Protected Information"), to protect against any anticipated hazards or threats to the integrity or security of the Protected Information, to protect against unauthorized access or disclosure of the Protected information, and to prevent any other action that could result in substantial harm to OCPS or an individual identified with the Protected Information in CSCF's custody.

C. **Compliance with Laws and School Board Procedures.** CSCF will not knowingly permit any of CSCF's personnel to have access to any OCPS facility or to any OCPS records or data if the person has been convicted of a crime in connection with (i) a dishonest act, breach of trust, or money laundering, or has agreed to enter into a pretrial diversion or similar program in connection with a prosecution for such offense, as described in Section 19 of the Federal Deposit Insurance Act, 12 U.S.C. §1829(a); or (ii) a felony.

CSCF also agrees to comply with all applicable state and federal laws, regulations, and partner policies including Privacy Rights of Students, Computer Users' Responsibilities, Security of Computing Resources, Security of Data, Privacy of Computing Resources, the Family Educational Records Protection Act (FERPA), Health Information Privacy and Accountability Act (HIPM), Children's Internet Protection Act (CIPA) and the Gramm- Leach Bliley Act (GLBA).

D. **Data Security.** CSCF agrees to protect and maintain the security of data with protection security measures that include maintaining secure environments that are patched and up to date with all appropriate security updates as designated by a relevant authority (e.g. Microsoft notifications, etc.) on a reasonably timely basis.

E. **Data Transmission.** CSCF agrees that all transmission or exchange of system application data shall take place via secure means using current industry approved encryption standards.

F. **Data Storage and Backup.** CSCF agrees that all OCPS data will be stored, processed, and maintained solely on designated servers. At no time will any OCPS data be processed on or transferred to any portable or laptop computing device or any portable storage medium, unless that storage medium is in use as part of CSCF's designated backup and recovery processes. All servers, storage, backups, and network paths utilized in the delivery of service shall be contained within the states, districts, and

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territories of the United States unless specifically agreed to in writing by the OCPS Chief Information Security Officer, or designee. CSCF agrees to store all backup data stored as part of its backup and recovery processes in encrypted form.

G. **Data Re-Use.** CSCF agrees that all OCPS data shall be used expressly and solely for the purposes enumerated in the Agreement. Data shall not be distributed, repurposed, or shared across other applications, environments, or business units of CSCF. As required by Federal law, CSCF further agrees that no OCPS data of any kind shall be revealed, transmitted, exchanged, or otherwise passed to other CSCF or interested parties except on a case-by-case basis as specifically agreed to in writing by OCPS.

H. **End of Agreement Data Handling.** Except as required by FDOE/DOL record keeping requirements, to the extend allowed by law, CSCF agrees that upon termination of this Agreement, or future agreement between the parties for similar services, it shall return to OCPS all data provided in a useable electronic form, and erase, destroy, and render unreadable all data in its entirety in accordance with DoD5220.22-M in a manner that prevents its physical reconstruction through the use of commonly available file restoration utilities, and certify in writing that these actions have been completed within 30 days of the termination of this Agreement or within 7 days of OCPS's request, whichever shall come first.

I. **Data Breach.** CSCF agrees to comply with the State of Florida Database Breach Notification Act set forth in Florida Statutes §501.171. In the event of a breach described in Florida Statutes §501.171 ("Notification Event"), CSCF will notify OCPS immediately and will comply with the requirements of Florida Statutes §501.171, including assuming the responsibility for informing, to the extent required by applicable law, all such individuals in accordance with applicable law. CSCF agrees to indemnify, hold harmless and defend OCPS and its trustees, officers, and employees from and against any claims, damages, or other harm related to such Notification Event.

J. **Mandatory Disclosure of Protected Information.** If CSCF becomes compelled by law or regulation (including securities laws) to disclose any personally identifiable information ("PII") relating to OCPS students, CSCF will provide OCPS with prompt written notice so that OCPS may seek an appropriate protective order or other remedy. If a remedy acceptable to OCPS is not obtained by the date that CSCF must comply with the production request, CSCF will furnish only that portion of the PII that it is legally required to furnish. CSCF shall require any recipient of the PII to exercise commercially reasonable efforts to keep the PII confidential

K. **Remedies for Disclosure of Confidential Information.** The Parties acknowledge that unauthorized disclosure or use of PII or other confidential education records may irreparably damage OCPS in such a way that adequate compensation could not be obtained from damages in an action at law. Accordingly, the actual or threatened unauthorized disclosure or use of any PII shall give OCPS the right to seek injunctive relief restraining such unauthorized disclosure or use, in addition to any other remedy otherwise available (including reasonable attorneys' fees). CSCF hereby waives the posting of a bond with respect to any action for injunctive relief.

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4. **GOVERNING LAW AND LANGUAGE; JURISDICTION:**

This MOU shall be governed by and construed in accordance with the laws of the State of Florida. All legal action necessary arising out of the Agreement will have its venue in Orange County and the Agreement will be interpreted according to the laws of Florida.

5. **INDEPENDENT CONTRACTOR RELATIONSHIP:**

The Parties acknowledge that they are independent contractors and no other relationship, including partnership, joint venture, employment, franchise, master/servant, or principal/agent is intended by this MOU. Neither Party shall have the right to bind or obligate the other.

6. **DURATION, MODIFICATION AND TERMINATION OF THE MOU:**

It is mutually understood that this MOU shall not become effective until signed. This MOU shall be in effect from **July 1, 2023 through June 30, 2026** to align with the requirements outlined by the Department of Education Adult Education and Family Literacy grant. Renewal is at the discretion of one or both parties and shall be exercised within thirty (30) days prior to the expiration of the agreement. The MOU may be amended at any time, in writing, and with mutual consent of both parties. Either party may terminate the MOU, in writing, without cause, with a thirty (30) calendar day notification.

7. **COST SHARING COMPLIANCE:**

CSCF is required by WIOA to identify a minimum of one certified One-Stop Center that serves as an American Jobs Center and coordinates services with identified WIOA required partners. CSCF has identified its certified One-Stop Center as the West Orange County Career Center, and as such OCPS is a mandatory partner providing services virtually and/or directly at the career center.

OCPS agrees to satisfy the requirements of 34CFR §463.500(2)(i), 34CFR §463.755, 34CFR
§463.720, 34CFR §361.505, 34CFR §361.720 WIOA, Subtitle B, Chapter 1 §121(c)(2)(A)(ii))
as applicable. An Infrastructure Agreement has been established by and between all partners, which includes OCPS and its proportionate share of local infrastructure costs to be considered in-kind and based on proportionate use of the region's dedicated one-stop center as the partner in Orange County. Please see Attachments A and B for in-kind contribution total and Infrastructure Cost Methodology.

8. **ADDITIONAL TERMS:**

A. **Sovereign Immunity.** Nothing in this Agreement shall be deemed to affect the rights, privileges, or be deemed a waiver of, or limitation of OCPS's sovereign immunity protection and limitations of liability pursuant to Section 768.28, Florida Statutes.

B. **No Restrictions.** The Parties understand and agree that neither Party is restricted from working or cooperating with other organizations, entities or individuals for a similar purpose or activity.

C. **No Obligation/Commitment.** Neither Party is obligated to complete or undertake any or all of the activities described in Sections 1 and 2 of this MOU.

D. **No Third-Party Beneficiaries.** Unless otherwise expressly provided, no provisions of this MOU are intended or shall be construed to confer upon or give to any person or entity other than the Parties any rights, remedies or other benefits under or by reason of this MOU.

E. **Expenses.** Each Party shall bear its own expenses in connection with their cooperation in accordance with this MOU, and any actions taken by either Party in reliance on this MOU shall be at such Party's sole risk and expense. Notwithstanding the foregoing, should either Party incur any expenses, including but not limited to travel expenses, printing or other similar expenses on behalf of, at the direction of, or upon the request of the other Party, the other Party agrees to promptly reimburse such expenses.

9. **NOTICE:**

All formal notices, proposed changes, and determinations between the Parties hereto including, but not limited to, changes to the notification addresses set forth below, shall be in writing and shall be sufficient if mailed by United States mail, postage prepaid, to the parties at the contact information listed below:

The School Board of Orange County, Florida
Attention: Rosa Grant
445 West Amelia Street
Orlando, Florida 32801

CareerSource Central Florida
Attention: Tadar Muhammad
390 N. Orange Avenue, Suite 700
Orlando, Florida 32801

IN WITNESS WHEREOF, the Parties hereto have executed this Memorandum of Understanding by persons duly authorized as of the date and year first above written.

CAREERSOURCE CENTRAL FLORIDA

Pamela Nabors
President & Chief Executive Officer
Date: 11/01/2023

ATTEST: Tadar Muhammad
Tadar Muhammad
Chief Operating Officer
Date: 11/3/2023

THE SCHOOL BOARD OF ORANGE COUNTY, FLORIDA, a corporate body organized and existing under the constitution and laws of the State of Florida

TERESA JACOBS, Chair
Date: 10/24/23

ATTEST: Maria J. Vazquez
MARIA F. VAZQUEZ, Ed.D., Superintendent
Date: 10/23/2023

Approved as to form and legality by the Office of Legal Services to the Orange County School Board on: 9/25/23 Signature:
Print Name: VIVIAN Cocotas

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CAREERSOURCE COMPREHENSIVE CF **ONE-STOP OPERATING BUDGET** -
ATTACHMENT A

PY20 (July 1, 2023 through June 30, 2026)
As of 6/14/2023

Infrastructure Cost Budget
PY2023-2024

Description		Estimated IFA Budget	
Infrastructure Costs			
Office Rent/ Lease	$	320,657	
Utilities	$	20,379	
Repairs & Maintenance	$	-	
Janitorial Services	$	49,267	
Copy Machine Usage/Maintenance	$	9,676	
IT Network (software, licenses)	$	21,541	
Indirect Program (IT, telephones, supplies, etc.)	$	23,951	
Total Infrastructure Cost	$	445,471	
Additional Costs:			
Career Services (Resource Room)	$	238,493	4 FTE's
Security	$	47,459	
One Stop Operator	$	85,000	
Total Shared Cost	$	132,459	
Total Costs:	$	816,423	

PARTNER ON-SITE REPRESENTATION SCHEDULE -ATTACHMENT B
PY20 (July 1, 2023 through June 30, 2026)
As of 6-14/2023

Required Program Partners	Governance	Local Grantee	# of Staff	Total weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated Workers, Youth Formula Grants	DOL	CSP	10	400	10	30.37%	$221,768
Youthbuild	DOL	CSP	1	40	1	3.04%	$22,177
Wagner Peyser		CSP	6	240	6	18.22%	$133,061
Senior Community Employment Service Program	DOL	AARP	1	10	0.25	0.76%	$5,544
TAA Program Trade Adjustment Act	DOL		1	40	1	3.04%	$22,177
RESEA	DOL	CSP	1	40	1	3.04%	$22,177
Veteran Program DVOP	DOL	CSP	3	120	3	9.11%	$66,530
Adult Education GED , Career Tech (Orange)	DOE	PCSB	1	2	0.05	0.15%	$1,109
Vocational Rehabilitation	DOE	VR	1	8	0.2	0.61%	$4,435
Division of Blind Services	DOE	Florida Division of Blind Services	1	8	0.2	0.61%	$4,435
Welfare Transition	HHS/TANF	CSP	8	320	8	24.30%	$177,414
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Urban League	DOL		1	5	0.125	0.38%	$2,772
Total			38	1,317	32.925	100%	$730,170

ESTIMATED INFRASTRUCTURE COST

$22,177 ESTIMATED COST PER FTE

Cost for .2 FTE $4,435 ESTIMATED COST DIRECT LINKAGE

PY24-26 MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT FOR CAREERSOURCE CF COMPREHENSIVE ONE-STOP CAREER CENTER

BY AND BETWEEN CAREERSOURCE CENTRAL FLORIDA AND PINELLAS COUNTY URBAN LEAGUE

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **Pinellas County Urban League** (hereafter referred to as the "Partner") and **CareerSource Central Florida** (hereafter referred to as "CareerSource CF").

The contact information for the Partner is as follows:

Name: Lisa Kirkland
Title: Program Manager
Telephone: 727-327-2081
Email:
Address:333 31st Street North, St. Petersburg, Florida 33713

II. TERM

This Agreement shall commence on July 1, 2023 and remain in effect through June 30, 2026, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

The Workforce Innovation and Opportunity Act of2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its One- Stop customer service delivery system. The One-Stop System assures coordination between the activities authorized in and linked to this Act.

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource CF and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 12 (LWA 12), and establish a financial plan, including terms and conditions, to fund the services and operating costs of the

CareerSource CF customer delivery system. The Parties to this Agreement agree that joint funding is a necessary foundation for an integrated service delivery system. In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current CareerSource CF service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 12.

The parties to this document agree to coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies.

IV. PROVISION OF SERVICES

CareerSource CF is designated as the administrative entity and fiscal agent for LWA 12.

A. CareerSource CF will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the CareerSource CF System, in accordance with published policies and procedures, which include the manner in which the services will be coordinated and delivered through the CareerSource CF System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the CareerSource CF System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the CareerSource CF career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource CF core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource CF to provide access to its workforce services and programs through the CareerSource CF System in accordance with published

policies and procedures, which include the manner in which the services will be coordinated and delivered through the CareerSource CF System.

2. Coordinate with CareerSource CF to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the CareerSource CF System.
3. Coordinate with CareerSource CF for the funding of the infrastructure costs of the CareerSource CF career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the CareerSource CF System.
5. Provide CareerSource CF with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource CF management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource CF staff.

V. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program needs to ensure that high quality and convenient services are available to potentially eligible customers of the CareerSource CF system.

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local CareerSource CF network;
2. Develop materials summarizing their program requirements and making them available for Partners and customers;
3. Provide a paragraph regarding a description of services with website link to organization/entity to be placed on the CareerSource CF website for ease and consistency of referrals;
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms;
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs;
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys;
7. Commit to robust and ongoing communication required for an effective referral process; and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

In the event that either party to this Agreement obtains access to any records, files, or other information in connection with, or during the performance of this Agreement, then that party shall

keep all such records, files or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files or other information to the same extent as such laws and regulations apply to the other party.

VII. DATA SHARING

CareerSource CF will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource CF will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
2. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
3. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
4. Customer data may be shared with other programs, for those programs' purposes, within the CareerSource CF network only after the informed written consent of the individual has been obtained, where required.
5. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
6. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area;
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness);
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information;
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs; and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the CareerSource CF centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the CareerSource CF operating budget the master budget necessary to maintain the high standard CareerSource CF delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP (CareerSource CF) OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the CareerSource CF Centers. This plan identifies all costs associated with operating the CareerSource CF system, as outlined in **Attachment A - One-Stop (CareerSource CF) Operating Budget.**

All required Partners agree to provide access to their programs in the comprehensive CareerSource CF Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B - Partners' On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis. **CareerSource CF has the option to or not to invoice partners but requires partners to participate in the delivery of services based on proportionate FTE agreed upon.

Required Partners who have not elected to have staff co-located in the CareerSource CF Comprehensive One-Stop Center will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co- located staff can assist in providing information and referrals to the direct -linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week).

CareerSource CF selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

a) To remedy the imbalance of non-physically represented Partners; and
b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the CareerSource CF Comprehensive One-Stop Center and relative benefits received.

The costs of the infrastructure of the CareerSource CF Comprehensive One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act ; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the CareerSource CF One-Stop Operator;
2. Joint planning, policy development, and system design processes;
3. Commitment to the joint goals, strategies, and performance measures;
4. The use of common and/or linked data management systems and data sharing methods, as appropriate;
5. Leveraging of resources including other public agency and non-profit organization services;
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction; and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the CareerSource CF Comprehensive One-Stop Center as described above and in **Attachment B - Partners On-site Representation Schedule.** These amounts vary based on each Partner's election to have their representatives in the CareerSource CF Comprehensive One-Stop Center on a full or part-time basis, or not have their representatives physically present but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating the CareerSource CF delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: TRAINING AND EMPLOYMENT GUIDANCE LETTER No. 17-16 | U.S. Department of Labor (dol.gov).

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
   a. Cash - Funds provided to CareerSource CF or its designee by the Partners, either directly, by interagency transfer, or by a third party.
   b. Non-Cash - Expenditures incurred by the Partner on behalf of CareerSource CF, or Non-Cash contributions, good, or services contributed by the Partner and used by CareerSource CF.
   c. Third-party In-kind - Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with CareerSource CF operations, by a non-CareerSource CF partner that supports the CareerSource CF Comprehensive One-Stop in general or the proportionate share of CareerSource CF Comprehensive One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource CF will submit invoices to the Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource CF will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

CareerSource CF delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the CareerSource CF delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., office signage) and supplies, as defined in Uniform Guidance at 2 CFR

200.94, to support the general operation of the CareerSource CF Comprehensive One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.?00(a), and 34 CFR 446.?00(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the CareerSource CF Comprehensive One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the CareerSource CF Comprehensive One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that CareerSource CF Comprehensive One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the CareerSource CF Comprehensive One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

Neither this Agreement nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement sent via certified U. S. Mail.

XV. MERGER

This Agreement constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all prior understandings, agreements, and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

XVI. THIRD PARTY BENEFICIARY

The Parties expressly acknowledge that it is not their intent to create or confer any rights or obligations in or upon any third person or entity under this Agreement. None of the Parties intend to directly or substantially benefit a third party by this Agreement. The Parties agree there are no third-party beneficiaries to this Agreement and no third party shall be entitled to assert a claim against any of the Parties based upon this Agreement.

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the CareerSource CF system's organizational activity and accomplishments will rest with CareerSource CF, its Board of Directors and the CareerSource

CF Consortium. Pursuant to the Act, CareerSource CF shall conduct oversight with respect to the CareerSource CF delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource CF Administrative Policy, Section V, Complaint Policy and Procedures.

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

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource CF and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource CF and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource CF or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies;
2. Those laws, regulations, and policies are properly enforced;
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness;
4. Outcomes are assessed and analyzed to ensure performance goals are met;
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed; and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of:

(i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin;
(ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or
(iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 ofthe WIOA Nondiscrimination

and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INSURANCE AND INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for maintaining adequate levels of insurance or self-insurance for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non- State, for the consequences of any act or omission of any third party. The Parties acknowledge CareerSource CF and the CareerSource CF One-Stop operator have no responsibility and/or liability for any actions of the Partner's One-Stop center employees, agents, and/or assignees. Likewise, the Partner shall have no responsibility and/or liability for any actions of CareerSource CF or the CareerSource CF One-Stop operator. Nothing herein shall be deemed to affect the rights, privileges, or be deemed a waiver of, or limitation of the Parties sovereign immunity protection and limitations of liability available to them pursuant to Section 768.28 F.S.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statue. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29 C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.0.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

IN WITNESS WHEREOF, the Partner and CareerSource CF have caused this Agreement to be duly executed as of the date set forth below.

APPROVED BY:

CAREERSOURCE CENTRAL FLORIDA

Electronically Signed 2023-09-26 22:32:50 UTC - 68.95.190.29

Tadar Muhammad

Nintex AssureSign® 502b7847-9357-49f6-8651-a084001f6159

Tadar Muhammad, Chief Operating Officer

Date: 09/26/2023

PINELLAS COUNTY URBAN LEAGUE

Lisa Kirkland, Program Manager

Date: 07-01-2023

ATTEST:

Name:
Title:

Date:

CAREERSOURCE COMPREHENSIVE CF **ONE-STOP OPERATING BUDGET** -
ATTACHMENT A

PY20 (July 1, 2023 through June 30, 2026)
As of 6/14/2023

Infrastructure Cost Budget			
PY2023-2024			
Description	**Estimated IFA Budget**		
Infrastructure Costs			
Office Rent/ Lease	$	320,657	
Utilities	$	20,379	
Repairs & Maintenance	$	-	
Janitorial Services	$	49,267	
Copy Machine Usage/Maintenance	$	9,676	
IT Network (software, licenses)	$	21,541	
Indirect Program (IT, telephones, supplies, etc.)	$	23,951	
Total Infrastructure Cost	$	445,471	
Additional Costs:			
Career Services (Resource Room)	$	238,493	4 FTE's
Security	$	47,459	
One Stop Operator	$	85,000	
Total Shared Cost	$	132,459	
Total Costs:	$	816,423	

PARTNER ON-SITE REPRESENTATION SCHEDULE -ATTACHMENT B
PY20 (July 1, 2023 through June 30, 2026)
As of 6-14/2023

40 Hours Per Week

Required Program Partners	Governance	Local Grantee	# of Staff	Total weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated Workers, Youth Formula Grants	DOL	CSP	10	400	10	30.37%	$221,768
Youthbuild	DOL	CSP	1	40	1	3.04%	$22,177
Wagner Peyser		CSP	6	240	6	18.22%	$133,061
Senior Community Employment Service Program	DOL	AARP	1	10	0.25	0.76%	$5,544
TAA Program Trade Adjustment Act	DOL		1	40	1	3.04%	$22,177
RESEA	DOL	CSP	1	40	1	3.04%	$22,177
Veteran Program DVOP	DOL	CSP	3	120	3	9.11%	$66,530
Adult Education GED , Career Tech (Orange)	DOE	PCSB	1	2	0.05	0.15%	$1,109
Vocational Rehabilitation	DOE	VR	1	8	0.2	0.61%	$4,435
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Cost for .2 FTE **$4,435** **ESTIMATED COST DIRECT LINKAGE**

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PY24-26 MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT FOR CAREERSOURCE CF COMPREHENSIVE ONE-STOP CAREER CENTER

BY AND BETWEEN
CAREERSOURCE CENTRAL FLORIDA
AND
AARP Foundation

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act") and is entered into by **AARP Foundation** (hereafter referred to as the "Partner") and **CareerSource Central Florida** (hereafter referred to as "CareerSource CF").

The contact information for the Partner is as follows:

Name:	**Valerie Hudgins**
Title:	**Project Director, AARP**
Telephone:	**Foundation SCSEP**
Email:	**407-852-1608**
Address:	**vhudgins@aarp.org**
	1707 Orlando Central Parkway, Orlando, Florida 32809

II. TERM

This Agreement shall commence on July 1, 2023, and remain in effect through June 30, 2026, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

The Workforce Innovation and Opportunity Act of2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its One- Stop customer service delivery system. The One-Stop System assures coordination between the activities authorized in and linked to this Act.

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource CF and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

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This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 12 (LWA 12), and establish a financial plan, including terms and conditions, to fund the services and operating costs of the

CareerSource CF customer delivery system. The Parties to this Agreement agree that joint funding is a necessary foundation for an integrated service delivery system. In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current CareerSource CF service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 12.

The parties to this document agree to coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies.

IV. PROVISION OF SERVICES

CareerSource CF is designated as the administrative entity and fiscal agent for LWA 12.

A. CareerSource CF will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the CareerSource CF System, in accordance with published policies and procedures, which include the manner in which the services will be coordinated and delivered through the CareerSource CF System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the CareerSource CF System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the CareerSource CF career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource CF core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource CF to provide access to its workforce services and programs through the CareerSource CF System in accordance with published

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policies and procedures, which include the manner in which the services will be coordinated and delivered through the CareerSource CF System.

2. Coordinate with CareerSource CF to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the CareerSource CF System.
3. Coordinate with CareerSource CF for the funding of the infrastructure costs of the CareerSource CF career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the CareerSource CF System.
5. Provide CareerSource CF with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource CF management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource CF staff.

V. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program needs to ensure that high quality and convenient services are available to potentially eligible customers of the CareerSource CF system.

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local CareerSource CF network;
2. Develop materials summarizing their program requirements and making them available for Partners and customers;
3. Provide a paragraph regarding a description of services with website link to organization/entity to be placed on the CareerSource CF website for ease and consistency of referrals;
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms;
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs;
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys;
7. Commit to robust and ongoing communication required for an effective referral process; and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

In the event that either party to this Agreement obtains access to any records, files, or other information in connection with, or during the performance of this Agreement, then that party shall

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keep all such records, files or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files or other information to the same extent as such laws and regulations apply to the other party.

VII. DATA SHARING

CareerSource CF will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource CF will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
2. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
3. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
4. Customer data may be shared with other programs, for those programs' purposes, within the CareerSource CF network only after the informed written consent of the individual has been obtained, where required.
5. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
6. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

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The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area;
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness);
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information;
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs; and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the CareerSource CF centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the CareerSource CF operating budget the master budget necessary to maintain the high standard CareerSource CF delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP (CareerSource CF) OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the CareerSource CF Centers. This plan identifies all costs associated with operating the CareerSource CF system, as outlined in **Attachment A - One-Stop (CareerSource CF) Operating Budget.**

All required Partners agree to provide access to their programs in the comprehensive CareerSource CF Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B - Partners' On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis. **CareerSource CF has the option to or not to invoice partners but requires partners to participate in the delivery of services based on proportionate FTE agreed upon.

Required Partners who have not elected to have staff co-located in the CareerSource CF Comprehensive One-Stop Center will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co- located staff can assist in providing information and referrals to the direct -linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week).

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CareerSource CF selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

a) To remedy the imbalance of non-physically represented Partners; and
b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the CareerSource CF Comprehensive One-Stop Center and relative benefits received.

The costs of the infrastructure of the CareerSource CF Comprehensive One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act ; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the CareerSource CF One-Stop Operator;
2. Joint planning, policy development, and system design processes;
3. Commitment to the joint goals, strategies, and performance measures;
4. The use of common and/or linked data management systems and data sharing methods, as appropriate;
5. Leveraging of resources including other public agency and non-profit organization services;
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction; and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the CareerSource CF Comprehensive One-Stop Center as described above and in **Attachment B - Partners On-site Representation Schedule.** These amounts vary based on each Partner's election to have their representatives in the CareerSource CF Comprehensive One-Stop Center on a full or part-time basis, or not have their representatives physically present but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating the CareerSource CF delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: TRAINING AND EMPLOYMENT GUIDANCE LETTER No. 17-16 | U.S. Department of Labor (dol.gov).

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A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
   a. Cash - Funds provided to CareerSource CF or its designee by the Partners, either directly, by interagency transfer, or by a third party.
   b. Non-Cash - Expenditures incurred by the Partner on behalf of CareerSource CF, or Non-Cash contributions, good, or services contributed by the Partner and used by CareerSource CF.
   c. Third-party In-kind - Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with CareerSource CF operations, by a non-CareerSource CF partner that supports the CareerSource CF Comprehensive One-Stop in general or the proportionate share of CareerSource CF Comprehensive One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource CF will submit invoices to the Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource CF will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

CareerSource CF delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the CareerSource CF delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., office signage) and supplies, as defined in Uniform Guidance at 2 CFR

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200.94, to support the general operation of the CareerSource CF Comprehensive One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.?00(a), and 34 CFR 446.?00(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the CareerSource CF Comprehensive One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the CareerSource CF Comprehensive One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that CareerSource CF Comprehensive One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the CareerSource CF Comprehensive One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

Neither this Agreement nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement sent via certified U. S. Mail.

XV. MERGER

This Agreement constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all prior understandings, agreements, and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

XVI. THIRD PARTY BENEFICIARY

The Parties expressly acknowledge that it is not their intent to create or confer any rights or obligations in or upon any third person or entity under this Agreement. None of the Parties intend to directly or substantially benefit a third party by this Agreement. The Parties agree there are no third-party beneficiaries to this Agreement and no third party shall be entitled to assert a claim against any of the Parties based upon this Agreement.

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the CareerSource CF system's organizational activity and accomplishments will rest with CareerSource CF, its Board of Directors and the CareerSource

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CF Consortium. Pursuant to the Act, CareerSource CF shall conduct oversight with respect to the CareerSource CF delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource CF Administrative Policy, Section V, Complaint Policy and Procedures.

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

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource CF and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource CF and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource CF or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies;
2. Those laws, regulations, and policies are properly enforced;
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness;
4. Outcomes are assessed and analyzed to ensure performance goals are met;
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed; and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of:

(i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin;
(ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or
(iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 ofthe WIOA Nondiscrimination

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and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INSURANCE AND INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for maintaining adequate levels of insurance or self-insurance for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non- State, for the consequences of any act or omission of any third party. The Parties acknowledge CareerSource CF and the CareerSource CF One-Stop operator have no responsibility and/or liability for any actions of the Partner's One-Stop center employees, agents, and/or assignees. Likewise, the Partner shall have no responsibility and/or liability for any actions of CareerSource CF or the CareerSource CF One-Stop operator. Nothing herein shall be deemed to affect the rights, privileges, or be deemed a waiver of, or limitation of the Parties sovereign immunity protection and limitations of liability available to them pursuant to Section 768.28 F.S.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statue. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29 C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.0.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

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XXV. PRIORITY OF SERVICE

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

IN WITNESS WHEREOF, the Partner and CareerSource CF have caused this Agreement to be duly executed as of the date set forth below.

APPROVED BY:

CAREERSOURCE CENTRAL FLORIDA

Pamela Nabors, President/CEO

Date: 08/18/2023

AARP FOUNDATION

DocuSigned by:
Demetri Antzoulatos
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Demetri Antzoulatos, VP, Finance, Grants, Operations

Date: 8/17/2023

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CAREERSOURCE COMPREHENSIVE CF **ONE-STOP OPERATING BUDGET -**
ATTACHMENT A

PY20 (July 1, 2023 through June 30, 2026)
As of 6/14/2023

Infrastructure Cost Budget		
PY2023-2024		
Description	**Estimated IFA Budget**	
Infrastructure Costs		
Office Rent/ Lease	$ 320,657	
Utilities	$ 20,379	
Repairs & Maintenance	$ -	
Janitorial Services	$ 49,267	
Copy Machine Usage/Maintenance	$ 9,676	
IT Network (software, licenses)	$ 21,541	
Indirect Program (IT, telephones, supplies, etc.)	$ 23,951	
Total Infrastructure Cost	$ 445,471	
Additional Costs:		
Career Services (Resource Room)	$ 238,493	4 FTE's
Security	$ 47,459	
One Stop Operator	$ 85,000	
Total Shared Cost	$ 132,459	
Total Costs:	$ 816,423	

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PARTNER ON-SITE REPRESENTATION SCHEDULE -ATTACHMENT B
PY20 (July 1, 2023 through June 30, 2026)
As of 6-14/2023

Required Program Partners	Governance	Local Grantee	# of Staff	Total weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated Workers, Youth Formula Grants	DOL	CSP	10	400	10	30.37%	$221,768
Youthbuild	DOL	CSP	1	40	1	3.04%	$22,177
Wagner Peyser		CSP	6	240	6	18.22%	$133,061
Senior Community Employment Service Program	DOL	AARP Foundation	1	10	0.25	0.76%	$5,544
TAA Program Trade Adjustment Act	DOL		1	40	1	3.04%	$22,177
RESEA	DOL	CSP	1	40	1	3.04%	$22,177
Veteran Program DVOP	DOL	CSP	3	120	3	9.11%	$66,530
Adult Education GED , Career Tech (Orange)	DOE	PCSB	1	2	0.05	0.15%	$1,109
Vocational Rehabilitation	DOE	VR	1	8	0.2	0.61%	$4,435
Division of Blind Services	DOE	Florida Division of Blind Services	1	8	0.2	0.61%	$4,435
Welfare Transition	HHS/TANF	CSP	8	320	8	24.30%	$177,414
SNAP Employment & Training	HHS	CSP	2	80	2	6.07%	$44,354
CSBG (Orange County)	HHS		1	4	0.1	0.30%	$2,218
Urban League	DOL		1	5	0.125	0.38%	$2,772
Total			38	1,317	32.925	100%	$730,170

ESTIMATED INFRASTRUCTURE COST

$22,177 ESTIMATED COST PER FTE

Cost for .2 FTE $4,435 ESTIMATED COST DIRECT LINKAGE

APPROVED BY ORANGE
COUNTY BOARD OF COUNTY
COMMISSIONERS

BCC Mtg. Date: November 14, 2023

PY24-26 MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT FOR CAREERSOURCE CF COMPREHENSIVE ONE-STOP CAREER CENTER

BY AND BETWEEN CENTRAL FLORIDA REGIONAL WORKFORCE DEVELOPMENT BOARD d/b/a CAREERSOURCE CENTRAL FLORIDA AND ORANGE COUNTY, FLORIDA

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **Orange County, Florida** (hereafter referred to as the "Partner") and **CareerSource Central Florida** (hereafter referred to as "CareerSource CF").

The contact information for the Partner is as follows:

Name:	**Trellany White**
Title:	**Family Services Administrator**
Telephone:	**407-836-9342**
Email:	**Trellany.White@ocfl.net**
Address:	**2100 E. Michigan Street, Orlando, Florida 32806**

II. TERM

This Agreement shall commence on July 1, 2023 and remain in effect through June 30, 2026, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

The Workforce Innovation and Opportunity Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its One-Stop customer service delivery system. The One-Stop System assures coordination between the activities authorized in and linked to this Act.

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource CF and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 12 (LWA 12), and establish a financial plan, including terms and conditions, to fund the services and operating costs of the

CareerSource CF customer delivery system. The Parties to this Agreement agree that joint funding is a necessary foundation for an integrated service delivery system. In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current CareerSource CF service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 12.

The parties to this document agree to coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies.

IV. PROVISION OF SERVICES

CareerSource CF is designated as the administrative entity and fiscal agent for LWA 12.

A. CareerSource CF will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the CareerSource CF System, in accordance with published policies and procedures, which include the manner in which the services will be coordinated and delivered through the CareerSource CF System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the CareerSource CF System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the CareerSource CF career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource CF core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource CF to provide access to its workforce services and programs through the CareerSource CF System in accordance with published

policies and procedures, which include the manner in which the services will be coordinated and delivered through the CareerSource CF System.

2. Coordinate with CareerSource CF to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the CareerSource CF System.
3. Coordinate with CareerSource CF for the funding of the infrastructure costs of the CareerSource CF career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the CareerSource CF System.
5. Provide CareerSource CF with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource CF management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource CF staff.

V. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program needs to ensure that high quality and convenient services are available to potentially eligible customers of the CareerSource CF system.

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local CareerSource CF network;
2. Develop materials summarizing their program requirements and making them available for Partners and customers;
3. Provide a paragraph regarding a description of services with website link to organization/entity to be placed on the CareerSource CF website for ease and consistency of referrals;
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms;
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs;
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys;
7. Commit to robust and ongoing communication required for an effective referral process; and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

In the event that either party to this Agreement obtains access to any records, files, or other information in connection with, or during the performance of this Agreement, then that party shall

keep all such records, files or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files or other information to the same extent as such laws and regulations apply to the other party. The foregoing notwithstanding, the parties understand and affirm that the Partner must abide by Florida's broad Public Records Laws and therefore cannot make information that is not confidential or exempt under Chapter 119, Florida Statutes, or as otherwise determined by federal or state law, confidential by agreement.

VII. DATA SHARING

CareerSource CF will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource CF will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
2. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
3. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
4. Customer data may be shared with other programs, for those programs' purposes, within the CareerSource CF network only after the informed written consent of the individual has been obtained, where required.
5. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
6. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area;
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness);
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information;
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs; and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the CareerSource CF centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the CareerSource CF operating budget the master budget necessary to maintain the high standard CareerSource CF delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP (CareerSource CF) OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the CareerSource CF Centers. This plan identifies all costs associated with operating the CareerSource CF system, as outlined in **Attachment A - One-Stop (CareerSource CF) Operating Budget.**

All required Partners agree to provide access to their programs in the comprehensive CareerSource CF Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B - Partners' On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis. **CareerSource CF has the option to or not to invoice partners but requires partners to participate in the delivery of services based on proportionate FTE agreed upon.

Required Partners who have not elected to have staff co-located in the CareerSource CF Comprehensive One-Stop Center will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co- located staff can assist in providing information and referrals to the direct -linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week).

CareerSource CF selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

a) To remedy the imbalance of non-physically represented Partners; and
b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the CareerSource CF Comprehensive One-Stop Center and relative benefits received.

The costs of the infrastructure of the CareerSource CF Comprehensive One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act ; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the CareerSource CF One-Stop Operator;
2. Joint planning, policy development, and system design processes;
3. Commitment to the joint goals, strategies, and performance measures;
4. The use of common and/or linked data management systems and data sharing methods, as appropriate;
5. Leveraging of resources including other public agency and non-profit organization services;
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction; and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the CareerSource CF Comprehensive One-Stop Center as described above and in **Attachment B - Partners On-site Representation Schedule.** These amounts vary based on each Partner's election to have their representatives in the CareerSource CF Comprehensive One-Stop Center on a full or part-time basis, or not have their representatives physically present but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating the CareerSource CF delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: TRAINING AND EMPLOYMENT GUIDANCE LETTER No. 17-16 | U.S. Department of Labor (dol.gov).

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
   a. Cash - Funds provided to CareerSource CF or its designee by the Partners, either directly, by interagency transfer, or by a third party.
   b. Non-Cash - Expenditures incurred by the Partner on behalf of CareerSource CF, or Non-Cash contributions, good, or services contributed by the Partner and used by CareerSource CF.
   c. Third-party In-kind - Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with CareerSource CF operations, by a non-CareerSource CF partner that supports the CareerSource CF Comprehensive One-Stop in general or the proportionate share of CareerSource CF Comprehensive One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource CF will submit invoices to the Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource CF will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

CareerSource CF delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the CareerSource CF delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., office signage) and supplies, as defined in Uniform Guidance at 2 CFR

200.94, to support the general operation of the CareerSource CF Comprehensive One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.?00(a), and 34 CFR 446.?00(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the CareerSource CF Comprehensive One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the CareerSource CF Comprehensive One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that CareerSource CF Comprehensive One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the CareerSource CF Comprehensive One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

Neither this Agreement nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement sent via certified U. S. Mail.

XV. MERGER

This Agreement constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all prior understandings, agreements, and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

XVI. THIRD PARTY BENEFICIARY

The Parties expressly acknowledge that it is not their intent to create or confer any rights or obligations in or upon any third person or entity under this Agreement. None of the Parties intend to directly or substantially benefit a third party by this Agreement. The Parties agree there are no third-party beneficiaries to this Agreement and no third party shall be entitled to assert a claim against any of the Parties based upon this Agreement.

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the CareerSource CF system's organizational activity and accomplishments will rest with CareerSource CF, its Board of Directors and the CareerSource

CF Consortium. Pursuant to the Act, CareerSource CF shall conduct oversight with respect to the CareerSource CF delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource CF Administrative Policy, Section V, Complaint Policy and Procedures.

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

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource CF and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource CF and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource CF or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies;
2. Those laws, regulations, and policies are properly enforced;
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness;
4. Outcomes are assessed and analyzed to ensure performance goals are met;
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed; and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of:

(i) political or religious opinion or affiliation, marital status, sexual orientation, gender, gender identification and/or expression, race, color, creed, or national origin;
(ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or
(iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 ofthe WIOA Nondiscrimination

and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INSURANCE AND INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for maintaining adequate levels of insurance or self-insurance for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non- State, for the consequences of any act or omission of any third party. The Parties acknowledge CareerSource CF and the CareerSource CF One-Stop operator have no responsibility and/or liability for any actions of the Partner's One-Stop center employees, agents, and/or assignees. Likewise, the Partner shall have no responsibility and/or liability for any actions of CareerSource CF or the CareerSource CF One-Stop operator. Nothing herein shall be deemed to affect the rights, privileges, or be deemed a waiver of, or limitation of the Parties sovereign immunity protection and limitations of liability available to them pursuant to Section 768.28 F.S.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statue. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29 C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.0.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

IN WITNESS WHEREOF, the Partner and CareerSource CF have caused this Agreement to be duly executed as of the date set forth below.

APPROVED BY:

CAREERSOURCE CENTRAL FLORIDA

Tadar Muhammad

Tadar Muhammad, Chief Operating Officer

Date: 09/26/2023

ORANGE COUNTY, FLORIDA

for Jerry L. Demings, Mayor

Date: November 14, 2023

ATTEST:

Deputy Clerk

for Name: Phil Diamond

Title: CPA, County Comptroller

As Clerk of the Board of the County Commissioners

Date: November 14, 2023

CAREERSOURCE COMPREHENSIVE CF **ONE-STOP OPERATING BUDGET** -
ATTACHMENT A

PY20 (July 1, 2023 through June 30, 2026)
As of 6/14/2023

Infrastructure Cost Budget
PY2023-2024

Description		Estimated IFA Budget	
Infrastructure Costs			
Office Rent/ Lease	$	320,657	
Utilities	$	20,379	
Repairs & Maintenance	$	-	
Janitorial Services	$	49,267	
Copy Machine Usage/Maintenance	$	9,676	
IT Network (software, licenses)	$	21,541	
Indirect Program (IT, telephones, supplies, etc.)	$	23,951	
Total Infrastructure Cost	$	445,471	
Additional Costs:			
Career Services (Resource Room)	$	238,493	4 FTE's
Security	$	47,459	
One Stop Operator	$	85,000	
Total Shared Cost	$	132,459	
Total Costs:	$	816,423	

PARTNER ON-SITE REPRESENTATION SCHEDULE -ATTACHMENT B
PY20 (July 1, 2023 through June 30, 2026)
As of 6-14/2023

Required Program Partners	Governance	Local Grantee	# of Staff	Total weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution
Adult, Dislocated Workers, Youth Formula Grants	DOL	CSP	10	400	10	30.37%	$221,768
Youthbuild	DOL	CSP	1	40	1	3.04%	$22,177
Wagner Peyser		CSP	6	240	6	18.22%	$133,061
Senior Community Employment Service Program	DOL	AARP	1	10	0.25	0.76%	$5,544
TAA Program Trade Adjustment Act	DOL		1	40	1	3.04%	$22,177
RESEA	DOL	CSP	1	40	1	3.04%	$22,177
Veteran Program DVOP	DOL	CSP	3	120	3	9.11%	$66,530
Adult Education GED , Career Tech (Orange)	DOE	PCSB	1	2	0.05	0.15%	$1,109
Vocational Rehabilitation	DOE	VR	1	8	0.2	0.61%	$4,435
Division of Blind Services	DOE	Florida Division of Blind Services	1	8	0.2	0.61%	$4,435
Welfare Transition	HHS/TANF	CSP	8	320	8	24.30%	$177,414
SNAP Employment & Training	HHS	CSP	2	80	2	6.07%	$44,354
CSBG (Orange County)	HHS		1	4	0.1	0.30%	$2,218
Urban League	DOL		1	5	0.125	0.38%	$2,772
Total			38	1,317	32.925	100%	$730,170

ESTIMATED INFRASTRUCTURE COST

$22,177 ESTIMATED COST PER FTE

Cost for .2 FTE $4,435 ESTIMATED COST DIRECT LINKAGE

PY24-26 MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT FOR CAREERSOURCE CF COMPREHENSIVE ONE-STOP CAREER CENTER

BY AND BETWEEN CAREERSOURCE CENTRAL FLORIDA AND DIVISION OF VOCATIONAL REHABILITATION

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **Division of Vocational Rehabilitation** (hereafter referred to as the "Partner") and **CareerSource Central Florida** (hereafter referred to as "CareerSource CF").

The contact information for the Partner is as follows:

Name:	**Wayne Olson**
Title:	**Area Director**
Telephone:	**407-893-5657**
Email:	**Wayne.Olson@vr.fldoe.org**
Address:	**3191 Maguire Blvd, Suite 250, Orlando, FL 32803**

II. TERM

This Agreement shall commence on date of execution and remain in effect through June 30, 2026, regardless of the date of signature. The parties agree to review this Agreement annually to ensure appropriate funding and delivery of services. This Agreement may be terminated at any time by either party upon thirty (30) days written notice.

III. PURPOSE

The Workforce Innovation and Opportunity Act of2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its One- Stop customer service delivery system. The One-Stop System assures coordination between the activities authorized in and linked to this Act.

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource CF and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 12 (LWA 12), and establish a financial plan, including terms and conditions, to fund the services and operating costs of the

CareerSource CF customer delivery system. The Parties to this Agreement agree that joint funding is a necessary foundation for an integrated service delivery system. In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current CareerSource CF service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 12.

The parties to this document agree to coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies.

IV. PROVISION OF SERVICES

CareerSource CF is designated as the administrative entity and fiscal agent for LWA 12.

A. CareerSource CF will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the CareerSource CF System, in accordance with published policies and procedures, which include the manner in which the services will be coordinated and delivered through the CareerSource CF System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities; are addressed in providing access to services, including access to technology and materials that are available through the CareerSource CF System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the CareerSource CF career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource CF core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource CF to provide access to its workforce services and programs through the CareerSource CF System in accordance with published

policies and procedures, which include the manner in which the services will be coordinated and delivered through the CareerSource CF System.

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4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the CareerSource CF System.
5. Provide CareerSource CF with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource CF management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource CF staff.

V. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program needs to ensure that high quality and convenient services are available to potentially eligible customers of the CareerSource CF system.

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local CareerSource CF network;
2. Develop materials summarizing their program requirements and making them available for Partners and customers;
3. Provide a paragraph regarding a description of services with website link to organization/entity to be placed on the CareerSource CF website for ease and consistency of referrals;
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms;
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs;
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys;
7. Commit to robust and ongoing communication required for an effective referral process; and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

VI. CONFIDENTIALITY OF RECORDS

In the event that either party to this Agreement obtains access to any records, files, or other information in connection with, or during the performance of this Agreement, then that party shall

keep all such records, files or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files or other information to the same extent as such laws and regulations apply to the other party.

VII. DATA SHARING

CareerSource CF will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource CF will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
2. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
3. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
4. Customer data may be shared with other programs, for those programs' purposes, within the CareerSource CF network only after the informed written consent of the individual has been obtained, where required.
5. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
6. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area;
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness);
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information;
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs; and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the CareerSource CF centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the CareerSource CF operating budget the master budget necessary to maintain the high standard CareerSource CF delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP (CareerSource CF) OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the CareerSource CF Centers. This plan identifies all costs associated with operating the CareerSource CF system, as outlined in **Attachment A - One- Stop (CareerSource CF) Operating Budget.**

All required Partners agree to provide access to their programs in the comprehensive CareerSource CF Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B - Partners' On-site Representation Schedule** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are allocated according to Partners' proportionate use and relative benefits received and will be reconciled on a quarterly basis. **CareerSource CF has the option to or not to invoice partners but requires partners to participate in the delivery of services based on the proportionate FTE agreed upon.

Required Partners who have not elected to have staff co-located in the CareerSource CF Comprehensive One-Stop Center will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front desk and other physically co- located staff can assist in providing information and referrals to the direct -linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week).

CareerSource CF selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

a) To remedy the imbalance of non-physically represented Partners; and
b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the CareerSource CF Comprehensive One-Stop Center and relative benefits received.

The costs of the infrastructure of the CareerSource CF Comprehensive One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the CareerSource CF One-Stop Operator;
2. Joint planning, policy development, and system design processes;
3. Commitment to the joint goals, strategies, and performance measures;
4. The use of common and/or linked data management systems and data sharing methods, as appropriate;
5. Leveraging of resources including other public agency and non-profit organization services;
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction; and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the CareerSource CF Comprehensive One-Stop Center as described above and in **Attachment B - Partners On-site Representation Schedule.** These amounts vary based on each Partner's election to have their representatives in the CareerSource CF Comprehensive One-Stop Center on a full or part-time basis, or not have their representatives physically present but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating the CareerSource CF delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: TRAINING AND EMPLOYMENT GUIDANCE LETTER No. 17-16 | U.S. Department of Labor (dol.gov)

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
   a. Cash - Funds provided to CareerSource CF or its designee by the Partners, either directly, by interagency transfer, or by a third party.
   b. Non-Cash - Expenditures incurred by the Partner on behalf of CareerSource CF, or Non-Cash contributions, good, or services contributed by the Partner and used by CareerSource CF.
   c. Third-party In-kind - Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with CareerSource CF operations, by a non-CareerSource CF partner that supports the CareerSource CF Comprehensive One-Stop in general or the proportionate share of CareerSource CF Comprehensive One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource CF will submit invoices to the Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource CF will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

CareerSource CF delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the CareerSource CF delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., office signage) and supplies, as defined in Uniform Guidance at 2 CFR

200.94, to support the general operation of the CareerSource CF Comprehensive One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.?00(a), and 34 CFR 446.?00(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the CareerSource CF Comprehensive One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the CareerSource CF Comprehensive One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that CareerSource CF Comprehensive One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the CareerSource CF Comprehensive One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

Neither this Agreement nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement sent via certified U.S. Mail.

XV. MERGER

This Agreement constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all prior understandings, agreements, and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

XVI. THIRD PARTY BENEFICIARY

The Parties expressly acknowledge that it is not their intent to create or confer any rights or obligations in or upon any third person or entity under this Agreement. None of the Parties intend to directly or substantially benefit a third party by this Agreement. The Parties agree there are no third-party beneficiaries to this Agreement and no third party shall be entitled to assert a claim against any of the Parties based upon this Agreement.

XVII. GOVERNANCE & DISPUTE RESOLUTION

The accountability and responsibility for the CareerSource CF system's organizational activity and accomplishments will rest with CareerSource CF, its Board of Directors and the CareerSource

CF Consortium. Pursuant to the Act, CareerSource CF shall conduct oversight with respect to the CareerSource CF delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource CF Administrative Policy, Section V, Complaint Policy and Procedures.

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

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource CF and the Director of the Partner organization. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Commerce and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource CF and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource CF or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies;
2. Those laws, regulations, and policies are properly enforced;
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness;
4. Outcomes are assessed and analyzed to ensure performance goals are met;
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed; and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of:

(i) political or religious opinion or affiliation, marital status, sex, race, color, creed, or national origin;

(ii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination

and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 1210-1 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INSURANCE AND INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for maintaining adequate levels of insurance or self-insurance for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non- State, for the consequences of any act or omission of any third party. The Parties acknowledge CareerSource CF and the CareerSource CF One-Stop operator have no responsibility and/or liability for any actions of the Partner's One-Stop center employees, agents, and/or assignees. Likewise, the Partner shall have no responsibility and/or liability for any actions of CareerSource CF or the CareerSource CF One-Stop operator. Nothing herein shall be deemed to affect the rights, privileges, or be deemed a waiver of, or limitation of the Parties sovereign immunity protection and limitations of liability available to them pursuant to Section 768.28 F.S.

XX.I. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XX.II. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statue. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XX.III. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29 C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XX.IV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.0.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. SIGNATURES

IN WITNESS WHEREOF, the Partner and CareerSource CF have caused this Agreement to be duly executed as of the date set forth below.

APPROVED BY:

CAREERSOURCE CENTRAL FLORIDA

Electronically Signed 2024-07-21 19:08:43 UTC - 67.8.59.64

Tadar Muhammad

Notary: AssureSign® 3d6eb525-1283-455d-b9ef-b1a1013f8349

Tadar Muhammad, Chief Operating Officer

Date: 07/21/2024

DIVISION OF VOCATIONAL REHAB

Victoria Gaitanis, Interim Director

Date: 7/23/2024

DEPARTMENT OF EDUCATION

Manny Diaz, Jr.
Commissioner of Education

Date: _____

XXV. PRIORITY OF SERVICE

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

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IN WITNESS WHEREOF, the Partner and CareerSource CF have caused this Agreement to be duly executed as of the date set forth below.

APPROVED BY:

CAREERSOURCE CENTRAL FLORIDA

Pamela Nabors, President/CEO

Date: _____

DIVISION OF VOCATIONAL REHAB

Victoria Gaitanis

Victoria Gaitanis, Interim Director

Date: 6/25/2024

DEPARTMENT OF EDUCATION

Manny Diaz, Jr.
Commissioner of Education

Date: 6-26-24

ONE-STOP OPERATING BUDGET -
ATTACHMENT A

PY20 (July 1, 2023 through June 30, 2026)
As of 6/14/2023

Infrastructure Cost Budget
PY2023-2024

Description		Estimated IFA Budget	
Infrastructure Costs			
Office Rent/ Lease	$	320,657	
Utilities	$	20,379	
Repairs & Maintenance	$		
Janitorial Services	$	49,267	
Copy Machine Usage/Maintenance	$	9,676	
IT Network (software, licenses)	$	21,541	
Indirect Program (IT, telephones, supplies, etc.}	$	23,951	
Total Infrastructure Cost	$	445,471	
Additional Costs:			
Career Services (Resource Room}	$	238,493	4 FTE's
Security	$	47,459	
One Stop Operator	$	85,000	
Total Shared Cost	$	132,459	
Total Costs:	$	816,423	

PARTNER ON-SITE REPRESENTATION SCHEDULE

ATTACHMENT B

PY20 (July 1, 2023 through June 30, 2026)
As of 6-14/2023

Required Program Partners	Governance	Local Grantee	#of Staff	Weekly Staff Hours	Total # of FTE	% of Total FTEs	Partner Contribution
Adult, Dislocated Worker, Youth Formula Grants		CSP	10	400	10	30.37%	$221,768
Youth build		CSP		40	1	3.04%	$22,177
Wagner Peyser		CSP	6	240	6	18.22%	$133,061
Senior Community Employment Service Program		AARP	1	10	0.25	0.76%	$5,544
TAA Program Trade Adjustment Act			1	40	1	3.04%	$22,177
RESEA		CSP	1	40	1	3.04%	$22,177
Veteran Program DVOP		CSP	3	120	3	9.11%	$66,530
Adult Education GED, Career Tech (Orange)		PCSB			0.05	0.15%	$1,109
Vocational Rehabilitation		VR	1	8	0.2	0.61%	$4,435
Division for Blind Services		Florida Division of Blind Services	1	8	0.2	0.61%	$4,435
Welfare Transition		CSP	8	am	a	24.30%	$177,414
SNAP Employment & Training		CSP	2	80	2	6.07%	$44,354
CSBG (Orange County)					0.1	0.30%	$2,218
Urban league			1		0.125	0.38%	$2,772
Total			38	1,317	32.925	100%	$730,170

ESTIMATED INFRASTRUCTURECOST

$22,177 ESTIMATED COST PER FTE

Cost for .2 FTE

$4,435 ESTIMATED COST DIRECT UNKAGE14

SA-710

PY24-26 MEMORANDUM OF UNDERSTANDING & INFRASTRUCTURE FUNDING AGREEMENT FOR CAREERSOURCE CF COMPREHENSIVE ONE-STOP CAREER CENTER

BY AND BETWEEN
CAREERSOURCE CENTRAL FLORIDA
AND
Florida Division of Blind Services
SA-150

I. PARTIES

This Memorandum of Understanding (MOU) and Infrastructure Funding Agreement (IFA), (hereafter referred to as the "Agreement") is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (WIOA), (hereafter referred to as the "Act"), and is entered into by **(Division of Blind Services)** (hereafter referred to as the "Partner") and **CareerSource Central Florida** (hereafter referred to as "CareerSource CF").

The contact information for the Partner is as follows:

Name: Ed James
Title: District Administrator, Division of Blind Services
Telephone: 407-245-0700
Email: ed.james@dbs.fldoe.org
Address: 400 W Robinson St. Suite S1026
Orlando, FL 32801

II. TERM

This Agreement shall commence on July 1, 2023, or the date last executed by both parties, whichever is later, through June 30, 2026, and may be renewed for an additional three-year term. This Agreement may be terminated for convenience at any time by either party upon thirty (30) days written notice.

III. PURPOSE

The Workforce Innovation and Opportunity Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its One- Stop customer service delivery system. The One-Stop System assures coordination between the activities authorized in and linked to this Act.

The purpose of this Agreement is to describe the cooperative workforce training, employment and economic development efforts of CareerSource CF and its Partners, and the actions to be taken by each to assure coordination of efforts in accordance with state issued requirements to establish and maintain an effective and successful One-Stop System.

This Agreement is intended to coordinate resources, prevent duplication, ensure effective and efficient delivery of workforce services in Local Workforce Area 12 (LWA 12), and establish a

financial plan, including terms and conditions, to fund the services and operating costs of the

CareerSource CF customer delivery system. The Parties to this Agreement agree that joint funding is a necessary foundation for an integrated service delivery system. In addition, this Agreement will establish joint processes and procedures that enable the Partner to integrate with the current CareerSource CF service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within LWA 12.

The parties to this document agree to coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies.

IV. PROVISION OF SERVICES

CareerSource CF is designated as the administrative entity and fiscal agent for LWA 12.

A. CareerSource CF will perform the following functions:

1. Review this Agreement annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the CareerSource CF System, in accordance with published policies and procedures, which include the manner in which the services will be coordinated and delivered through the CareerSource CF System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
3. Coordinate with the Partner to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the CareerSource CF System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the CareerSource CF career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Provide an area for the Partner's meetings and/or co-location as space permits.
6. Model CareerSource CF core values and maintain a professional working environment.
7. Abide by all its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource CF to provide access to its workforce services and programs through the CareerSource CF System in accordance with published policies and procedures, which include the manner in which the services will be coordinated and delivered through the CareerSource CF System.
2. Coordinate with CareerSource CF to ensure the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are

addressed in providing access to services, including access to technology and materials that are available through the CareerSource CF System.

3. Coordinate with CareerSource CF for the funding of the infrastructure costs of the CareerSource CF career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the CareerSource CF System.
5. Provide CareerSource CF with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource CF management regarding the performance of the Partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the Partner's programs and procedures to CareerSource CF staff.

V. METHODS OF INTERNAL REFERRAL

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program needs to ensure that high quality and convenient services are available to potentially eligible customers of the CareerSource CF system.

The primary principle of the referral system is to provide integrated and seamless delivery of services to workers, job seekers, and employers. To facilitate such a system, Partner agrees to:

1. Familiarize themselves with the basic eligibility and participation requirements, as well as with the available services and benefits offered, for each of the Partners programs represented in the local CareerSource CF network;
2. Develop materials summarizing their program requirements and making them available for Partners and customers;
3. Provide a paragraph regarding a description of services with website link to organization/entity to be placed on the CareerSource CF website for ease and consistency of referrals;
4. Develop and utilize common intake, eligibility determination, assessment, and registration forms;
5. Provide substantive referrals to customers who are eligible for supplemental and complementary services and benefits under Partner's programs;
6. Regularly evaluate ways to improve the referral process, including the use of customer satisfaction surveys;
7. Commit to robust and ongoing communication required for an effective referral process; and
8. Commit to actively follow up on the results of referrals and assuring that Partner's resources are being leveraged at an optimal level.

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In the event that either party to this Agreement obtains access to any records, files, or other information in connection with, or during the performance of this Agreement, then that party shall keep all such records, files or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files or other information to the same extent as such laws and regulations apply to the other party.

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CareerSource CF will provide employment services to individuals participating in the Partner's programs and aggregated information to assist the Partner in its evaluation of the effectiveness of programs as it relates to the employment of students who have participated in Partner's programs. The Partner will utilize this information for tracking Return on Investment (ROI). All data received will remain confidential and CareerSource CF will only allow those employees who have a legitimate need to access the information with access to the personally identifiable information provided by the Partner.

The Partner agrees that the use of high-quality, integrated data is essential to inform decisions made by policymakers, employers, and job seekers. Additionally, it is vital to develop and maintain an integrated case management system, as appropriate, that informs customer service throughout customers' interaction with the integrated system and allows information collected from customers at intake to be captured once.

The Partner further agrees that the collection, use, and disclosure of customers' personally identifiable information (PII) is subject to various requirements set forth in Federal and State privacy laws. Partner acknowledges the execution of this Agreement, by itself, does not function to satisfy all requirements.

All data, including customer PII, collected, used, and disclosed by the Partner will be subject to the following:

1. The collection, use, and disclosure of customer education records, and the PII contained therein, as defined under FERPA, shall comply with FERPA and applicable State privacy laws.
2. All confidential data contained in UI wage records must be protected in accordance with the requirements set forth in 20 CFR part 603.
3. All personal information contained in VR records must be protected in accordance with the requirements set forth in 34 CFR 361.38.
4. Customer data may be shared with other programs, for those programs' purposes, within the CareerSource CF network only after the informed written consent of the individual has been obtained, where required.
5. Customer data will be kept confidential, consistent with Federal and State privacy laws and regulations.
6. All data exchange activity will be conducted in machine readable format, such as HTML or PDF, for example, and in compliance with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794 (d)).

VIII. INFRASTRUCTURE COSTS

Costs of the infrastructure of the One-Stop center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

The goal of the operating budget is to develop a funding mechanism that:

1. Establishes and maintains the local workforce delivery system at a level that meets the needs of the job seekers and businesses in the Local area;
2. Reduces duplication and maximizes program impact through the sharing of services, resources, and technologies among Partners (thereby improving each program's effectiveness);
3. Reduces duplication by establishing data sharing as it relates to participant records for outcome information;
4. Reduces overhead costs for any one Partner by streamlining and sharing financial, procurement, and facility costs; and
5. Ensures costs are appropriately shared by determining contributions based on the proportionate use of the CareerSource CF centers and relative benefits received and requiring all funds are spent solely for allowable purposes in a manner consistent with the applicable authorizing statutes and all other applicable legal requirements, including the Uniform Guidance.

The Partner considers the CareerSource CF operating budget the master budget necessary to maintain the high standard CareerSource CF delivery system. It includes infrastructure costs, additional services, and shared services as required by WIOA and its implementing regulations.

All costs included are allocated according to Partner's proportionate use and relative benefits received, and will be reconciled on a quarterly basis. Costs are transparent and negotiated among all Partners on an equitable basis to ensure costs are shared appropriately. All Partners negotiate in good faith and seek to establish outcomes that are reasonable and fair.

IX. THE ONE-STOP (CareerSource CF) OPERATING BUDGET & COST ALLOCATION METHODOLOGY

The purpose of this section is to establish a financial plan, including terms and conditions, to fund the services and operating costs of the CareerSource CF Centers. This plan identifies all costs associated with operating the CareerSource CF system, as outlined in **Attachment A - One-Stop (CareerSource CF) Operating Budget.**

All required Partners agree to provide access to their programs in the comprehensive CareerSource CF Career Center and contribute to the infrastructure costs. Partners will have staff co-located in the Center, on a full or part-time basis, or will provide access via direct linkage as outlined in **Attachment B - Partners' On-site Representation Schedule & Partner Contribution** and will fund operating costs based on a percentage of the Partners' annual full-time equivalency (FTE). Costs included are allocated according to Partners' proportionate use and relative benefits received, and will be reconciled on a quarterly basis. **CareerSource CF has the option to or not to invoice partners but requires partners to participate in the delivery of services based on proportionate FTE agreed upon.

Required Partners who have not elected to have staff co-located in the CareerSource CF Comprehensive One-Stop Center will utilize a "direct linkage" that will allow customers to connect with Partners' program staff to access services. Cross-trained front-desk and other physically co- located staff can assist in providing information and referrals to the direct -linkage Partners. Partners utilizing direct linkage must contribute to the infrastructure cost equivalent to a minimum of 0.2 FTE or 8 hours per week (1 FTE is equivalent to 40 hours/week).

CareerSource CF selected the cost allocation basis to determine overall Partners contributions. This was done in an effort:

a) To remedy the imbalance of non-physically represented Partners; and
b) To comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the CareerSource CF Comprehensive One-Stop Center and relative benefits received.

The costs of the infrastructure of the CareerSource CF Comprehensive One-Stop Center will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements.

X. PARTNER'S COMMITMENT

The Partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

The Partner will further promote system integration to the maximum extent feasible through:

1. Effective communication, information sharing, and collaboration with the CareerSource CF One-Stop Operator;
2. Joint planning, policy development, and system design processes;
3. Commitment to the joint goals, strategies, and performance measures;
4. The use of common and/or linked data management systems and data sharing methods, as appropriate;
5. Leveraging of resources including other public agency and non-profit organization services;
6. Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction; and
7. Participation in scheduled Partners' meetings to exchange information in support of the above and encourage program and staff integration.

XI. PARTNERS' CONTRIBUTION

The Partners' contribution cost determination is based on all costs associated with the operation of the CareerSource CF Comprehensive One-Stop Center as described above and in **Attachment B - Partners On-site Representation Schedule.** These amounts vary based on each Partner's election to have their representatives in the CareerSource CF Comprehensive One-Stop Center on a full or part-time basis, or not have their representatives physically present but offer a technology option to serve customers.

XII. FUNDING TYPES AND SOURCES

The permissible types of funds used for infrastructure costs and additional costs of operating the CareerSource CF delivery system (i.e. Partners' program or administrative funds) may differ depending upon the Partners' program authorizing law and implementing regulations. The funds that may be used also differ based on whether the Agreement that must be contributed by a Partner for infrastructure costs is determined under the Local Funding Model or the State Funding Model. For more information, a copy of TEGL 17-16: Infrastructure Funding of the One-Stop Delivery System can be found at: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=4968.

A. Types

Funding for infrastructure costs and additional costs may be in the form of:

1. Cash, Non-Cash, or Third-party In-kind Contributions;
   a. Cash - Funds provided to CareerSource CF or its designee by the Partners, either directly, by interagency transfer, or by a third party.
   b. Non-Cash - Expenditures incurred by the Partner on behalf of CareerSource CF, or Non-Cash contributions, good, or services contributed by the Partner and used by CareerSource CF.
   c. Third-party In-kind - Contributions of space equipment, technology, non-personnel services, or other items to support infrastructure costs associated with CareerSource CF operations, by a non-CareerSource CF partner that supports the CareerSource CF Comprehensive One-Stop in general or the proportionate share of CareerSource CF Comprehensive One-Stop infrastructure costs of a specific partner according to [20 CFR 678.720; 20 CFR 678.760; 34 CFR 361.720; 34 CFR 361.760; 34 CFR 463.720; and 34 CFR 463.760.]
2. Funding from philanthropic organizations or other private entities; or
3. Other alternative financing options as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.

Some Partners' programs may have statutory or regulatory prohibitions against using certain types of these contributions or on how the program may treat these contributions for fiscal accountability purposes under the respective program's requirements. The value of non-cash and third-party in-kind contributions must be fairly evaluated in accordance with the Uniform Guidance at 2 CFR 200.306.

B. Sources

The source of funds that may be used to pay for infrastructure costs depends on the requirements regarding use of funds under the law authorizing the Partner's program that is contributing the funding. The infrastructure funding may be from funds classified as administrative, program, or both, depending on requirements of the Partner's program.

XIII. COST RECONCILIATION AND ALLOCATION BASE UPDATE

All Parties agree that a bi-annual reconciliation of budgeted and actual costs and update of the allocation bases will be provided for review. CareerSource CF will submit invoices to the Partners and send a copy of the updated budget to all Parties. Partners will communicate any disputes with costs in the invoice or budget in writing. CareerSource CF will review disputed cost items, and when necessary revise the invoice and adjusted budget upon resolution of the dispute.

CareerSource CF delivery system infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the One-Stop, including, but not limited to: rental of the facilities; utilities and maintenance; equipment, including assessment-related products and assistive technology for individuals with disabilities; and, technology to facilitate access to the CareerSource CF delivery system, including technology used for the center's planning and outreach activities. This may also include the costs associated with the development and use of the common identifier (i.e., office signage) and supplies, as defined in Uniform Guidance at 2 CFR

200.94, to support the general operation of the CareerSource CF Comprehensive One-Stop center (WIOA sec.121 (h)(4) and 20 CFR 678.?00(a), and 34 CFR 446.?00(a)).

Non-personnel costs are costs that are not compensation for personnel costs. For example, technology-related services performed by vendors or contractors are non-personnel costs and may be identified as infrastructure costs if they are necessary for the general operation of the CareerSource CF Comprehensive One-Stop center. Such costs would include service contracts with vendors or contractors, equipment and supplies.

Personnel services include salaries, wages, and fringe benefits of the employees of Partners programs or their sub-recipients, as described in 2 CFR 200.430-200.431 of the Uniform Guidance. For example, allocable salary and fringe costs of Partners' program staff who work on information technology systems (e.g., common performance and reporting outcomes) for use by the CareerSource CF Comprehensive One-Stop center as a whole would be personnel costs. The costs of a shared welcome desk or greeter directing employers and customers to the services or staff that are available in that CareerSource CF Comprehensive One-Stop center is a personnel expense. These costs, therefore, could not be included in infrastructure costs but are included in "additional costs."

All Parties to this Agreement recognize that infrastructure costs are applicable to all required Partners, whether they are physically located in the CareerSource CF Comprehensive One-Stop or not. Each Partners' contributions to these costs, however, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partners programs' authorizing laws and regulations and the Uniform Guidance.

XIV. AMENDMENTS AND MODIFICATIONS

Neither this Agreement nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement sent via certified U. S. Mail.

XV. MERGER

This Agreement constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all prior understandings, agreements, and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

XVI. THIRD PARTY BENEFICIARY

The Parties expressly acknowledge that it is not their intent to create or confer any rights or obligations in or upon any third person or entity under this Agreement. None of the Parties intend to directly or substantially benefit a third party by this Agreement. The Parties agree there are no third-party beneficiaries to this Agreement and no third party shall be entitled to assert a claim against any of the Parties based upon this Agreement.

XVII. GOVERNANCE, DISPUTE RESOLUTION, AND REMEDIES FOR NONPERFORMANCE

The accountability and responsibility for the CareerSource CF system's organizational activity and accomplishments will rest with CareerSource CF, its Board of Directors and the CareerSource

CF Consortium. Pursuant to the Act, CareerSource CF shall conduct oversight with respect to the CareerSource CF delivery system. Any dispute concerning this Agreement will be resolved in accordance with the CareerSource CF Administrative Policy, Section V, Complaint Policy and Procedures.

Any dispute or issue of nonperformance concerning this Agreement shall require that the parties make every effort to reach a resolution in a timely and efficient manner. Either Party may request a face-to-face meeting to identify and discuss an issue. If resolved and no further action is deemed necessary, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the President/CEO of CareerSource CF and the Director of the Partner organization. A joint decision shall be issued within 30 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the Florida Department of Commerce and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. Florida Department of Commerce and DOE may remand the issue back to the President/CEO of CareerSource CF and Director of the Partner organization, or impose other remedies to resolve the issue.

XVIII. MONITORING

CareerSource CF or its designated staff, officials from the State and Local administrative entities, the U.S. Departments of Labor, Education, and Health and Human Services have the authority to conduct fiscal and programmatic monitoring to ensure:

1. Federal awards are used for authorized purposes in compliance with laws, regulations, and State policies;
2. Those laws, regulations, and policies are properly enforced;
3. Performance data are recorded, tracked, and reviewed for quality to ensure accuracy and completeness;
4. Outcomes are assessed and analyzed to ensure performance goals are met;
5. Appropriate procedures and internal controls are maintained, and record retention policies are followed; and
6. All terms and conditions are fulfilled.

All Parties to this Agreement should expect regular fiscal and programmatic monitoring to be conducted by each of the above entities, as appropriate.

XIX. NON-DISCRIMINATION AND EQUAL OPPORTUNITY

All Parties to this Agreement certify that they prohibit, and will continue to prohibit, discrimination, and they certify that no person, otherwise qualified, is denied employment, services, or other benefits on the basis of:

(i) political or religious opinion or affiliation, marital status , race, color, creed, or national origin;
(ii) sex or age, except when age or sex constitutes a bona fide occupational qualification; or
(iii) the physical or mental disability of a qualified individual with a disability. The Parties specifically agree that they will comply with Section 188 of the WIOA Nondiscrimination

and Equal Opportunity Regulations (29 CFR Part 38; Final Rule December 2, 2016), the Americans with Disabilities Act (42 U.S.C 12101 et seq.), the Non-traditional Employment for Women Act of 1991, titles VI and VII of the Civil Rights Act of 1964 as amended, Section 504 of the Rehabilitation Act of 1973, as amended, the Age Discrimination Act of 1967, as amended, title IX of the Education Amendments of 1972, as amended, and with all applicable requirements imposed by or pursuant to regulations implementing those laws, including but not limited to 29 CFR Part 37 and 38.

XX. INSURANCE AND INDEMNIFICATION

All Parties to this Agreement recognize the partnership consists of various levels of government, not-for-profit, and for-profit entities. Each party to this agreement shall be responsible for maintaining adequate levels of insurance or self-insurance for injury to persons or damage to property resulting from negligence on the part of itself, its employees, its agents, or its officers. No Partner assumes any responsibility for any other party, State or non- State, for the consequences of any act or omission of any third party. The Parties acknowledge CareerSource CF and the CareerSource CF One-Stop operator have no responsibility and/or liability for any actions of the Partner's One-Stop center employees, agents, and/or assignees. Likewise, the Partner shall have no responsibility and/or liability for any actions of CareerSource CF or the CareerSource CF One-Stop operator. Nothing herein shall be deemed to affect the rights, privileges, or be deemed a waiver of, or limitation of the Parties sovereign immunity protection and limitations of liability available to them pursuant to Section 768.28 F.S.

XXI. SEVERABILITY

If any part of this Agreement is found to be null and void or is otherwise stricken, the rest of this Agreement shall remain in force.

XXII. DRUG AND ALCOHOL-FREE WORKPLACE

All Parties to this Agreement certify they will comply with the Drug-Free Workplace Act of 1988, 41 U.S.C 702 et seq., and 2 CFR part 182 which require that all organizations receiving grants from any Federal agency maintain a drug-free workplace. The recipient must notify the awarding office if an employee of the recipient is convicted of violating a criminal drug statue. Failure to comply with these requirements may be cause for suspension or debarment under 2 CFR part 180, as adopted by the U.S. Department of Education at 2 CFR 3485, and the U.S. Department of Labor regulations at 29 CFR part 94.

XXIII. CERTIFICATION REGARDING LOBBYING

All Parties shall comply with the Byrd Anti-Lobbying Amendment (31 U.S.C. Section 1352), 29 C.F.R. Part 93, and 34 CFR part 82, as well as the requirements in the Uniform Guidance at 2 CFR 200.450. The Parties shall not lobby federal entities using federal funds and will disclose lobbying activities as required by law and regulations.

XXIV. DEBARMENT AND SUSPENSION

All Parties shall comply with the debarment and suspension requirements (E.0.12549 and 12689) and 2 CFR part 180 and as adopted by the U.S. Department of Labor at 29 CFR part 2998 and by the U.S. Department of Education at 2 CFR 3485.

XXV. PRIORITY OF SERVICE

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. sec 4215 and its implementing regulations and guidance, and WIOA sec. 134 (c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

XXVI. STEPS UTILIZED TO REACH CONSENSUS

The Partners and CareerSource Central Florida conferred regarding the involvement of each partner at the CareerSource Centers. The appropriate allocation bases were discussed, and those bases included in this IFA were agreed upon as the most appropriate. CareerSource Central Florida proposed the initial Partner Contribution Amounts as described in Attachment B 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.

XXVII. SIGNATURES

IN WITNESS WHEREOF, the Partner and CareerSource CF have caused this Agreement to be duly executed as of the date set forth below.

APPROVED BY:

CAREERSOURCE CENTRAL FLORIDA

Tadar Muhammad

Tadar Muhammad, Chief Operating Officer

Date:

10/31/2023

PARTNER NAME

Robert L, Doyle, III
Division of Blind Services

Date:

01/10/2024

Manny Diaz Jr,
Education Commissioner

Date: 1-19-24

APPROVED

CAREERSOURCE COMPREHENSIVE CF ONE-STOP OPERATING BUDGET - ATTACHMENT A

PY24 (July 1, 2023 through June 30, 2026)
As of 6/14/2023

Infrastructure Cost Budget
PY2023-2024

Description		Estimated IFA Budget	
Infrastructure Costs			
Office Rent/ Lease	$	320,657	
Utilities	$	20,379	
Repairs & Maintenance	$	-	
Janitorial Services	$	49,267	
Copy Machine Usage/Maintenance	$	9,676	
IT Network (software, licenses)	$	21,541	
Indirect Program (IT, telephones, supplies, etc.)	$	23,951	
Total Infrastructure Cost	$	445,471	
Additional Costs:			
Career Services (Resource Room)	$	238,493	4 FTE's
Security	$	47,459	
One Stop Operator	$	85,000	
Total Shared Cost	$	132,459	
Total Costs:	$	816,423	

PARTNER ON-SITE REPRESENTATION SCHEDULE & PARTNER CONTRIBUTION- ATTACHMENT B
PY24 (July 1, 2023 through June 30, 2026)
As of 6/14/2023

Required Program Partners	Governance	Local Grantee	# of Staff	Total weekly Staff Hours	Total # of FTEs	% of Total FTEs	Partner Contribution	40 Hrs Per Week
Adult, Dislocated Workers, Youth Formula Grants	DOL	CSP	10	400	10	30.12%	$ 245,910	
Youthbuild	DOL	CSP	1	40	1	3.01%	$ 24,591	
Wagner Peyser		CSP	6	240	6	18.07%	$ 147,546	
Senior Community Employment Service Program	DOL	AARP	2	25	0.2	0.60%	$ 4,918	
TAA Program Trade Adjustment Act	DOL		1	40	1	3.01%	$ 24,591	
RESEA	DOL	CSP	1	40	1	3.01%	$ 24,591	
Veteran Program DVOP	DOL	CSP	3	120	3	9.04%	$ 73,773	
Adult Education GED , Career Tech (Orange)	DOE	PCSB	1	2	0.2	0.60%	$ 4,918	
Migrant Seasonal Farm Worker Program	DOE	OCPS	1	0	0	0.00%	$ -	
Vocational Rehabilitation	DOE	VR	1	8	0.2	0.60%	$ 4,918	
Division of Blind Services	DOE	Florida Division of	1	5	0.2	0.60%	$ 4,918	
Welfare Transition	HHS/TANF	CSP	8	320	8	24.10%	$ 196,728	
SNAP Employment & Training	HHS	CSP	2	80	2	6.02%	$ 49,182	
CSBG (Orange County)	HHS		1	4	0.2	0.60%	$ 4,918	
Urban League	DOL		1	5	0.2	0.60%	$ 4,918	
Total			40	1,329	33.2	100%	$ 816,423	ESTIMATED INFRASTRUCTURE COST
						Cost Per FTE	$ 24,591	ESTIMATED COST PER FTE
						Cost for .2 FTE	$ 4,918	ESTIMATED COST DIRECT LINKAGE

Attachment J

Cooperative Agreements

CAREER SOURCE CENTRAL FLORIDA
SUB-AWARD TO
Thomas P. Miller & Associates, LLC
2024-25 ONE-STOP OPERATOR
SERVICES

Title 2 – Subtitle A – Chapter II – Part 200 – Subpart D - § 200.332: Requirements for pass-through entities.	
(a) The following sub-award information is provided by CareerSource Central Florida, the Pass-Through Entity, to Thomas P. Miller & Associates, LLC, the Sub-Recipient. If/when any of these data elements changes, the change(s) will (also) be included in any subsequent sub-award modification(s).	
(1) Federal Award Identification.	
• Sub-Recipient name (which must match the name associated with its unique entity identifier)	Thomas P. Miller & Associates, LLC
• Sub-Recipient's unique entity identifier	J5MMB3EN61G3
• Federal Award Identification Number (FAIN)	23A55AT000009
• Federal Award Date	07/01/2023 - 06/30/2025
• Sub-Award Period of Performance: start/end dates	08/15/2024 – 06/30/2025
• Budget Period: start/end dates	08/15/2024 - 6/30/2025
• Amount of Federal funds obligated by this action	$52,500 – ($5,000 per month)
• Total amount of Federal funds obligated to the Sub-Recipient	$52,500 – ($5,000 per month)
• Total amount of Federal Award to CSCF	$4,966,604.00
• Federal award project description	One-Stop Operator
• Name of Federal awarding agency • Pass-through entity, and • Contact information for awarding official	Federal awarding agency: For WIOA: U. S. Dept. of Labor through State of Florida, Dept. of Economic Opportunity For TANF: U. S. Dept. of Health and Human Services through State of Florida, Dept. of Economic Opportunity Pass Through Entity: CareerSource Central Florida Contact information: Peter Puterbaugh, Senior Manager of Procurement @ Contracts pputerbaugh@careesourcecf.com
• Assistance Listing #'s and Name	17.258 – WIOA Adult,
• Is this sub-award for R&D?	No
• Indirect cost rate for the Federal award	Deminimus – 10%

THIS SUB-AWARD is entered into between **CareerSource Central Florida (CSCF),** with administrative offices at 390 N. Orange Ave., Suite 700, Orlando, FL 32801, and Thomas P. Miller & Associates, LLC, hereinafter referred to as **"Sub-recipient"** with administrative offices at PO Box 881011 Indianapolis, IN, 46208, for the

purpose of providing One-Stop Operator services as authorized by the Workforce Innovation and Opportunity Act (WIOA – Public Law 113-128), and Florida's Workforce Innovation Act 2000, Chapter 2000-165 Laws of Florida, and any subsequent amendments.

CSCF agrees to pay Sub-recipient for services according to the Agreement of Payment, an amount not to exceed $52,500 subject to the availability of funds. Payments will be made through Federal funds from grants with Assistance Listing numbers noted above. Sub-recipient acknowledges that the cost data submitted to CSCF in support of this sub-award is accurate, complete and current as of the date of execution of this contract.

The Term of this sub-award will be from August 15, 2024, through June 30, 2025. CSCF is not obligated to pay for costs incurred related to this sub-award prior to the start date or after the end date. At its sole discretion, CSCF may opt to renew on an annual basis for up to three (3) additional one-year terms, based on performance, organizational strategies, and/or funding availability. This sub-award, which incorporates Attachment A – General Provisions, Attachment B – Statement of Work, Attachment C – Budget, Attachment D – Performance Objectives and Deliverables, Attachment E – Monthly Progress Report, Attachment F – Individual Non-Disclosure and Confidentiality Certification Form, and Attachment G – Sub-recipient Certifications, contains all the terms and conditions agreed upon by both parties.

Attachments			
A	General Provisions		Pages 4-18
B	Statement of Work		Pages 19-20
C	Budget		Page 21
D	Performance Objectives and Deliverables		Pages 22
E	Monthly Progress Report		Page 23
F	Individual Non-Disclosure and Confidentiality Certification Form		Pages 24-25
G	Sub-recipient Certifications		Pages 26-29

By signing this sub-award, Sub-recipient certifies compliance with the laws and regulations outlined in Attachment A - General Provisions. Subject to modifications as the result of Federal mandates, as applicable.

IN WITNESS THEREOF, the parties hereto have caused this sub-award to be executed by their undersigned duly authorized officials.

THOMAS P. MILLER & ASSOCIATES, LLC

Thomas P. Miller

Name & Title

8/14/24

Date

CAREERSOURCE CENTRAL FLORIDA

Pamela Nabors

Pamela Nabors, President/CEO

08/21/2024

Date

THOMAS P. MILLER & ASSOCIATES, LLC
WITNESSED BY:

Name & Title

8/14/24

Date

CAREER SOURCE CENTRAL FLORIDA
WITNESSED BY:

Peter Puterbaugh

Peter Puterbaugh, Senior Manager of Procurement and Contracts

08/21/2024

Date

CONTRACT NOT VALID UNTIL SIGNED BY BOTH PARTIES

ATTACHMENT A: GENERAL PROVISIONS

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- FF. Never Contract with the Enemy

II. **Mutual Assurances**
- A. Amendments and Modifications
- B. Termination

I. SUB-RECIPIENT ASSURANCES

A. General Agreement

Sub-recipient shall provide services and/or training within the sub-award period and in accordance with the Statement of Work and within the parameters of the Agreement of Payment.

B. Laws and Regulations

The Sub-recipient warrants that all its activities and those of its subcontractors under this sub-award shall be conducted in conformance with the Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128, and Florida's Workforce Innovation Act 2000, Chapter 2000-165, Laws of Florida, and any subsequent amendments; the Statement of Work and all other terms of this sub- award; all applicable Federal, State and local laws, regulations, directives, policies, and instructions as they pertain to this sub-award which are in effect at the inception of this sub-award, or as may be promulgated or amended during its life; and other laws, ordinances, regulations, and licensing requirements including state and federal safety, health, and personal protective equipment requirements. When determining applicability, all programs and activities funded, or otherwise financially assisted, award; all applicable Federal, State and local laws, regulations, directives, in whole or part, under WIOA and/or Florida's Workforce Innovation Act 2000, are considered to be programs and activities receiving federal financial assistance.

1. Sub-recipient shall comply fully with non-discrimination and equal opportunity provisions of the following laws:
   a. Section 654 of the Omnibus Budget Reconciliation Act of 1981 as amended, 42 U.S.C. 9849, which prohibits discrimination on the basis of race, creed, color, national origin, sex, handicap, political affiliation or beliefs;
   b. The Americans with Disabilities Act of 1990, P.L. 101-336, 42 U.S.C 12181 et seq., which prohibits discrimination on the basis of disability and requires reasonable accommodation for persons with disabilities;
   c. Executive Order 11246, Equal Employment Opportunity, as amended by EO 11375, and as supplemented in Dept. of Labor regulation 29 CFR parts 33 and 37 as well as 41 CFR part 60, and 45 CFR part 80, if applicable;
   d. Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C. 2000d et. Seq., which prohibits discrimination

on the basis of race, color, and national origin;

e. Section 504 of the Rehabilitation Act of 1973, as amended, 29 U.S.C. 794, which prohibits discrimination on the basis of disability;
f. Title IX of the Education Amendments of 1972, as amended, 20 U.S.C. 1681 et. Seq., which prohibits discrimination on the basis of sex in educational programs;
g. the Age Discrimination Act of 1975, as amended, 42 U.S.C. 6101 et seq., which prohibits discrimination on the basis of age;
h. Section 188 of the Workforce Innovation and Opportunity Act (WIOA) 29 CFR Part 38, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I financially-assisted program or activity.

2. Sub-recipient will comply with the provisions in the Trafficking Victims Protection Act of 2000 (2 CFR 175) as amended.

3. Clean Air and Water Act: When applicable, if this sub-award is in excess of $100,000, Sub-recipient shall comply with all applicable standards, orders, or regulations issued under the Clean Air Act as amended (42 USC 7401), et seq., and the Federal Water Pollution Control Act, 33 U.S.C. 1251 et seq., as amended.

4. Sub-recipient agrees to comply with the Pro-Children Act of 1994, 20 U.S.C. 6083 (P.L. 103-277), which requires that smoking not be permitted in any portion of any indoor facility used for the provision of federally funded services including health, day care, early childhood development, education or library services on a routine or regular basis, to children up to age 18.

5. Sub-recipient shall comply with mandatory standards and policies relating to energy efficiency which are contained in the State of Florida's energy conservation plan issued in compliance with the Energy Policy and Conservation Act (42 USC 6201).

6. Sub-recipient will comply with the Solid Waste Disposal Act as amended by the Resource Conservation and Recovery Act (42 USC 6962).

7. Sub-recipient will comply with environmental standards which may be prescribed pursuant to the following:
   a. Institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514;
   b. Notification of violating facilities pursuant to EO 11738;
   c. Protection of wetlands pursuant to EO 11990;
   d. Evaluation of flood hazards in flood plains in accordance with EO 11988;
   e. Assurance of projected consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 US 1451 *et seq*.);
   f. Conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 USC 7401 *et seq*.);
   g. Protection of underground sources of drinking water under the State Drinking Water Act of 1974, as amended (P.L. 93-523);
   h. Protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).

8. Sub-recipient will comply with the Davis-Bacon Act as amended (40 U.S.C. 276a to a-7) and as supplemented by Dept. of Labor (DOL) regulations 29 CFR Part 5; the Copeland Anti-Kickback Act (40 U.S.C. 276c and 18 U.S.C. 874) as supplemented by DOL regulations 29 CFR Part 3; and the Contract Work Hours and Safety Standards Act (40 U.S.C. 327-333) as supplemented by DOL regulations 29 CFR Part 5 regarding

labor standards for federally assisted construction sub-agreements.

9. Sub-recipient is aware that federal funds may not be used for the purchase or improvement of land, or the purchase, construction, or permanent improvement of any building or facility. If any property has been constructed or substantially renovated through the unlawful use of state or federal funds, the federal government shall be entitled to a lien against said property.

10. Sub-recipient shall comply with the provisions of the Hatch Act (5 U.S.C. 1501-1508 and 7328) limiting the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

11. Lobbying and Religious Activity
    No funds made available under this sub-award shall be used for lobbying of federal, state or local legislatures to influence legislation or appropriations; or to raise funds or to promote, assist, or deter union organizing – Byrd Anti-Lobbying Amendment (31 USC 1352), 29 CFR Part 93, and 45 CFR Part 93.

    The employment or training of any customer in sectarian activities is prohibited. In addition, no customer shall be employed to carry out the construction, operation or maintenance of any part of any facility that is or will be used for sectarian instruction or as a place for religious worship.

12. Equal Treatment for Faith-Based Organizations
    Sub-recipient must comply with the regulations identified in 29 CFR 2, Subpart D.

13. Debarment and Suspension
    EO No. 12549 and 12689, Debarment and Suspension, Sub-recipient certifies that they are not on the list of entities on the federal debarment and suspension list and agrees to execute the Debarment and Suspension certification.

14. Drug Free Workplace
    Sub-recipient shall comply with the Drug-Free Workplace Act of 1988, 41 U.S.C. 701 et seq. and all state and federal implementing regulations.

15. If any part of this sub-award utilizes Welfare Transition (WT) funds, Sub-recipient shall comply with 45 CFR 98, the Temporary Assistance for Needy Families (TANF) Program, 45 CFR parts 260-265, and other applicable federal regulations and policies promulgated thereunder.

16. Sub-recipient agrees that it shall comply with 2 CFR 200 – Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards.

17. Sub-recipient will comply with the Veterans Priority of Service Provisions, 20 CFR 1010, implementing priority of service in qualified job training programs for covered persons as authorized by section 2(a)(1) of JVA 38 U.S.C. 4215.

18. Sub-recipient agrees that it will comply with all applicable requirements of all other Federal laws, executive orders, regulations and policies governing the programs associated with this sub-award.

C. Audits and Monitoring

1. Audit Requirements
   A non-Federal entity that expends $750,000 or more during the non-Federal entity's fiscal year in Federal awards must have a single or program-specific audit conducted for that year in accordance with UG § 200.514, Scope of Audit, except when it elects to have a program-specific audit conducted in accordance with § 200.507, Program-specific audits.

2. Monitoring
   Sub-recipient shall institute a system for monitoring fiscal and program activities for compliance with this sub-award. Sub-recipient will maintain documentation to verify completion of monitoring activities. The Sub-recipient shall respond in writing to CSCF monitoring reports and requests for corrective action plans within ten (10)

business days after the receipt of the monitoring report from CSCF.

3. **Reports**
   a. Sub-recipient shall submit a copy of their independent audit report within thirty (30) calendar days after its receipt by the Sub-recipient, and not later than nine (9) months after the end date of this sub-award.
   b. If an official audit or monitoring report identifies unacceptable accounting practices and/or records management, CSCF reserves the right to withhold any or all reimbursement from any future payments to the Sub-recipient until such time as the accounting practices and/or records management are improved to the satisfaction of CSCF.

D. Record Keeping

Sub-recipient shall be responsible for maintaining all financial records, statistical records, property records, customer records, supporting documentation, and any other documents (including electronic storage media) pertinent to this sub-award for a period of five (5) years from the date of the final payment of this sub-award, or until all audits are complete and findings on all claims have finally been resolved, whichever is longer. Records for equipment shall be maintained beyond the prescribed period if necessary to ensure that they are retained for five (5) years after final disposition of the property.

Sub-recipient will cooperate with CSCF to facilitate the duplication and/or transfer of any said records or documents during the required retention period. If the Sub- recipient is unable to retain the records for the required period, the Sub-recipient will notify CSCF in writing and request instructions. Sub-recipient shall not dispose of any records without the prior written consent of CSCF.

E. Access to Records

1. At any time during the term of this Agreement, or at any time during the record retention period following termination of this Agreement, Sub-recipient shall make all contracts, invoices, payroll records, personnel files, and any and all other records relating to the program, funded by this Agreement, available and shall permit the Secretary of Labor, Comptroller General, the Governor, CareerSource Central Florida or their designated representatives to conduct on site evaluations, audits, investigations, and monitor program performance to ensure compliance with the terms of the Agreement and amendments hereto.

2. Sub-recipient shall make original and/or certified copies of any statements, records, reports, plans, information, documents, maps or other data used, produced, or developed by Sub-recipient pertaining to any program funded by this Agreement or amendment hereto, available to CSCF, the Comptroller, General of the United States, the federal government and/or the Governor or their designated representatives at any time upon reasonable notice and at no cost for the purpose of auditing, monitoring, reviews, investigation, survey or examination, even though, the Sub-recipient may at the time of the request no longer be operating programs for CSCF or be a Sub-recipient of CSCF.

3. Sub-recipient must make all records described in this Agreement available to CSCF, the State or the Federal government in Orange County, Florida.

4. Sub-recipient shall assure that program and fiscal records are available to the monitors at the time of the start of all monitoring visits. CSCF shall provide Sub-recipient with a schedule of the monitoring visits.

5. Sub-recipient agrees that when requested, Sub-recipient shall furnish any requested records to CSCF within ten (10) days of the request. Failure to comply may result in CSCF's withholding any Sub-recipients until such time that the Sub-recipient until such time that the Sub-recipient complies with the request.

F. Data Sharing (Non-Disclosure) and Confidentiality

All sub-recipients, and any subsequent sub-contractors and their employees or agents (who are) granted access to confidential data, agree to maintain the confidentiality of employer, employee, claimant, and participant identity and all related information, pursuant to State and Federal regulations, unless such information has been exempted from non-disclosure for business purposes in accordance with State or Federal law, or a lawful and proper authorization has been obtained from the employer, employee, claimant or participant. Proper authorization and disclosure shall include requirements and limitations established by law specified in 20 CFR 603, and sections 443.1715 and 443.171(5), Florida Statutes.

Sub-recipients, and any subsequent sub-contractors, and their employees or agents who have access to confidential information are required to sign and comply with an Individual Non-Disclosure and Confidentiality Certification. Sub-recipient or agents granted access to electronic data systems used in the delivery of services must also sign a confidentiality access agreement for systems access privileges. Sub-recipient must inform CSCF immediately of any employees who are terminated or are no longer in need of system access.

Sub-recipients, and any subsequent sub-contractors, and their employees or agents, are not to make copies of confidential documents or to access, allow access to, and/or use any confidential information for personal intent or any purpose other than in performance of their official public duties according to federal and state laws.
All documents, papers, computer files and other electronic media such as discs, thumb drives, laptops, and letters or other materials made, copied, or received in conjunction with this sub-award are subject to the applicable legal requirements for maintaining confidentiality and security of data in conformance with Federal, State, and local laws. Public access to records – unless covered by confidentiality rules – shall be in accordance with Chapter 119.021, Florida Statutes, regarding custodial requirements, and all other applicable laws or regulations.

Information may be made available to other CSCF partners to affect the appropriate delivery of services to the customer.

G. Internal Financial Control

1. Sub-recipient shall be responsible for implementing procedures and internal financial controls governing the management and utilization of the funds provided hereunder. Sub-recipient shall maintain its books, records, and documents (including electronic storage media) in accordance with generally accepted accounting procedures and practices which sufficiently and properly reflect all revenues and expenditures of funds provided by CSCF under this sub-award.

2. Sub-recipient shall track costs in sufficient detail to determine compliance with applicable laws and regulations and to ensure that the funds have not been unlawfully spent. All expenditures must be in accordance with Uniform Guidance.

3. Sub-recipient shall maintain separate accounting records for funds received and expended under this sub-award.

4. Salary Cap: Sub-recipient shall comply with Public Law 109-234, Section 7013 regarding Salary Cap as it pertains to individuals employed under this sub-award with CSCF. Annual certification will be required for submission with documentation during the contract period.

H. Invoices and Contract Close-out

All invoices and the contract close-out report shall be submitted to CareerSource Central Florida (CSCF), 390 N. Orange Ave., Suite 700, Orlando, FL 32801, including, but not limited to:

1. Invoice: In order to receive payment Sub-recipient shall submit an accrual by the tenth (10^{th}) calendar day following the end of each month, and an invoice to CSCF by the twentieth (20^{th}) calendar

day following the end of each month. Invoices are generally paid within thirty (30) days of receipt. The invoice shall be for allowable costs as described in Sub-recipient's budget and as governed by the rules applicable to the funding streams and grants awarded to Sub-recipient. The invoice must be accompanied by all documentation necessary to substantiate the expenses for which is seeking reimbursement, including but not limited to supporting documentation deemed acceptable by CSCF. Invoices containing costs not supported by the proper documentation or items not detailed in Sub-recipient's line item budget shall be paid minus the expenditures lacking the documentation or not included with the submission of the invoice. Accuracy and timeliness of the invoices shall be a factor in recommendations for future renewals made to CSCF's governing boards.

2. Invoices must be submitted no later than the twentieth (20^{th}) calendar day following the end of the month for which Sub-recipient is seeking reimbursement. Invoices submitted more than fifteen (15) calendar days following the termination of CSCF program year, which is June 30 of each year, will be honored at CareerSource Central Florida's discretion. If accrual or invoice due date occurs on a weekend, then the due date occurs on a weekend, then the due date shall be the Friday prior.
3. Sub-recipient agrees to maintain and provide the following documentation to CSCF, along with Sub-recipient's invoice for payment. Sub-recipient understands that invoices submitted without the below described documentation will not be honored.
    a. Original and completed monthly Invoice, reflecting the appropriate time period and signed by an authorized Sub-recipient.
    b. General or Accounting Ledger accurately reflecting all amounts billed; OR copies of paid invoices and copies of canceled checks for reimbursement of supplies, equipment, travel, expenditures). For mileage reimbursement requests, Sub-recipient shall use the CSCF mileage form or their own form which contains the same information. Mileage from home to work will not be reimbursed. Sub-recipient is limited to the CSCF rate when reimbursing its staff for mileage. Supporting explanations and/or calculations must be included to sufficiently verify ledger entries and to reconcile ledger line items to corresponding line items on the Request for Payment. All costs billed must be incurred and paid.
    c. For payroll costs, payroll ledger/register reflecting allocation of staff time among cost categories and signed by an authorized Sub-recipient official for reimbursement of salaries and benefits and signed by employee as well as immediate supervisor and time and attendance sheets for each person billed under the Agreement. Time sheets and payroll ledger should be submitted in a timely manner and coincide with payroll processing dates. For those persons not working solely for the purpose outlined in the contract, a timesheet must be submitted indicating actual hours worked as billed. Hours cannot be based on percentage of time or based on budget; Supporting explanations and/or calculations sufficiently verifying ledger entries, and reconciled ledger line items to the corresponding line items on the Request for Payment.
    d. Sub-recipient will submit supporting detail for fringe benefits billed upon request by CSCF. Amounts billed for fringe benefits will be limited to actual costs.
    e. Detailed tapes and/or highlighted numbers on the invoices to support amounts listed on the payment requests must be included.
    f. For proprietary materials such as books and supplies, Sub-recipient shall provide signed receipts from students acknowledging delivery of the

materials for which CSCF is being charged.

g. For reimbursement of rental and utility charges (if applicable), Sub-recipient shall provide a copy of the lease and, as appropriate, a copy of the entire phone bill, utility bill, and/or rental Agreement.
h. For reimbursement of participant activities Sub-recipient shall provide participant attendance records and/or time sheets, participant payroll records, if applicable, participant competency tests, and any other documentation deemed necessary by CSCF.
i. Any changes to the budget above a 10% variance in line items will require a contract modification.
j. The Sub-recipient, upon final payment of amounts due under this Agreement, less any credits, refunds, or rebates due to CSCF, hereby releases and discharges CSCF from any financial claims arising from this Agreement.

The Sub-recipient shall comply with all provisions of CSCF's Contract Closeout Procedures.

4. Program Income Report: Program Income is defined as any revenues generated through activities funded under a sub-award in excess of costs.

In a cost reimbursement sub-award with holdback, any sub-award revenues in excess of expenditures shall constitute program income and shall be spent on program related activities within the sub-award period or returned to CSCF as part of the sub-award closeout.

I. Disallowed Costs/Return of Funds

1. Sub-recipient shall be liable to CSCF for any disallowed or questioned costs that Sub-recipient or CSCF incurs as a result of Sub-recipient expending funds in violation of this Agreement or in violation of the appropriate federal, state or local statutes, regulations, rules, policies, or procedures.
2. Disallowed or questioned costs may be identified through a monitoring report, investigation, review, or audit. Disallowed or questioned costs shall be refunded and promptly repaid to CSCF by Sub-recipient within thirty (30) days of the issuance of the report.
3. If this or any other Agreement is in effect at the time of the identification of a questioned or disallowed cost, or a credit that is due CSCF, CSCF may deduct the amount disallowed/ questioned from any reimbursements or payments due Sub-recipient.

J. Insurance

The Sub-recipient shall maintain during the term of this Agreement, the insurance and bonding specified below in addition to providing insurance coverage for all property purchased with CSCF funds in the event of loss or damage and shall list CSCF as the named insured with regard to such property.

1. Third Party Liability: Insurance on a negligence basis, including injuries and accidental death to any person in an amount not less than three hundred thousand dollars ($300,000.00) and subject to the same limit for more than one (1) person in an amount not less than one hundred thousand dollars ($100,000.00) on account of one (1) accident.
2. Fidelity Bond: Sub-recipient shall secure Fidelity Insurance to provide coverage under this contract or in the event that Sub-recipient has several contracts with CSCF. The fidelity bond shall be equal to the highest monthly advance or reimbursement expected to be received by the Sub-recipient. The policy shall name the officers, directors and those employees in positions allowing for access to or control of program funds provided for by this Agreement. The Sub-recipient agrees to reimburse CSCF for any loss incurred by CSCF under this Agreement. Sub- recipient shall be liable for any sums not covered and/or paid by their insurer.
3. Property Damage:Sub-recipient shall maintain property damage insurance in an amount not less than one hundred thousand dollars ($100,000.00) for damage on account of any one (1)

accident and in an amount not less than fifty thousand dollars ($50,000.00) for damages on account of all accidents.

4. Non-Owner Coverage: Sub-recipient shall maintain non-owner vehicle insurance coverage and shall name CSCF as an additional insured.
5. Directors and Officers, Employment Practice Liability and Errors and Omission Coverage:
   Non-governmental Sub-recipients shall maintain Directors and Officers Liability Insurance, which shall include Employment Practice Liability and Errors and Omission Coverage. Errors and Omission Coverage may not be paid for with WIOA funds. Coverage shall be in the amount of at least one million dollars ($1,000,000.00) and shall name CSCF as an additional insured.
6. Certificates of Insurance:
   The Sub-recipient shall make available to CSCF upon request, Certificates of Insurance and Bonding prior to commencing any operations under this Agreement with such certificates clearly indicating that the Sub-recipient has obtained insurance and bonding in the amounts, type and classifications specified in this section and naming CSCF as an additional insured.
7. Addition of CareerSource Central Florida as a Named Insured:
   All insurance coverage required by CSCF under this Agreement shall cite CSCF as an additional insured under the policy. In the event the policy is cancelled CSCF shall have the right to cancel this Agreement.
8. Failure to Maintain Insurance:
   Sub-recipient shall not cancel, materially change, or not renew insurance coverage's affecting this contract before final payment by CSCF is made to the Sub-recipient. Sub-recipient shall notify CSCF in writing, of any material reduction or exhaustion of aggregate limits. Any exposure realized as a result of being underinsured will be covered by the Sub-recipient with non-federal funds. Failure to maintain the insurance coverage's required herein, may result in termination of the contract.

K. Purchasing

All purchasing of goods and services must be in compliance with CSCF procurement guidelines or Sub-recipient's procurement policy, if the Sub-recipient's policy is approved in advance. Records must be maintained to document procurement efforts to comply with this requirement.

L. Equipment

The use of sub-award funds to purchase equipment, as defined in Uniform Guidance, is prohibited without prior written approval of CSCF.

Equipment or products approved for purchase must comply with the Buy American Act as defined in P. L. 103-335, § 507.

M. Use of Supplies

Any consumable supplies purchased under this sub-award, or provided by CSCF for use in delivering the services under this sub-award, shall be used exclusively for program purposes unless an "other-use" agreement has been made part of this sub-award.

N. Copyrights, Patent Rights and Rights to Data

Sub-recipient agrees that CSCF, the State, and the federal government shall have a royalty free, nonexclusive and irrevocable license to reproduce, publish or otherwise use a copyright or patent or rights in data in any work developed in whole or in part with contract funds.

Sub-recipient agrees that CSCF, the State, and the federal government shall have a royalty free and nonexclusive and irrevocable license to reproduce, publish, or otherwise use the copyright or patent or rights in data for any copyright, patent or rights in data that Sub-recipient purchases with contract funds.

CSCF may utilize products as described above in conjunction with fee for service activities developed or operated by CareerSource Central Florida.

Sub-recipient agrees to comply with this section regardless of whether or not a copyright or patent has been secured or applied for in connection with the materials,

products, rights in data, intellectual property or other similar materials or part thereof developed in whole or in part with funds made available under this Agreement.

Any breach of this section shall entitle CSCF to damages at least equal to the fair market value of the materials, products, rights in data, intellectual property or other similar materials or part thereof and such other damages including punitive damages as a court may award.

Curriculum materials developed and copyrighted with non-contract funds but which may be used for this project are not subject to this section.

O. Public Records

To the extent Sub-recipient is acting on behalf of CSCF as provided under Subsection 119.011(2) of the Florida Statutes, Sub-recipient shall:

1. Keep and maintain public records required by CSCF to perform the services under this Agreement.
2. Upon request from CSCF's custodian of public records, provide CSCF with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119 of the Florida Statutes or otherwise provided by law.
3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the Agreement term and following completion of the Agreement if the Sub-recipient does not transfer the records to CSCF.
4. Upon completion of the Agreement, transfer, at no cost, to CSCF all public records in possession of Sub-recipient or keep and maintain public records required by CSCF to perform the service. If the Sub-recipient transfers all public records to CSCF upon completion of the Agreement, the Sub-recipient shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Sub-recipient keeps and maintains public records upon completion of the Agreement, the Sub-recipient shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to CSCF, upon request from CSCF's custodian of public records, in a format that is compatible with the information technology systems of CSCF.

If the Sub-recipient fails to provide the public records to CSCF within a reasonable time the Sub-recipient may be subject to penalties under Section 119.10 of the Florida Statutes. Further, CSCF may exercise any remedies at law or in equity, including, without limitation, the right to (i) impose sanctions and assess financial consequences, (ii) withhold and/or reduce payment, and (iii) terminate this Agreement in accordance with the terms hereof.

IF THE SUB-RECIPIENT HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE SUB-RECIPIENT PROVIDER'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT CSCF'S CUSTODIAN OF PUBLIC RECORDS (MS. NILDA BLANCO, DIRECTOR OF BUSINESS INTELLIGENCE) AT:

(407) 531-1222, ext. 2035 or
NBlanco@careersourcecf.com or
390 N. Orange Avenue, Orlando, FL 32801

P. Assignment and Subcontracts

Sub-recipient shall not subcontract, assign, or transfer any rights or responsibilities under this sub-award, or any portion thereof, without the prior written approval of CSCF, unless otherwise authorized by this sub-award. Sub-recipient shall submit a written subcontract to CSCF for approval prior to its execution. Including the names of potential subcontractors in a response to a request for proposal does not relieve the Sub-recipient from obtaining this written approval.

CSCF reserves the right to reject the subcontracting of certain services or training and the use of particular subcontractors.

In no case shall such approval from CSCF relieve the Sub-recipient from its obligation under this sub-award, or change the terms of this sub-award. The Sub-recipient shall ensure that all applicable provisions of this sub-award are binding upon all approved subcontractors. It is understood that CSCF shall not be liable to any subcontractor(s) for any expense or liabilities incurred under the subcontract.

Q. Conflict of Interest

Conflicts of interest by Contractor or any director, officer or employee of Contractor or any member of such person's family shall not be permitted and will be grounds for, inter alia, termination of this Agreement. A conflict of interest exists whenever Contractor or any director, officer or employee of Contractor or any member of such person's family, has a direct or indirect material personal interest in a proposed agreement or transaction to which Contractor or CSCF may be a party other than only as a director, officer or employee of Contractor. A conflict of interest also exists when the Contractor or its director, officer or employee or any member of such person's family personally benefits from the transaction or has an employment or investor relationship with an entity with which Contractor or CSCF is dealing. A conflict of interest may result from a director, officer or employee performing professional services for Contractor other than as a director, officer or employee of Contractor.

Contractor should not assume that a conflict does not exist for a person who receives no monetary or other tangible benefit from a transaction with the Contractor or CSCF. For example, access to information which could be used for a person's personal benefit might put the person in conflict with the Contractor or CSCF.

R. Indemnification

Indemnification Applicable to State Agencies and Governmental Entities:

If Sub-recipient is a state agency as defined in Chapter 768.28, Florida Statutes, Sub-recipient agrees to be fully responsible for acts and omissions of its agents or employees to the extent permitted by law. Nothing herein is intended to serve, as a waiver of sovereign immunity as applicable. Nothing herein shall be construed as consent by Sub-recipient as a political subdivision of the State of Florida to be sued by third parties in any matter arising out of this or any other contract, this Agreement or any part thereof. The provisions of this section shall survive the expiration or earlier termination of this Agreement. To the extent considered necessary by CSCF any sums due Sub-recipient under this Agreement may be retained by CSCF until all of CSCF's claims for indemnification pursuant to this Agreement have been settled or otherwise resolved; and any amount withheld shall not be subject to interest payments on the part of CSCF.

Indemnification Applicable to Private-For-Profit, Public-Not-for-Profit and Private-Not-for-Profit Entities:

Sub-recipient shall at all times hereafter indemnify, hold harmless and, at CSCF's option, defend or pay for an attorney selected by the President & CEO to defend CSCF, its officers, agents, servants, and employees against any and all claims, losses, liabilities, and expenditures of any kind, including attorney's fees, court costs, and expenses, caused by a negligent act or omission of Sub-recipient, its employees, agents, servants, or officers, or accruing, resulting from, or related to the subject matter of this Agreement including, without

limitation, any and all claims, demands, or causes of action of any nature whatsoever resulting from injuries or damages sustained by any person or property. The provisions of this section shall survive the expiration or earlier termination of this Agreement. To the extent considered necessary by CSCF any sums due Sub-recipient under this Agreement may be retained by CSCF until all of CSCF's claims for indemnification pursuant to this Agreement have been settled or otherwise resolved; and any amount withheld shall not be subject to interest payments on the part of CSCF.

S. Health and Safety

Health and safety standards, including Child Labor Laws, established under state and federal law, otherwise applicable to working conditions of employees shall be applicable to working and training conditions of customers served under this sub-award. Where customers or employees covered under this sub-award are engaged in activities not covered under the Occupational Health and Safety Act of 1970, they shall not be required or permitted to work, be trained, or receive services in buildings or surroundings or under working conditions which are unsanitary, hazardous or dangerous to their health or safety.

T. Grievance and Complaint Procedures

Sub-recipient agrees to provide program participant's access to the CSCF grievance procedures for participants in CSCF funded programs with respect to a non-criminal grievance or complaint arising in connection with WIOA programs operated by Sub-recipient other than civil rights complaints. Sub-recipient agrees to be bound by any decision arrived at as a result of taking part in the procedure. With respect to WIOA participants, the final resolution of the grievance must be within sixty (60) days of the filing of the formal grievance or complaint as per the WIOA Regulations.

Sub-recipient agrees to comply with the grievance procedures applicable to Providers in the event of a grievance with respect to CSCF.

Whenever CSCF forwards or notifies Sub-recipient of customer complaints about the workforce system received from the State or other external sources Sub-recipient shall assist CSCF in investigating the complaint in a timely manner, and agrees to take appropriate action to resolve the complaint as shall be determined by CSCF.

Hearings regarding grievances in which a finding is made in Sub-recipient's favor are subject to state and federal approval and Agreement. If the State and/or federal oversight entity does not agree with the finding, whether it is regarding a participant complaint or a questioned or disallowed cost as a result of a monitoring or audit finding, Sub-recipient shall comply with the State or federal determination and in the event of a questioned or disallowed cost Sub-recipient shall be liable to CSCF for repayment of the cost which has been questioned or disallowed.

U. Sponsorship: Public Announcements and Advertising

Sub-recipient shall not publicize, advertise, or describe the training and/or services funded under this contract, without prior approval from CSCF. The Sub-recipient agrees to use the CareerSource brand name and will adhere to all marketing strategies implemented by CSCF. The contractor agrees to comply with the provision of the Stevens Amendment as specified in P.L. 115-31, Division H, Title V, Section 505; P.L. 103-333 §508. When issuing statements, press releases, request for proposals, bid solicitation, and other documents describing the project or programs funded in whole or in part under this Agreement, Contractor shall clearly state: (1) the percentage of the total cost of the program or project which will be financed with Federal money under this Agreement and (2) the dollar amount of Federal funds for the project or program (3) Percentage and dollar amount of the total costs of the project or program that will be financed by non-governmental sources.

V. Knowledge of Terms of this Contract

The Sub-recipient shall take such actions as are necessary to ensure the knowledge and understanding of the terms of this sub-award by all staff of the Sub-recipient and any subcontractor(s).

W. Code of Conduct

Sub-recipient shall maintain written standards of conduct governing the performance of its employees engaged in the award and administration of this sub-award as identified in 29 CFR 95.42.

X. Incident Reporting

Known or suspected incidents of fraud, program abuse or criminal conduct shall be reported to CSCF immediately.

Y. Enforcement of Contract Provisions

The failure of CSCF to strictly enforce any of the provisions of this sub-award, or to require strict performance by the Sub-recipient of any provision herein, shall in no way be construed to be a waiver of such provisions or the validity of this sub-award or any part hereof, or waive the right of CSCF to thereafter enforce each and every provision herein.

Z. Warranty

The Sub-recipient covenants and warrants:

1. It is lawfully organized and constituted under all federal, state and local laws, ordinances and other authorities of its domicile and otherwise in full compliance with all legal requirements of its domicile;
2. It is possessed of the legal authority and capacity to enter into and perform this contract;
3. It is duly authorized to operate and do business in the State of Florida; and,
4. It has no present interest, nor shall it acquire any interest, which would conflict in any manner with its duties and obligations under this sub-award.

AA. PROCUREMENT OF RECOVERED MATERIALS

Contractor agrees to comply with the provisions of section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act, and as supplemented by 2 CFR Appendix II to part 200 and 2 CFR part 200.323 and the requirements stated therein.

BB. DOMESTIC PREFERENCES FOR PROCUREMENTS

Contractor agrees to comply with the provisions of 2 CFR Appendix II to part 200 and 2 CFR part 200.322 and the requirements stated therein.

CC. PROHIBITION ON CERTAIN TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT

Contractor agrees to comply with the provisions of 2 CFR Appendix II to part 200 and 2 CFR part 200.216 and the requirements stated therein. See Public Law 115-232, section 889 for additional information and 2 CFR part 200.471.

DD. PROMOTING FREE SPEECH AND RELIGIOUS LIBERTY & IMPROVING FREE INQUIRY, TRANSPARENCY AND ACCOUNTABILITY AT COLLEGES AND UNIVERSITIES

Contractor agrees to the follow the statutory and national policy requirements, as applicable, stated in 2 CFR § 200.300 and Executive Order 13798 Promoting Free Speech and Religious Liberty and Executive Order 13864 Improving Free Inquiry, Transparency and Accountability at College and Universities.

EE. E-VERIFY

Contractor warrants and represents that it is in compliance with section 448.095, Florida Statutes, as may be amended, and that it: (1) is registered with the E-Verify system (E-Verify.gov), and beginning January 1, 2021, uses the E-Verify system to electronical[y verify the employment eligibility of all newly hired workers; and (2) has verified that all of Contractor's subcontractors performing the duties and obligations of the Agreement are registered with the E-Verify System, and beginning January 1, 2021, use the E-Verify System to electronically verify the employment eligibility of all newly hired workers.

FF. NEVER CONTRACT WITH THE ENEMY

Contractor agrees to comply with regulations implementing Never Contract with the Enemy in 2 CFR part 183. The regulations in 2 CFR part 183 affect covered contracts, grants and cooperative agreements that are expected to exceed $50,000 within the period of performance, are performed outside the United States and its territories, and are in support of a contingency operation in which members of the Armed Forces are actively engaged in hostilities.

II. MUTUAL ASSURANCES

A. Amendments and Modifications

1. CareerSource Central Florida (CSCF) reserves the authority to amend or modify this sub-award with written bilateral agreement of the Sub-recipient. Reimbursements and the total dollar amount may be adjusted retroactively to reflect cost increases when these have been established through the appropriate process and subsequently identified in a modification to the Sub-recipient's budget.

2. Mandatory changes in regulations, policies or laws will be unilaterally amended as a Sub-award Modification signed by the CSCF President/CEO, and will be effective upon receipt by the Sub-recipient.

3. At the sole discretion of CSCF, this sub-award may be renewed on an annual basis for up to three (3) additional years, based on performance, organizational strategies, and/or funding availability.

B. Termination for Default/Convenience

1. Either party may request termination of modified agreement upon 60 days prior written notice to the other party. Written notification of termination must be by registered mail, return receipt requested.

2. The Board may unilaterally terminate or modify this modified agreement, if for any reason either the U.S. Department of Labor or the State of Florida reduces funding through the grants under which this modified agreement is funded.

3. The Board may unilaterally terminate this modified agreement at any time that it is determined that Contractor fails to provide any of the services it has contracted to provide; or Contractor fails to comply with the provisions of this modified agreement; or Such termination is in the best interest of the Board.

4. If Contractor disagrees with the reasons for termination, they may file a grievance in writing within ten days of notice of termination to CareerSource Central Florida, who will conduct a grievance hearing and decide, from evidence presented by both parties, the validity of termination.

5. In the event this modified agreement is terminated for cause, Contractor shall be liable to the Board for damages sustained for any breach of this modified agreement by the Contractor, including court costs and attorney fees, when cause is attributable to the Contractor.

6. In instances where Contractors/sub-grantees violate or breach modified agreement terms, the Board will use all administrative, contractual or legal remedies that are allowed by law to provide for such sanctions and penalties as may be appropriate.

7. In the event of such termination, CSCF shall be liable for payment only for services rendered prior to the effective date of termination. Final billing for payment must be received by CSCF within thirty (30) calendar days of termination date.

8. Unearned payment(s) under this sub-award may be suspended or sub- award terminated upon the refusal by Sub-recipient to accept or comply with any additional conditions that may be imposed by the Federal Government, the State of Florida, the Governor, or CSCF at any time.

9.The submittal of false information may be considered fraud and could result in the immediate termination of the sub-award.

10. Any controversy or claim arising out, of or relating to, this sub-award, or the breach thereof, shall be interpreted under the laws of the State of Florida.

11. The place for any hearing, arbitration, or other, shall be Orange County, Florida.

ATTACHMENT B: STATEMENT OF WORK
One-Stop Operator - Thomas P. Miller & Associates, LLC
8/15/2024-6/30/2025

Purpose:

The purpose of this agreement is to establish an entity to act on behalf of CareerSource Central Florida as a One Stop Operator which has been defined the CSCF Board of Directors as:

> "An entity or entities that will strategically coordinate all mandatory partners across five counties represented by Career Source Central Florida as required by WIOA, and whose responsibilities will not include service delivery and overseen by the Chief Operations Officer. The One Stop Operator will work with CSCF to meet all state and federal requirements." (December 2016)

CSCF, per 20 CFR § 678 .620, requires, at a minimum, that the One-Stop Operator coordinate the service delivery of the required one-stop partners and service providers as prescribed by WIOA sec. 121(b)(1)(B), 20 CFR 678.400, 34 CFR 361.400 and 34 CFR 463.400.

CSCF will work with its One Stop Operator to coordinate required providers across the one-stop delivery system, with the priority placed on the comprehensive career center, which has been designated as the West Orange County office. The coordination of programs will include:

1. Those overseen directly by the contracted One Stop Operator:

    a. Farmworker Career Development Program (OCPS)
    b. Senior Community Service Program (AARP Foundation who awarded Pinellas County Urban League for this service in our region)
    c. Adult Education and Family Literacy (OCPS)
    d. Vocational Rehab (FDOE > Voc Rehab)
    e. Division of Blind Services
    f. Community Service Block Grant (Orange County Community Action Agencies)
    g. Employment and Training carried out by Department of Housing and Urban Development

2. Those overseen by CSCF directly; OSO required to work with dedicated CSCF staff to ensure coordination of service delivery:

    h. Title 1 WIOA > A, DW, Y, Youth Build, MSFW
    i. Title 3 Wagner Peyser, Veterans,
    j. TANF

Per the U.S. Department of Labor's Training and Employment Guidance Letter (TEGL) 15-16 the One Stop Operator will:

> • Disclose any potential conflicts of interest arising from the relationships of the one-stop operators with particular training service providers or other service providers, including but not limited to, career services providers;
>
> • In coordinating services and serving as a one-stop operator, refrain from establishing practices that create disincentives to providing services to individuals with barriers to employment who may require longer-term services, such as intensive employment, training, and education services; and
>
> • Comply with Federal regulations, and procurement policies, relating to the calculation and use of profits.

Services to be Provided by One-Stop Operator:

Coordinate the delivery of services offered by required local One-Stop partners that include, at a minimum, these mandatory required partners:

Vocational Rehabilitation, Division of Blind Services, Family Literacy and all public Adult Education programs within the five-county service area, Career and Technical Education, Community Services Block Grant, Senior Community Service Employment Program, and YouthBuild.

This coordination shall, at a minimum, include the following responsibilities:

1. Establish linkages between all One-Stop partners to review mission and value alignment.
2. Facilitate conversations between partners to establish data sharing agreements and performance tracking between partners, including referrals.
3. Convene meetings to build relationships between and among the partners and facilitate conversations to streamline processes, increase referrals for services, and create better efficiencies and effectiveness.
4. Support discussions between CSCF and mandatory partners regarding infrastructure agreements that comply with partner funding requirements, delivery models and metrics to track objectives.
5. Serve as a facilitator between required One-Stop partners and CSCF to operationalize program coordination activities outlined in MOU.
6. Participate in CSCF community or stakeholder strategic meetings related to partners' service delivery needs and design.
7. Report monthly on progress and specific milestones negotiated via Monthly Progress Report

As part of this agreement the One Stop Operator **will not**:

1. Convene system stakeholders to assist in the development of the local plan;
2. Direct career center staff to conduct activities or implement strategies;
3. Prepare and submit local plans (as required under WIOA sec. 10 7);
4. Be responsible for oversight of itself;
5. Manage or significantly participate in the competitive selection process for one-stop operators;
6. Select or terminate one-stop operators, career service providers, and youth providers;
7. Negotiate local performance accountability measures; or
8. Develop and submit budgets or infrastructure agreements for activities of the local workforce development area.

ATTACHMENT C: BUDGET
One-Stop Operator - Thomas P. Miller & Associates, LLC
8/15/2024-6/30/2025

Payment to Contractor shall be cost reimbursement. The total cost reimbursement to be paid to Contractor for services under the terms of this Agreement shall not exceed the total amount stated in the table below unless otherwise authorized by CareerSource Central Florida in a written amendment to the Agreement. CSCF will compensate Contractor for services performed during the period outlined in this agreement in an amount not to exceed $52,500. The method of payments shall be paid based on expenses incurred each month, in accordance with GAAP, and based on invoices submitted by Contractor. Documentation must substantiate actual costs incurred up to the total contract amount at the end of the program year (June 30). This documentation shall be sent to the attention of CSCF's Finance Department via its email address: Accountspayable@careersourcecf.com. All payroll expenditures must include Personal Activity Reports (PARs), payroll registers, excel invoice summary, and other documents, as needed, to support reimbursed expenditures billed to the agreement.

The company requests a total budget of $52,500 for a 10 ½ -month contract period. The table shows the proposed use of funds.

Line-Item Description	Budget
Salaries (Based on 15 hours per week	**$33,513**
Fringe Benefits	**$6,038**
Travel/ Meetings and Visits	**$2,188**
Communications	**$656**
Staff Development	**$88**
Insurance	**$394**
Indirect – Admin	**$4,375**
Profit	**$5,250**
Subtotal Budget Request	**$52,500**
TOTAL BUDGET REQUEST	**$52,500**

* ***The proposed flat rate fee includes $5,250 for profit.***

ALL INVOICES MUST INCLUDE THE LANGUAGE DESCRIBED BELOW AND ARE TO BE SENT WITH THE MONTHLY PROGRESS REPORT.

- **By signing this report, I certify to the best of my knowledge and belief that the report is true, complete, and accurate; the expenditures, disbursements, and cash receipts are for the purposes and objectives set forth in the terms and conditions of the Federal award. I am aware that any false, fictitious, or fraudulent information, or the omission of any material fact, may subject me to criminal, civil, or administrative penalties for fraud, false statements, false claims, or otherwise. (U.S. Code Title 18, Section 1001 and Title 31, Sections 3729-3730 and 3801-3812).**

ATTACHMENT D – PERFORMANCE OBJECTIVES AND DELIVERABLES

1. Dedicate their primary focus to support the regions required partners and their related referrals for a coordinated service delivery at the only fully comprehensive One Stop Center located in the West Career Center, in Orange County.
2. Facilitate the development of the required One-Stop memorandum of understanding as described in WIOA Section 121 as necessary.
3. Document the objectives, delivery model, service offerings and funding streams of all participating required partners.
4. Establish a process that defines how the One-Stop partners will coordinate services to refer – customers, share data and define common metrics to track the success of the efforts of the One-Stop delivery system.
5. Establish a process between partners to articulate continuous improvement principles of plan, do, check, and adjust (PCDA) for the joint efforts identified.
6. Attend required partner meetings to understand what makes each organization contribute to the talent supply in the region and better align referrals, service delivery and client satisfaction with CSCF.
7. Produce monthly reports to include actions taken with respect to each of the deliverables highlighting the metrics, accomplishments, challenges to share.

ATTACHMENT E – MONTHLY PROGRESS REPORT
One-Stop Operator - Thomas P. Miller & Associates, LLC
8/15/2024-6/30/2025

As stated within ATTACHMENT D PERFORMANCE OBJECTIVES AND DELIVERABLES Sub-recipient shall produce a written report each month for submittal to CSCF to reflect Sub-recipient's progress each month. Reports for the preceding month are due to the CSCF point of contacts 10 days after each month ends during the contract period and be included with the monthly invoice submitted.

Monthly report shall be delivered to the following CSCF point of contacts:

1. Tadar Muhammad - TMuhammad@careersourcecf.com – Chief Operating Officer
2. Gina Ronokarijo - GRonokarijo@careersourcecf.com - VP of Workforce Operations
3. Accounts Payable - AccountsPayable@careersourcecf.com

One-Stop Operator Monthly Report – Reporting Requirements

1. Documentation of the key takeaways from conversations between partners – Data sharing and performance tracking
2. Documentation of what was covered in the meetings (minimum of 6 annually) with partners regarding streamlining processes, creating efficiencies, and overall effectiveness
3. True up of infrastructure agreements in January and July
4. MOU updates to include tracking of objectives and execution status
5. Documentation of what was covered in OSO lead meetings with stakeholders regarding service delivery commitments
6. Documentation of the participation in CSCF community or stakeholder strategic meetings providing details to partners delivery needs and design
7. Documentation of progress and specific milestones negotiated via a service contract.
8. Documentation of the objectives, delivery model, service offerings and funding streams of all participating required partners
9. Documentation of the actions taken with respect to each of the deliverables highlighting the metrics, accomplishments, and challenges
10. Documentation of professional development training provided to partners
11. Data dashboard snapshots (if CSCF staff does not have access to the data dashboard)
12. Documentation of progress between and among the partners to include results of referrals
13. Documentation of actions taken with respect to each of the deliverables highlighting the metrics, accomplishments, and challenges.

ATTACHMENT F – INDIVIDUAL NON-DISLOSURE AND CONFIDENTIALITY CERTIFICATION FORM

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

These confidential records may include name (or other personally identifiable information), Social Security numbers, wage and employment data and public assistance information which are protected under federal and state law. Such information is confidential and may not be disclosed to others. In order to perform my duties associated with the program requirements set forth under contract or agreement, I am requesting an access to a secure database. Prior to receiving such means of access, I acknowledge and agree to abide by the following standards for the receipt and handling of confidential information:

1. I shall use access to the Workforce Systems only to secure information to conduct official program business under such contract/agreement.

2. I shall not disclose my username, password, or other information needed to access the Systems to any party nor shall I give any other individual access to information secured.

3. If I should become aware that any other individual – other than an authorized employee – may have obtained or has obtained access to my username, password, or other information needed to access the Workforce Systems, I shall immediately notify CareerSource Central Florida's Chief Information Officer or Program Manager.

4. I shall not share with anyone any other information regarding access to the Systems unless I am specifically authorized by CareerSource Central Florida.

5. I shall not access or request access to any Social Security numbers, personal information, wage or employment data unless such access is necessary for the performance of my official duties.

6. I shall not disclose any individual data to any parties who are not authorized to receive such data except in the form of reports containing only aggregate statistical information compiled in such a manner that it cannot be used to identify the individual(s) involved.

7. I shall retain the confidential data only for that period of time necessary to perform my duties. Thereafter, I shall either arrange for the retention of such information consistent with federal or state record retention requirements or delete or destroy such data.

8. I am knowledgeable about proper use and handling of confidential data. I shall comply with all confidentiality safeguards including but not limited to, the following: a) protecting the confidentiality of my username and password; b) securing computer equipment, disks, and offices in which confidential data may be kept; and c) following procedures for the timely destruction or deletion of confidential data.
9. I shall not copy, sell, or release data confidential or not obtained from my access to anyone. Any data, confidential or not, obtained will be destroyed in a secure and appropriate manner after completion of contract work.

10. I understand that if I violate any of the confidentiality provisions set forth in the written standards, training, and/or instructions I have received, my user privileges may be immediately suspended or terminated. I further acknowledge that applicable state and/or federal law may provide that any individual who discloses confidential information in violation of any provision of that section may be subject to a fine and/or period of imprisonment and dismissal from employment. I have been instructed that if I should violate the provisions of the law, I may receive one or more of these penalties.

11. Should I have any questions concerning the handling or disclosure of confidential information, I shall immediately seek guidance from CareerSource Central Florida designated contact and be guided by his/her response.

Sub-recipient Employee Signature: SDBradley

Date: 8/16/2024

Print Sub-recipient Name: Stephanie Bradley

Company Name and Address: TPMA, LLC

PO Box 881011, Indianapolis, IN 46208

Work Telephone: 317-894-5508

E-Mail: sbradley@tpma-inc.com

Application(s) Given Access To:

ATTACHMENT G – SUBRECIPEINT CERTIFICATIONS

By signing the agreement, the Sub-recipient is providing the certifications as detailed below:

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS – PRIMARY COVERED TRANSACTION (29 CFR Part 95 and 98).
The prospective Sub-recipient certifies to the best of its knowledge and belief, that it and its principals:

Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;

Have not within a three-year period preceding this proposal been convicted or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

Are not presently indicted or otherwise criminally or civilly charged by a government entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (A) (2) of this certification; and,

Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State, or local) terminated for cause of default.

Where the prospective Sub-recipient is unable to certify to any of the statements in this certification, such prospective Sub-recipient shall attach an explanation to this proposal [or plan].

CERTIFICATION REGARDING LOBBYING (29 CFR Part 93).
The undersigned (i.e. Sub-recipient) certifies, to the best of his or her knowledge and belief, that:

No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress, in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan or cooperative agreement.

If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employees of Congress, or employee of a Member of Congress in connection with this Federal contract, grant, loan or cooperative agreement, the undersigned shall complete and submit Standard Form – LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, and U.S.C. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

CERTIFICATION REGARDING DRUG-FREE WORKPLACE REQUIREMENTS (29 CFR Part 94 and 98).
Pursuant to the Drug-Free Workplace Act of 1988 and it's implementing regulations codified at 29 CFR 98, Subpart F. I, the undersigned Sub-recipient attest and certify that the Sub-recipient will provide a drug-free workplace by the following actions:

1. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the Sub-recipient's workplace and specifying the actions that will be taken against employees for violation of such prohibition.
2. Establishing an ongoing drug-free awareness program to inform employees concerning:

a. The dangers of drug abuse in the workplace.
b. The policy of maintaining a drug-free workplace.
c. Any available drug counseling, rehabilitation and employee assistance programs.
d. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace

3. Making it a requirement that each employee to be engaged in the performance of the contract be given a copy of the statement required by paragraph (C) (1).
4. Notifying the employee in the statement required by paragraph (C) (1) that, as a condition of employment under the contract, the employee will:
   a. Abide by the terms of the statement.
   b. Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five (5) calendar days after such conviction.
5. Notifying the Sub-recipient in writing ten (10) calendar days after receiving notice under subparagraph (C) (4) (b) from an employee or otherwise receiving actual notice of such conviction. We will provide such notice of convicted employees, including position title, to every Grant officer on whose Grant activity the convicted employee was working. The notice shall include the identification number(s) of each affected contract/grant.
6. Taking one of the following actions, within thirty (30) calendar days of receiving notice under subparagraph (C) (4) (b), with respect to any employee who is so convicted.
   a. Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973 as amended.
   b. Requiring such employee to participate satisfactorily in drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State or local, health, law enforcement or other appropriate agency.
7. Making a good faith effort to continue to maintain a drug-free workplace through implementation of this entire certification.

NONDISCRIMINATION & EQUAL OPPORTUNITY ASSURANCE (29 CFR Part 37).

As a condition to the award of financial assistance from the Department of Labor under Title I of the WIOA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

1. Section 188 of the Workforce Innovation Opportunity Act of 2014 (WIOA) which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation, or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I financially assisted program or activity;
2. Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;
3. Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
4. The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

Section 654 of the Omnibus Budget Reconciliation Act of 1981 as amended, 42 U.S.C. 9849, which prohibits discrimination on the basis of race, creed, color, national origin, sex, handicap, political affiliation or beliefs.

CERTIFICATION & SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(a), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

1. This sworn statement and certification is submitted to CareerSource Central Florida by:

Dustin Miller

(Print Individual's Name & Title)

for TPMA, LLC

(Print Name of Sub-recipient Submitting Sworn Statement)

whose business address is PO Box 881011, Indianapolis, IN 46208

and its Federal Employer Identification Number is 30-0025201

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services, any lease for real property, or any contract for the construction or repair of a public building or public work, involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1) (b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information as a result of a jury verdict, non-jury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

   a. A predecessor or successor of a person convicted of a public entity crime; or

   b. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or any entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (indicate which statement applies, **CHECK ONE ONLY**):

   x Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime.

   _____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime.

   _____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of

Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted Provider list. (attach a copy of the final order).

I UNDERSTAND THAT I AM REQUIRED TO INFORM CAREERSOURCE CENTRAL FLORIDA PURSUANT TO FLORIDA STATUTES 287 OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

The Sub-recipient will comply with all applicable requirements of all other Federal Laws, executive orders, regulations, and policies governing the program(s) associated with this contract.

_____
Name and Title of Authorized Representative

_____
Signature of Authorized Representative

TPMA, LLC
Sub-recipient

8/14/24
Date

Attachment K

Comment Process

CareerSource Central Florida (CSCF) uses a structured and inclusive process to obtain input and comments from representatives of business and labor organizations in the development of our local workforce plan. This process ensures that the plan aligns with the needs of both the local business community and the workforce it employs.

Process for Obtaining Input:
Stakeholder Engagement: CSCF is engaged with representatives from key business sectors and labor organizations. This provide a forum for stakeholders to share their insights on workforce needs, industry trends, and challenges. Feedback is documented and incorporated into the planning process.

Public Comment Period: The draft plan is made available for public review and comment for up to 30 days. During this period, business and labor representatives are specifically invited to review the plan and provide their input. Notifications are sent out through various channels to ensure broad awareness among stakeholders.

Board and Committee Involvement: CSCF's Board of Directors, which includes representatives from local businesses and labor organizations, reviews the draft plan and provides input through formal meetings and committee discussions. The board's feedback is integral to shaping the final plan, ensuring it reflects the needs of the local economy.

Ongoing Communication: Throughout the planning process, CSCF maintains open lines of communication with business and labor representatives to keep them informed of progress and gather additional feedback as needed.

Through these comprehensive efforts, CSCF ensures that the development of the local workforce plan is informed by a diverse range of voices, ultimately creating a plan that meets the needs of both employers and workers in the Central Florida region.

ACTION ITEM

TO: Central Florida Area Workforce Development Consortium

FROM: CareerSource Central Florida Board of Directors

DATE: December 9, 2024

RE: Approval of CSCF Strategic Plan 2025-2028

PURPOSE:

The purpose of this memo is to request approval of CareerSource Central Florida's Strategic Plan for 2025-2028 as required by CareerSource Florida and Florida Commerce.

BACKGROUND ACTION ITEM

As mandated by the Workforce Innovation and Opportunity Act (WIOA), CareerSource Central Florida is required to develop and submit a comprehensive Local Plan for the 2025-2028 planning period. The law also requires local boards to regularly revisit and recalibrate plan strategies in response to changing economic conditions and workforce needs. This plan outlines our strategic vision for workforce development, detailing our goals, strategies, and priorities to address the evolving needs of our local workforce and economy.

The Local Plan for 2025-2028 has been carefully crafted in alignment with federal and state guidelines, incorporating input from key stakeholders, including employers, community organizations, education providers, and workforce partners. The plan outlines the Board's key priorities, which include diversifying revenue streams, delivering innovative talent solutions, and implementing focused talent acquisition strategies for high-growth industries. The plan includes specific objectives to:

- Develop a team of skilled "CareerSourcers" capable of providing relevant and impactful talent solutions.
- Create value and build strong relationships with customers; and
- Foster deep loyalty and enhance customer satisfaction.

Additionally, the Local Plan for 2025-2028 details CSCF's operational strategies to:

- Support identified populations, such as youth, individuals with unique abilities, and low-income families.
- Collaborate with education providers, community organizations, businesses, and economic development entities.
- Maintain and exceed program performance goals; and
- Deliver effective and comprehensive workforce services.

The full document can be found on CSCF's website:

LWDB-12-Local-Plan-2025-2028 (careersourcecentralflorida.com)

REQUIREMENTS:

Florida Commerce mandates that the Local Plan be reviewed and affirmed by both the Central Florida Area Workforce Development Consortium and the CareerSource Central Florida Board of Directors. Additionally, Florida Commerce requires that the Local Plan be posted for public comment for a minimum of 30 days.

In compliance with these requirements, the Local Plan was available on the CareerSource Central Florida website throughout the month of September to ensure an opportunity for public review and feedback.

RECOMMENDED ACTION:

CareerSource Central Florida Board of Directors recommends to the Central Florida Area Workforce Development Consortium to approve CSCF's Local Strategic Plan for 2025-2028, beginning January 1, 2025 through December 31, 2028.

Approved:
CSCF Board – 10/17/24

SIGNATURE PAGE

This Plan represents the efforts of CareerSource Central Florida- LWDB 12 – to implement the Workforce Innovation and Opportunity act in the following counties: Lake, Orange, Osceola, Seminole and Sumter.

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

Workforce Development Board Chair

Electronically Signed 2024-10-24 15:31:11 UTC - 75.112.182.66
Richard L. Sweat
Nintex AssureSign® 9e2cbc57-3685-4504-9f6f-b212013d10da

Signature

10/24/2024

Date

Chief Elected Official

Electronically Signed 2024-12-12 21:41:56 UTC - 192.234.90.124
Jerry L. Demings
Nintex AssureSign® ac7edfee-d938-4c01-9e26-b24401022b9a

Signature

12/12/2024

Date

ATTEST:

Electronically Signed 2024-12-12 21:54:05 UTC - 192.234.90.125
Arlene Thomas
Nintex AssureSign® e51eae08-1bea-4762-a0f7-b24401022b9a

CareerSource POLK

careersourcepolk.com

September 17, 2024

CareerSource Florida
Attention: Workforce Services Plan
Tallahassee, FL

The CareerSource Polk Four-Year Local Workforce Services Plan 2025-2028 has been approved by the Polk County Board of County Commissioners, designated as the chief elected official of the Local Workforce Development Board - Region 17, and Gary Clark, Chair of the Polk County Workforce Development Board, Inc. d.b.a. CareerSource Polk

Should you have any questions related to Workforce Services Plan, please do not hesitate to contact Stacy Campbell-Domineck, President & CEO of Polk County Workforce Development Board, Inc., by phone at (863) 508-1600, x-1133 or via email at stacy.campbell-domineck@careersourcepolk.com.

Bill Braswell
Chief Elected Official
Polk County Board of County Commissioners

9/17/24
Date

R.36

GARY CLARK
Gary Clark, Chair
CareerSource Polk

Stacy Campbell-Domineck
Stacy Campbell-Domineck, CEO
CareerSource Polk

CareerSource Florida
Board of Directors Meeting
February 20, 2025
Consent Item 5

Approved_____
Disapproved_____

Consent Item 5

LOCAL WORKFORCE DEVELOPMENT BOARD COMPOSITION AND CERTIFICATION

Once every two years, one local workforce development board (LWDB) must be certified for each local area in the state, based on the local board membership requirements described in Workforce Innovation and Opportunity Act (WIOA) sec. 107(b) and 20 CFR 679.320. Section 445.004(11), Florida Statutes, requires the state board, in consultation with the Florida Department of Commerce (FloridaCommerce), to ensure that LWDBs have membership consistent with the requirements of federal and state law. For a second or subsequent certification, the certification must also be based on the extent to which the local area ensures workforce investment activities carried out in the local area enabled the local area to meet the corresponding performance accountability measures and achieve fiscal integrity as defined in WIOA sec. 106(e)(2).

In June 2024, the CareerSource Florida Board of Directors conditionally approved nine local boards contingent upon approval signatures and/or appointment of private education providers to the local workforce development board. Four local boards provided updated rosters for review. FloridaCommerce reviewed and confirmed compliance of the four local boards' roster submission. Each roster was reviewed against the federal requirements as well as CareerSource Florida's Administrative Policy 091: Local Workforce Development Board Composition and Certification.

CareerSource Florida and FloridaCommerce recommend certification of the local workforce development boards that have met the required standards.

FOR CONSIDERATION

- **Certify the local workforce development boards that have met the required standards as follows:**
  - **CareerSource Southwest Florida**
  - **CareerSource North Central Florida**
  - **CareerSource Brevard Flagler Volusia**
  - **CareerSource Hillsborough Pinellas**

TOTAL NUMBER OF BOARD MEMBERS 15
DATE FORM COMPLETED 5/6/2024

LOCAL WORKFORCE DEVELOPMENT BOARD (LWDB) MEMBERSHIP

LOCAL WORKFORCE DEVELOPMENT BOARD NAME: CareerSource Southwest Florida - 24

NAME OF LWDB MEMBERS	AREA(S) OF REPRESENTATION	NOMINATING ORGANIZATION	DEMOGRAPHICS	PERIOD OF APPOINTMENT	
Michael Biskie	BU - Business	Lee County Economic Development	M - Male W - White (Select cc	07/01/21	06/30/25
Curtis Brown	BU - Business	Lee County Economic Development	M - M B - Black/A Select cc	07/01/20	06/30/24
Drummond Camel	BU - Business	Lee County Economic Development	M - M W - White (Select cc	07/01/20	06/30/24
Keitha Daniels	BU - Business	Hendry County Economic Development	F - F W - White (Select cc	07/01/21	06/30/25
Bill Diamond	BU - Business	Greater Naples Chamber of Commerce	M - M W - White (Select cc	07/01/20	06/30/24
Dave Gammon	GRED - Government Representat	Charlotte County Economic Development	M - M W - White (Select cc	07/01/20	06/30/24
Brent Kettler	BU - Business	Hendry County Economic Development	M - M W - White (Select cc	07/01/23	06/30/27
Adrian Llanes	WOLO - Workforce-Labor Organizati	IBEW	M - M O - Other Select cc	07/01/22	06/30/26
Bradley Myers	WOJ - Workforce-Joint labor-manage	Florida Teachers Union	M - M W - White (Select cc	07/01/20	06/30/24
Anthony Oakes	GRVRD - Government Representativ	Vocational Rehabilitation	M - M W - White (Select cc	07/01/22	06/30/26
Aaron Stitt	GRO - Government Representative-C	Lee County Ecomomic Developm	M - M W - White (Select cc	07/01/22	06/30/26
Carl Stringer	BU - Business	Hendry County Economic Development	M - M W - White (Select cc	07/01/21	06/30/25
John Talmage	GRED - Government Representat	Lee County Economic Development	M - M W - White (Select cc	07/01/21	06/30/25

LWDB BOARD MEMBERSHIP

(Continued)

NAME OF LWDB MEMBERS	AREA(S) OF REPRESENTATION	NOMINATING ORGANIZATION	DEMOGRAPHICS	PERIOD OF APPOINTMENT
Amy Teprovich	ETPC - Education and Training Provide	The Alliance of Educational Leaders	F - Fem W - White (not H Select code...	07/01/20 06/30/24
Michael Wukitsch	BU - Business	Lee County Economic Development	M - Mal W - White (not H Select code...	07/01/21 06/30/25
	Select an Area...		Select a G Select a Race/Ethnic Select code...	
	Select an Area...		Select a G Select a Race/Ethnic Select code...	
	Select an Area...		Select a G Select a Race/Ethnic Select code...	
	Select an Area...		Select a G Select a Race/Ethnic Select code...	
	Select an Area...		Select a G Select a Race/Ethnic Select code...	
	Select an Area...		Select a G Select a Race/Ethnic Select code...	
	Select an Area...		Select a G Select a Race/Ethnic Select code...	
	Select an Area...		Select a G Select a Race/Ethnic Select code...	
	Select an Area...		Select a G Select a Race/Ethnic Select code...	
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	Select an Area...		Select a G Select a Race/Ethnic Select code...	
	Select an Area...		Select a G Select a Race/Ethnic Select code...	
	Select an Area...		Select a G Select a Race/Ethnic Select code...	
	Select an Area...		Select a G Select a Race/Ethnic Select code...	

AREA(S) OF REPRESENTATION CODES

BU – Business

WOLO – Workforce-Labor Organization

WOJ – Workforce-Joint labor-management Apprenticeship Program

WOD – Workforce-Community-based Organizations representing Individuals with Disabilities (optional)

WOV – Workforce-Community-based Organizations representing Veterans (optional)

WOY – Workforce-Community-based Organizations representing Youth (optional)

ETPA – Education and Training Provider-Adult Education and Literacy

ETPC – Education and Training Provider-Institution of Higher Education

ETPO – Education and Training Provider-Other Providers (optional)

GRED – Government Representative-Economic Development

GRES – Government Representative-Employment Service

GRVRD – Government Representative-Vocational Rehabilitation

GRO – Government Representative-Other (optional)

OTHER – Other (please specific group/program being represented) (optional)

DEMOGRAPHICS CODES

GENDER CODES

M – Male

F – Female

RACE/ETHNIC CODES

W – White (not Hispanic)
B – Black/African American (not Hispanic)
W/H – White and Hispanic
B/H – Black and Hispanic
O – Other

OTHER CODES

D – Disabled individual
OI – Older individual
V – Veteran

2024-2025

Education and Industry Consortium Members

Beth Barfield
Glades County School District

Blanca Beauchamp
Conditioned Air

Bereniz Bogardus
US Sugar

Jennifer Carrasco
Shaw Development

Brian Granstra
Charlotte County Public Schools

John Lai
Sanibel and Captiva Chamber
Restaurant and Lodging Association

Brian Mangan
School District of Lee County

Ariel Pechokas
Collier County Public Schools

Whitney Rhyne
Florida SouthWestern State College

Michael Swindle
Hendry County School District

Jennifer Thayer
Lee Health

Brian Thomson
RT Moore

Kay Tracy
Charlotte County Economic Development Office

Evelyn Valdes
Lee County Economic Development Office

Kristen Vanselow
Florida Gulf Coast University

Jaime Zabala Jr.
Advance Hurricane Technology, Inc.

Board of Directors List Tool

Program Year (PY) 2023-2024

Date of Review: 2/16/2024

Name of Board Member	Position on Board	Term of Appointment	Appointment Date	Name of Member's Business, Company, or Employer and Title or Position	Representation ****	Additional Representation	Additional Representation
Complete the Board of Directors template below. Include current board members at the time this document is completed including vacant seats from each Sector, if applicable. In the Representation column, you must choose an option from the drop-down menu. If a board member has more than one affiliation, select the additional representation category from Column F. *Once the Board of Directors template has been completed, check the table located at the bottom of the page. The table calculates both Business and Workforce percentages, as well as the required board roles.* **Please note: *Providing a reference to website will not satisfy this request . The template holds up to 36 board members. If you have more than 36 members on your board reach out to your Programmatic Monitor Unit directly.***					**Sector & Description (See 20 CFR 679.320)** **Choose Sector and Description from the drop down menu**	**Sector & Description (See 20 CFR 679.320)** **Choose Sector and Description from the drop down menu**	**Sector & Description (See 20 CFR 679.320)** **Choose Sector and Description from the drop down menu**
	Ex. Member, Chair, Secretary etc.	Ex. MM/DD/YY- MM/DD/YY	Ex. MM/DD/YY				
Samuel Boadi	Member	May 18, 2020 – June 30, 2023	5/18/2020	HCA/Healthcare - Administrator	Business: Member of Small Business		
Vacant					Business: Vacant Business seat		
Staci Bertrand	Member	September 15. 2022 – June 30. 2024	9/15/2022	Government Relations with Duke Energy	Business: Other Business Sector		
Vacant					Business: Vacant Business seat		
Ethan Fieldman	Chair	June 30, 2023 - June 30, 2025	6/30/2023	President Study Edge	Business: Member of Small Business		
David Pope	Member	April 30, 2020 - June 30, 2023 (Serving until new appointment)	4/30/2020	CEO/Owner NG Wade Investments WACO Properties	Business: Member of Small Business		
Vacant					Business: Vacant Business seat		
Marty Shaw		April 30, 2020 – June 30, 2023 (Serving until new appointment)	4/30/2020	Owner Coldwell Banker Smith & Smith Realty	Business: Member of Small Business		
Vacant					Business: Vacant Business seat		
Dr. Jeffrey Tate		June 30, 2022 – June 30, 2024	6/30/2022	COO CTD Holdings	Business: Member of Small Business		
Dante Buckley		June 30, 2022 – June 30, 2024	6/30/2022	Senior Process Engineer Manufacturing Sciences & Technology	Business: Other Business Sector		
James Ingle		June 30, 2022 – June 30, 2024	6/30/2022	President IBEW Local 1205	Workforce: Labor organization in the local area		
Shawn Graves		June 30, 2022 – June 30, 2024	6/30/2022	Director Gainesville Electrical JATC	Workforce: Labor organization in the local area		
Kevin Shupe		September 15, 2022 – June 30, 2024	9/15/2022	Organizer/Sheet Metal Worker - International Association of Sheet Metal, Air, Rail, and Transportation Workers	Workforce: Union affiliated registered apprenticeship program		
Charles Harris		March 17, 2022 – June 30, 2024	3/17/2022	CEO Appointee - CFCAA	Workforce: Organization with experience and expertise in addressing the employment, training, or education needs of eligible youth		
Chris Coffey		September 18, 2023 – September 30, 2025	9/18/2023	Assistant Principal - Bradford County School District	Other: Other Entity that administers education and training activities, represents local educational agencies or community-based organizations that have expertise in addressing the education or training needs for individuals with barriers to employment		
Keith Kirby		April 15, 2021 – June 30, 2023 (Serving until new appointment)	4/15/2021	Coordinator Adult and Career Education - North Florida Technical College	Other: Training provider administering adult education and literacy activities under WIOA title II		
Dr. Paul Broadie II		September 18, 2023 – September 30, 2025	9/18/2023	President - Santa Fe Community College	Other: Institution of higher education providing workforce investment activities		
Angie White		June 30, 2020 – June 30, 2023 (Serving until new appointment)	6/30/2020	Director -Vocational Rehabilitation	Other: Program carried out under title I of the Rehabilitation Act o 1973, other than sec.112 or part C of that title		
Landon Harrar		November 30, 2022 – June 30, 2024	11/30/2022	Business Development & Investor Relations Coordinator - Greater Gainesville Chamber of Commerce	Other: Economic and community development entity		

**** Please note that this column is solely used to calculate compliance with the 50% business and 20% workforce membership requirement. For members that serve multiple roles, please select *business* or *workforce* sector in the first column and the secondary role in the second column.

	Member Count	Member Percentage	
Board Members in Business Sector	11	1/0/1900	Total must 50% or greater
Member of Small Business	5	Meets Minimum	*Minimum of 2 business representatives*
Other Business Sectors	2		*Remaining business representatives*
Vacant Business Sector seats	4		*Vacant Seats*
Board Members in Workforce Sector	4	1/0/1900	Total must be 20% or greater
Labor organization in the local area	2	Meets Minimum	*If in existence, must include 2 or more Workforce representatives*
Joint labor-management organization	0		
Union affiliated registered apprenticeship program	1	Meets Minimum	*If in existence, must include 1 or more Workforce representatives from these three categories*
Non-union affiliated registered apprenticeship program	0		
Community-based organization with experience and expertise in addressing the employment, training or education needs of individuals with barriers to employment	0		*May include 1 or more Workforce representatives*
Organization that serves veterans	0		*May include 1 or more Workforce representatives*
Organization which provides or supports competitive integrated employment for individuals with disabilities	0		*May include 1 or more Workforce representatives*
Organization with experience and expertise in addressing the employment, training, or education needs of eligible youth	1		*May include 1 or more Workforce representatives*
Vacant Workforce Sector Seats	0		*Vacant Seats*
Board Members in Other Sectors	5	1/0/1900	Remaining Percentage
Training provider administering adult education and literacy activities under WIOA title II	1	Meets minimum	*Must include 1 representative*
Institution of higher education providing workforce investment activities	1	Meets minimum	*Must include 1 representative*
Economic and community development entity	1	Meets minimum	*Must include 1 representative*
State Employment Service Office under Wagner Peyser Act (29 U.S.C. 49) serving the local area	0		*Must include 1 representative - FloridaCommerce realizes that this position may not be filled.*
Program carried out under title I of the Rehabilitation Act o 1973, other than sec.112 or part C of that title	1	Meets minimum	*Must include 1 representative*
Other Entity that administers education and training activities, represents local educational agencies or community-based organizations that have expertise in addressing the education or training needs for individuals with barriers to employment	1		*May include representatives*
Governmental and economic and community development entities who represent transportation, housing, and public assistance programs	0		*May include representatives*
Philanthropic organizations serving the local area	0		*May include representatives*
Other appropriate individuals as determined by the chief elected official	0		*May include representatives*
Vacant Other Seats	0		*Vacant Seats*
Member Count	20		
Representation Count	20		

CONSORTIUM ROSTER

Chair of Consortium: Lisa Anderson

Contact Information: 352-381-7297

Report Prepared By: Phyllis Marty

Board Contact: Phyllis Marty, pmarty@careersourcencfl.com and Chris Brown cbrown@careersourcencfl.com

Date: 1/1/2025

NAME	TITLE	ORGANIZATION NAME	INDUSTRY	PHONE NUMBER	EMAIL ADDRESS	TERM START DATE	TERM END DATE	CONSORTIUM SEAT FILLED
Trenton Hightower	Director of Workforce Development	Santa Fe College	Education	352-395-7329	trenton.hightower@sfcollege.edu	01/01/23	01/01/25	Chair
Lisa Anderson	Coordinator Continuing Education & Corporate Training	Santa Fe College	Education	352-381-7297	lisa.anderson@sfcollege.edu	01/01/23	01/01/25	Chair
Kristopher Brady	Dean, Career and Technical Education	Florida Gateway College	Education	386-754-4225	kristopher.brady@fgc.edu <kristopher.brady@fgc.edu>	01/01/25	01/01/27	
Anita Rembert	CEO	Trenton Medical Center, dba Palms Medical Group	Healthcare	352-463-4501	arembert@palmsmg.org	01/01/25	01/01/27	
Laura Guyer	Associate Professor	UF Department of Community Health and Family Medicine	Healthcare	352-332-0523	lkguyer@ufl.edu <lkguyer@ufl.edu>	01/01/25	01/01/27	
Kevin Clarke	Chief Human Resources Officer	Meridian Healthcare	Healthcare		Kevin Clarke <kevin_clarke@mbhci.org>	01/01/25	01/01/27	
Jody Sciance	Engineering & Mine Strategy Manage	The Chemours Company	Manufacturing	304-761-4354		01/01/25	01/01/27	
TBD			Information Technology					
TBD			Transportation/Logistics					
TBD			Hospitality					
Ryan Wilder	Director of HR, Legal and Compliance	NCCER	Construction	386-518-6941	rwilder@nccer.org	01/01/25	01/01/27	

	Date of Review:	
Name of Board Member	**Position on Board**	**Term of Appointment**
Complete the Board of Directors template below. Include current board members at the time this d the Representation column, you must choose an option from the drop-down menu. If a board mem from Column F. ***Once the Board of Directors template has been completed, check the table located percentages, as well as the required board roles.*** **Please note:** ***Providing a reference to website will not satisfy this request . The template holds up to out to your Programmatic Monitor Unit directly.***		
	Ex. Member, Chair, Secretary etc.	Ex. MM/DD/YY- MM/DD/YY
Elizabeth Albert	Member	07/01/2024-06/30/2026
Mary Jane Brecklin	Member	07/01/2024-06/30/2025
Colleen Browne	Treasurer	07/01/2024-06/30/2025
Sarah Dougherty	Member	07/01/2024-06/30/2025
Erica Flores	Member	07/01/2024-06/30/2025

Lloyd Gregg	Chair	07/01/2024-06/30/2025
Savannah-Jane Griffin	Member	07/01/2024-06/30/2025
John Guthrie	Member	07/01/2024-06/30/2026
Dr. Sandy Handfield	Member	07/01/2024-06/30/2026
Corrine Heck	Member	07/01/2024-06/30/2025
Art Hoelke	Member	07/01/2024-06/30/2026
Renee Kirkland	Member	07/01/2024-06/30/2026
Amy Locklear	Member	07/01/2024-06/30/2026

Nuno Mana	Member	07/01/2024-06/30/2025
Mike Menyhart	Member	07/01/2024-06/30/2025
Wayne Olson	Member	07/01/2024-06/30/2025
Lou Paris	Member	07/01/2024-06/30/2026
Jason Parker	Member	07/01/2024-06/30/2025
Amar Patel	Member	07/01/2024-06/30/2025
Ken Phelps	Member	07/01/2024-06/30/2025
Eva Rey	Member	07/01/2024-06/30/2025
Cordell Rolle	Member	07/01/2024-06/30/2025

Ian Shinnick	Member	07/01/2024-06/30/2025
Tyler Sirois	Member	07/01/2024-06/30/2026
John Wanamaker	Vice Chair	07/01/2024-06/30/2025
Lynda Weatherman	Member	07/01/2024-06/30/2026
Vacant Business Seat		
Vacant Union Seat		

**** Please note that this column is solely used to calculate compliance with the 50% business and 2(

	Member Count	Member Percentage
Board Members in Business Sector	15	54%
Member of Small Business	7	Meets Minimum
Other Business Sectors	7	
Vacant Business Sector seats	1	

Board Members in Workforce Sector	7	25%
Labor organization in the local area	2	Meets Minimum
Joint labor-management organization	2	
Union affiliated registered apprenticeship program	1	Meets Minimum
Non-union affiliated registered apprenticeship program	0	
Community-based organization with experience and expertise in addressing the employment, training or education needs of individuals with barriers to employment	2	
Organization that serves veterans	0	
Organization which provides or supports competitive integrated employment for individuals with disabilities	1	
Organization with experience and expertise in addressing the employment, training, or education needs of eligible youth	0	
Vacant Workforce Sector Seats	0	
Board Members in Other Sectors	10	36%
Training provider administering adult education and literacy activities under WIOA title II	1	Meets minimum
Institution of higher education providing workforce investment activities	4	Meets minimum
Economic and community development entity	2	Meets minimum
State Employment Service Office under Wagner Peyser Act (29 U.S.C. 49) serving the local area	0	
Program carried out under title I of the Rehabilitation Act o 1973, other than sec.112 or part C of that title	1	Meets minimum
Other Entity that administers education and training activities, represents local educational agencies or community-based organizations that have expertise in addressing the education or training needs for individuals with barriers to employment	0	
Governmental and economic and community development entities who represent transportation, housing, and public assistance programs	0	
Philanthropic organizations serving the local area	2	
Other appropriate individuals as determined by the chief elected official	0	
Vacant Other Seats	0	
Member Count	28	
Representation Count	33	

Board of Directors List Toc

Program Year (PY) 2024-2025

Appointment Date	Name of Member's Business, Company, or Employer and Title or Position
locument is completed including vacant seats from each Sector, if applicable. In ber has more than one affiliation, select the additional representation category ***at the bottom of the page. The table calculates both Business and Workforce***	
36 board members. If you have more than 36 members on your board reach	
Ex. MM/DD/YY	
7/1/2024	Volusia United Educators Union President 1381 Educators Road Daytona Beach, Florida 32124
7/1/2024	Healthcare Industry System VP of HR Operations Health First 3470 N. Harbor City Blvd. Melbourne, FL 32935
7/1/2024	Private Education Provider Campus President Keiser University 900 S. Babcock Street Melbourne, FL 32901
7/1/2024	Manufacturing Industry, Owner, Blue Water Dynamics LLC dba Dougherty Manufacturing and Solace Boats, 308 S. Old County Road, Edgewater, FL. 32926
7/1/2024	Community Based Organization Executive Director Vincent's Clubhouse 8 Sellner Place Palm Coast, FL 32164

7/1/2024	Aerospace Industry VP Workforce Development PTX Engineering Services LLC 3101 Southern Oak Drive Merritt Island, FL 32952
7/1/2024	Community Based Organization Chief Executive Officer Neighborhood Center of West Volusia 434 S. Woodland Blvd. DeLand, FL 32720
7/1/2024	Healthcare Industry Vice President of Corporate Communications, Executive Director of Health Communities Halifax Medical Center Hospital 303 N. Clyde Morris Blvd. Daytona Beach, FL. 32114
7/1/2024	State College-Education Provider Associate Vice President, Academic Affairs Eastern Florida State College 3865 N. Wickham Road Melbourne, FL. 32935
7/1/2024	IT Industry CEO/Founder Details Flowers, LLC 307 W. Granada Blvd. Suite 2010 Ormond Beach, FL. 32174
7/1/2024	Manufacturing Industry/Registered Apprenticeship VP/GM Knight's Armament Company 701 Columbia Blvd. Titusville, FL 32970
7/1/2024	Title II WIOA Administering Adult Education Director, Flagler Technical College Flagler Technical College/Flagler County School District 5400 E. Highway 100 Palm Coast, FL. 32164
7/1/2024	State College-Education Provider Executive Vice President/Provost Daytona State College 1200 W. International Speedway Blvd. Daytona Beach, FL. 32114

7/1/2024	Construction Industry East Coast Regional Manager Acadian Contractors, Inc. 342-344 Williams Point Blvd. Cocoa, FL 32927
7/1/2024	Manufacturing Industry President Migrandy Corp. 675 Cypress Drive Merritt Island, FL 32952
7/1/2024	Vocational Rehabilitation 3555 Maguire Blvd. Suite 205 Orlando, FL. 32803
7/1/2024	Economic Development Director of Economic Development Volusia County Government 700 Catalina Drive Suite 200 Daytona Beach, FL. 32114
7/1/2024	Healthcare Industry Vice President and General Manager B. Braun Medical Inc. 1845 Mason Avenue Daytona Beach, FL. 32117
7/1/2024	Community Based Organization – Disabilities President & CEO Brevard Achievement Center 1845 Cogswell Street Rockledge, FL 32955
7/1/2024	Business/Professional Industry Vice President of Resource Development Daytona Regional Chamber of Commerce 126 E. Orange Avenue Daytona Beach, FL. 32114
7/1/2024	Construction Industry Senior Vice President, Community Management and Communications The Viera Company 7380 Murrell Road Suite 201 Viera, FL. 32940
7/1/2024	Rolle I.T. LLC. 137 S. Courtenay Pkwy #512 Merritt Island, FL 32952

7/1/2024	Business/Professional Industry Senior Vice President Brown & Brown Insurance 300 N. Beach Street Daytona Beach, FL. 32114
7/1/2024	Private Education Provider Vice President for External Affairs & Strategic Initiatives Embry-Riddle Aeronautical University 1 Aerospace Blvd. Daytona Beach, FL. 32114
7/1/2024	Business/Professional Industry Broker/Owner Coldwell Banker Commercial AI Group 1019 Town Center Drive Suite 200 Orange City, FL. 32763
7/1/2024	Economic Development President/CEO EDC of Florida's Space Coast 6525 3rd Street Suite 304 Rockledge, FL 32955

0% workforce membership requirement. For members that serve multiple roles, p

Total must 50% or greater
Minimum of 2 business representatives
Remaining business representatives
Vacant Seats

Total must be 20% or greater
If in existence, must include 2 or more Workforce representatives
If in existence, must include 1 or more Workforce representatives from these three categories
May include 1 or more Workforce representatives
May include 1 or more Workforce representatives
May include 1 or more Workforce representatives
May include 1 or more Workforce representatives
Vacant Seats
Remaining Percentage
Must include 1 representative
Must include 1 representative
Must include 1 representative
Must include 1 representative - FloridaCommerce realizes that this position may not be filled.
Must include 1 representative
May include representatives
May include representatives
May include representatives
May include representatives
Vacant Seats

Representation ****	Additional Representation
Sector & Description (See 20 CFR 679.320) **Choose Sector and Description from the drop down menu**	**Sector & Description (See 20 CFR 679.320)** **Choose Sector and Description from the drop down menu**
Workforce: Labor organization in the local area	
Business: Other Business Sector	
Other: Institution of higher education providing workforce investment activities	
Business: Member of Small Business	
Other: Philanthropic organizations serving the local area	

Business: Other Business Sector	
Other: Philanthropic organizations serving the local area	
Business: Other Business Sector	
Other: Institution of higher education providing workforce investment activities	
Business: Member of Small Business	
Business: Member of Small Business	Workforce: Union affiliated registered apprenticeship program
Other: Training provider administering adult education and literacy activities under WIOA title II	
Other: Institution of higher education providing workforce investment activities	

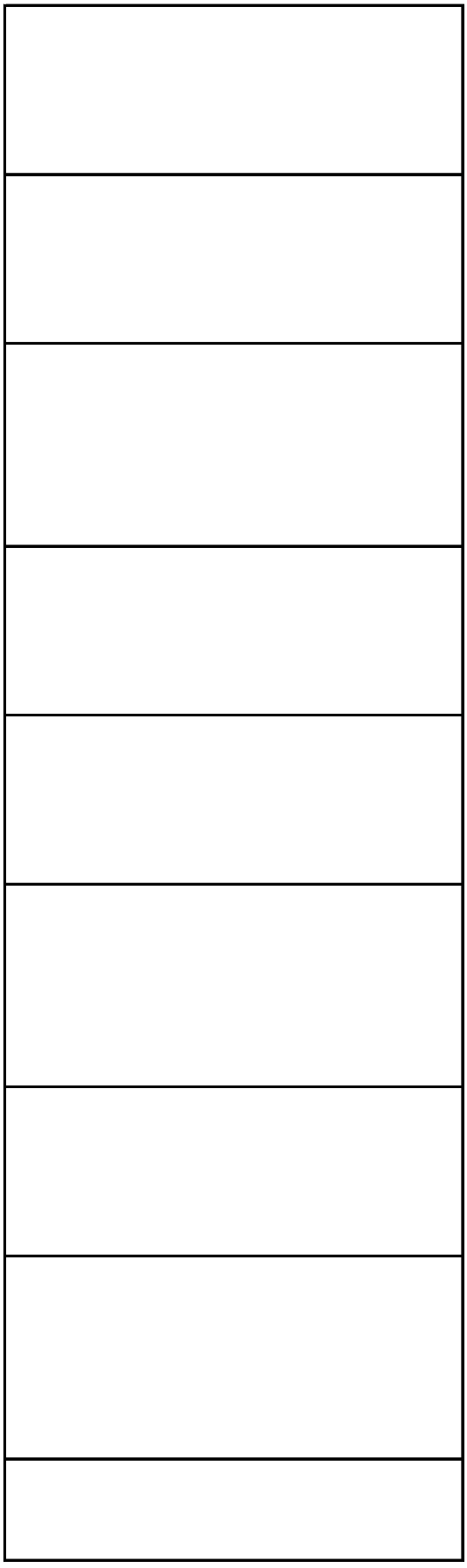
Business: Other Business Sector	
Business: Member of Small Business	
Other: Program carried out under title I of the Rehabilitation Act o 1973, other than sec.112 or part C of that title	Workforce: Community based organization with experience and expertise in addressing the employment, training or education need of individuals with barriers to employment
Other: Economic and community development entity	
Business: Other Business Sector	
Workforce: Organization which provides or supports competitive integrated employment for individuals with disabilities	Workforce: Community based organization with experience and expertise in addressing the employment, training or education need of individuals with barriers to employment
Business: Member of Small Business	
Business: Other Business Sector	
Business: Member of Small Business	

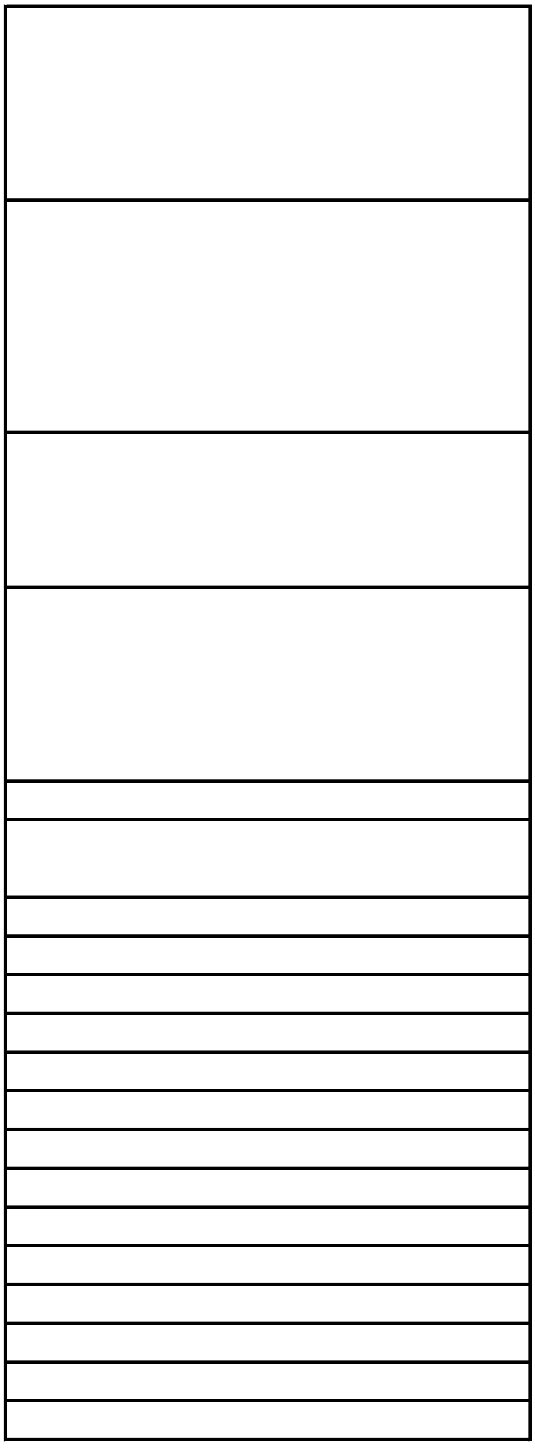
Business: Other Business Sector	
Other: Institution of higher education providing workforce investment activities	
Business: Member of Small Business	
Other: Economic and community development entity	Business: Other Business Sector
Business: Vacant Business seat	
Workforce: Labor organization in the local area	

lease select *business* or *workforce* sector in the first column and the secondary role in the se

Additional Representation
Sector & Description (See 20 CFR 679.320) **Choose Sector and Description from the drop down menu**

Workforce: Joint labor-management organization





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Education & Industry Consortium Members - Program Year 2024-2025

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6. E. Bliss Jamison
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8. Frank Margiotta - Chair
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rutledge.rachel@brevardschools.org

14. Daneille Wong
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Office Manager
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Brunell, FL 32110
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TOTAL NUMBER OF BOARD MEMBERS 15
DATE FORM COMPLETED 5/6/2024

LOCAL WORKFORCE DEVELOPMENT BOARD (LWDB) MEMBERSHIP

LOCAL WORKFORCE DEVELOPMENT BOARD NAME: CareerSource Southwest Florida - 24

NAME OF LWDB MEMBERS	AREA(S) OF REPRESENTATION	NOMINATING ORGANIZATION	DEMOGRAPHICS		PERIOD OF APPOINTMENT	
Michael Biskie	BU - Business	Lee County Economic Development	M	W - White (not Select cc	07/01/21	06/30/25
Curtis Brown	BU - Business	Lee County Economic Development	M	B - Black/Afric Select cc	07/01/20	06/30/24
Drummond Camel	BU - Business	Lee County Economic Development	M	W - White (not Select cc	07/01/20	06/30/24
Keitha Daniels	BU - Business	Hendry County Economic Development	F	W - White (not Select cc	07/01/21	06/30/25
Bill Diamond	BU - Business	Greater Naples Chamber of Commerce	M	W - White (not Select cc	07/01/20	06/30/24
Dave Gammon	GRED - Government Representative	Charlotte County Economic Development	M	W - White (not Select cc	07/01/20	06/30/24
Brent Kettler	BU - Business	Hendry County Economic Development	M	W - White (not Select cc	07/01/23	06/30/27
Adrian Llanes	WOLO - Workforce-Labor Organizati	IBEW	M	O - Other Select cc	07/01/22	06/30/26
Bradley Myers	WOJ - Workforce-Joint labor-manage	Florida Teachers Union	M	W - White (not Select cc	07/01/20	06/30/24
Anthony Oakes	GRVRD - Government Representativ	Vocational Rehabilitation	M	W - White (not Select cc	07/01/22	06/30/26
Aaron Stitt	GRO - Government Representative-C	Lee County Ecomomic Developm	M	W - White (not Select cc	07/01/22	06/30/26
Carl Stringer	BU - Business	Hendry County Economic Development	M	W - White (not Select cc	07/01/21	06/30/25
John Talmage	GRED - Government Representative	Lee County Economic Development	M	W - White (not Select cc	07/01/21	06/30/25

LWDB BOARD MEMBERSHIP

(Continued)

NAME OF LWDB MEMBERS	AREA(S) OF REPRESENTATION	NOMINATING ORGANIZATION	DEMOGRAPHICS	PERIOD OF APPOINTMENT
Amy Teprovich	ETPC - Education and Training Provider-Ir	The Alliance of Educational Leaders	F W - White (not Hispa Select code...	07/01/20 06/30/24
Michael Wukitsch	BU - Business	Lee County Economic Dev	M W - White (not Hispa Select code...	07/01/21 06/30/25
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LWDB BOARD MEMBERSHIP

(Continued)

NAME OF LWDB MEMBERS	AREA(S) OF REPRESENTATION	NOMINATING ORGANIZATION	DEMOGRAPHICS	PERIOD OF APPOINTMENT
Commissioner Joshua	GRO - Government Representative-Other	Hillsborough County BOCC	F W - White (not Hispa Select code...	07/01/24 06/30/25
Commissioner Chris Latvala	GRO - Government Representative-Other (	Pinellas County BCC	M - Male W - White (not Hispa Select code...	07/01/24 06/30/26
	Select an Area...		Select a G Select a Race/Ethnic Select code...	

AREA(S) OF REPRESENTATION CODES

BU – Business

WOLO – Workforce-Labor Organization

WOJ – Workforce-Joint labor-management Apprenticeship Program

WOD – Workforce-Community-based Organizations representing Individuals with Disabilities (optional)

WOV – Workforce-Community-based Organizations representing Veterans (optional)

WOY – Workforce-Community-based Organizations representing Youth (optional)

ETPA – Education and Training Provider-Adult Education and Literacy

ETPC – Education and Training Provider-Institution of Higher Education

ETPO – Education and Training Provider-Other Providers (optional)

GRED – Government Representative-Economic Development

GRES – Government Representative-Employment Service

GRVRD – Government Representative-Vocational Rehabilitation

GRO – Government Representative-Other (optional)

OTHER – Other (please specific group/program being represented) (optional)

DEMOGRAPHICS CODES

GENDER CODES

M – Male

F – Female

RACE/ETHNIC CODES

W – White (not Hispanic)
B – Black/African American (not Hispanic)
W/H – White and Hispanic
B/H – Black and Hispanic
O – Other

OTHER CODES

D – Disabled individual
OI – Older individual
V – Veteran

CareerSource Hillsborough Pinellas
EDUCATION AND INDUSTRY CONSORTIUM ROSTER

GENERAL INFORMATION

Section 445.007 (15), Florida Statutes, requires each local workforce development board to create an education and industry consortium composed of representatives of educational entities and businesses in the designated workforce service delivery area.

The chair of the local workforce development board shall appoint the consortium members. A member of a local workforce development board shall not serve as a member of the consortium. Consortium members shall be appointed for two-year terms beginning on Jan. 1 of the year of the appointment, and any vacancy on the consortium must be filled for the remainder of the unexpired term in the same manner as the original appointment.

The membership of the education and industry consortium must meet the following requirements:

Industry Representative Requirements:

- Chief Executive Officers or presidents or other executive level staff from the top public and private employers in the local area.
- Industry representatives should reflect the priority industries in the local area.

Education Representative Requirements:

- Superintendents, presidents, or other leadership staff from education institutions in the local area that represent both public and private education entities in:
  - K-12 education
  - District technical colleges
  - State colleges
  - Universities
  - Other degree or credential granting institutions in the local area

If a member of the education and industry consortium is unable to attend a meeting, a designee from the members' executive team may attend.

Chair of consortium: Mark Koulianos

Contact information:

Report prepared by: Tammy Stahlgren & Leah Geis

Board contact: Tammy Stahlgren **Date:**

CONSORTIUM ROSTER

NAME	TITLE	ORGANIZATION NAME	INDUSTRY (For Business Partners Only)	PHONE NUMBER	EMAIL ADRESS	TERM START DATE	TERM END DATE	CONSORTIUM SEAT FILLED
Nadia Combs	Board member & Immediate Past Chair	Hillsborough County Public Schools		813-272-2083	nadia.combs@hcps.net	1/1/2024	12/31/2025	
Christina Davenport	President	JMI Resource		813-909-9466 Ext. 205	christina@jmiresource.com	1/1/2024	12/31/2025	
Paul Huszar	President and CEO	VetCore and Team VetCore LLC's		813-504-1624	phuszar@vetcoreservices.com	1/1/2024	12/31/2025	
John Meeks	Associate Vice President Post Secondary Adult Vocational & Apprenticeship Programs	Hillsborough Community College		O: 813-253-7957 C: 813-244-9700	jmeeks@hccfl.edu	1/1/2024	12/31/2025	

NAME	TITLE	ORGANIZATION NAME	INDUSTRY (For Business Partners Only)	PHONE NUMBER	EMAIL ADRESS	TERM START DATE	TERM END DATE	CONSORTIUM SEAT FILLED
Michael Ragan	VP of Purchasing	Lennar		813-574-5661	Michael.Ragan@Lennar.com	1/1/2024	12/31/2025	
Clara Reynolds	President & CEO	Crises Center of Tampa Bay		813-964-1964	creynolds@crisiscenter.com	1/1/2024	12/31/2025	
Suzanne Ricci	CEO	Computer Coach		813-947-0552 Ext. 101	suzanne@ComputerCoach.com	1/1/2024	12/31/2025	
Melissa Ebanks	VP, Client Services	Dunn & Company		813.350.7990	ebanks@dunn-co.com	1/1/2024	12/31/2025	
Mark Koulianos	Assistant Vice President University Community Partnerships	USF		O:(813) 974-2209 M: (813) 812-1070	mgkoulianos@usf.edu	1/1/2024	12/31/2025	
Paul Toomey	President & CEO	Geographic Solutions, Inc.			ptoomey@geosolinc.com	1/1/2024	12/31/2025	
Jenee Skipper, SHRM-CP	Economic Development Manager	Florida SBDC at Pinellas County Economic Development			jskipper@pinellascounty.org	1/1/2024	12/31/2025	
Elodie Dorso	CEO & President	Evara Health			edorso@hcnetwork.org	1/1/2024	12/31/2025	
Jake Prokop, Ph.D.	Director	Pinellas Technical College			prokopj@pcsb.org	1/1/2024	12/31/2025	

Jason Sanders	CEO	Power Kleen			jlsanders@powerkleen.com	1/1/2024	12/31/2025	
Anddrickk Frazier	President & CEO	Best Source Consulting, LLC			afrazier@bestsourceus.com	1/1/2024	12/31/2025	

CareerSource Florida
Board of Directors Meeting
February 20, 2025
Consent Item 6
Approved_____
Disapproved_____

Consent Item 6

RECOMMENDATION TO SUNSET THREE CAREERSOURCE FLORIDA STRATEGIC AND ADMINISTRATIVE POLICIES

The CareerSource Florida Board of Directors serves as the principal workforce policy organization for the state as described in Chapter 445.004(2), Florida Statutes. The state board establishes and directs the vision for the state workforce system. The state workforce development board may delegate the performance of any duties or the exercise of any powers to such officers and agents as the board may from time to time, designate by resolution.

CareerSource Florida and the Florida Department of Commerce (FloridaCommerce) reviews policies for their effectiveness and efficiency and recommend the recission of policies, as necessary.

CareerSource Florida Policy 2013.08.29.A.1 – Performance Incentives Policy was approved by the CareerSource Florida Board of Directors on August 29, 2013, to establish annual performance incentives aligned with the strategic goals of the CareerSource Florida Board of Directors. The policy aimed to recognize and reward local workforce development boards for their efforts and outcomes. The CareerSource Florida network no longer distributes performance incentives, and this policy is now obsolete. All performance measures are negotiated and included in Appendix 1 of the Workforce Innovation and Opportunity Act (WIOA) Combined Plan.

CareerSource Florida Administrative Policy 68 – Reemployment and Eligibility Assessment (REA) Program offered information and operational guidance on providing services to Reemployment Assistance claimants. The policy is obsolete and will be replaced by the new Administrative Policy – Reemployment Services and Eligibility Assessment (RESEA) Program Design and Framework.

CareerSource Florida Administrative Policy – FG – OSPS 89 Employed and Incumbent Worker Training, developed in 2016, updated the requirements and restrictions for Employed Worker and Incumbent Worker Training (IWT) provided by local workforce development boards. This policy is obsolete and is replaced by the revised Workforce Policy 100 – Work-based Training and Work-based Learning Opportunities.

CareerSource Florida and FloridaCommerce recommend the sunset of these three policies and their removal from the CareerSource Florida Policy Portfolio.

FOR CONSIDERATION

- **Approve sunset of CareerSource Florida Policy 2013.08.29.A.1 – Performance Incentives Policy and remove from CareerSource Florida Policy Portfolio**.

- **Approve sunset of CareerSource Florida Administrative Policy 68 – Reemployment and Eligibility Assessment (REA) Program and remove from CareerSource Florida Policy Portfolio.**

- **Approve sunset of CareerSource Florida Administrative Policy – FG – OSPS 89 Employed and Incumbent Worker Training and remove from CareerSource Florida Policy Portfolio.**

Strategic Policy

2013.08.29.A.1

Title:	**Performance Incentives Policy**
Adopted:	08/29/2013
Effective:	08/29/2013

I. PURPOSE AND SCOPE

To annually establish performance incentives aligned with the CareerSource Florida, Inc. (CSF) Board of Directors' strategic goals and objectives and to recognize the efforts local workforce development boards (local boards) within the CareerSource Florida network make towards targeted strategies and rewarding increased outcomes.

This policy provides flexibility to adapt and align performance incentives with objectives of the CSF board. Local boards that accomplish outcomes tied to the performance measures are recognized and rewarded accordingly.

This policy applies to all 24 local boards.

II. BACKGROUND

The CSF board recognizes high performance of local boards and grants financial awards based upon established performance measures. CSF opted for a flexible performance incentive policy allowing CSF to design the most appropriate performance incentives and awards yearly, to accommodate evolving demands and outcomes in the workforce network.

III. AUTHORITY

Chapter 445.004, Florida Statutes

IV. HISTORY

Date	Description
05/17/2017	Revised copy in plain language; changed references to Workforce Florida, Inc. (WFI) to CareerSource Florida (CSF); changed regions to local workforce development boards (or local boards); consolidated sections to align more closely with Department of Economic Opportunity administrative policies.

V. ATTACHMENTS

None.

CareerSource FLORIDA	**Administrative Policy**	**POLICY NUMBER 68**

Title:	**Reemployment and Eligibility Assessment (REA) Program**
Program:	**Division of Workforce Services, Bureau of One-Stop and Program Support – Wagner-Peyser**
Adopted:	**January 6, 2011**
Effective:	**January 6, 2011**

I. PURPOSE AND SCOPE

The purpose of this paper is to provide information and operational guidance regarding the provision of REA services to Reemployment Assistance (RA) claimants.

II. BACKGROUND

Unemployment Insurance claimants have always been a priority population served under the Wagner Peyser (WP) program. In Florida, RA claimants are required to complete a full registration in the state's management information system (MIS) prior to receiving reemployment assistance benefits. Subsequent to registration in the MIS, claimants may be provided designated services from their local career center or through mandatory reemployment programs such as the Priority Reemployment Planning (PREP) program or the Reemployment and Eligibility Assessment (REA) program.

In 1994, the United States Department of Labor (USDOL) required states to implement a Worker Profiling and Reemployment Services (WPRS) system to determine the likelihood that claimants would exhaust their benefits prior to returning to work. In Florida, this ranking is used to populate claimants into the PREP or REA programs, with those claimants most likely to exhaust benefits going into PREP. The PREP program is administered in every region throughout the state and requires participants receive a staff assisted orientation along with initial assessment services. The REA program, on the other hand, is operated only in select regions, in addition to PREP, and

provides more intensive services to claimants that include an orientation, initial assessment, labor market information and development of an employability plan.

In 2010, the Florida Legislature passed a law (Chapter 443.091, F.S.) requiring RA claimants to register with DEO using the state's management information system (MIS) and report to the career center as directed by the RWB for reemployment services. Reemployment services include work search activities such as résumé writing, job interviewing workshops, etc. If the claimant does not report to the career center as directed for the scheduled reemployment services, he or she must be reported in Employ Florida Marketplace (EFM) as a *no-show*. EFM is the State's MIS used to record data and report compliance to RA regarding REA participation. The no-show report is automatically generated from the EFM Data Store and sent to RA for factfinding. Claimants' eligibility for RA benefits may be affected and they will be subject to disqualification of benefits for any week(s) they do not report as directed to the career center.

The reemployment of RA beneficiaries and the reduction of erroneous payments are high priorities for the United States Department of Labor (USDOL), Employment and Training Administration (ETA) and the Department of Economic Opportunity (DEO). The REA program addresses both of these priorities. The goal is to ensure the RA claimants have access to the full array of employment and training services through the One-Stop Delivery System while also ensuring that claimants comply with the State's requirements to actively engage in seeking work as a condition of receiving benefits. Through several independent studies conducted by a contracted vendor from USDOL, it has been shown that claimants receiving REA services are more likely to return to work before exhausting benefits.

III. AUTHORITY

USDOL
Chapter 443.091, F.S.

IV. POLICIES AND PROCEDURES

INTEGRATED SERVICE DELIVERY

The region's REA initiatives should be an integral part of its strategy for Reemployment Services (RES). Regions should develop a comprehensive and integrated service delivery model to ensure that RA claimants receive an enhanced level of services.

PROGRAM GUIDANCE/REQUIREMENTS

RWBs participating in the REA Program must provide intensive, one-on-one assessment interviews with REA participants. The following summarizes the major program requirements:

- REA participants are randomly selected each week from the region's Priority ReEmployment Planning program (PREP) pool of RA claimants. After the automated process selects the REA participants, they are then placed into pre-existing events managed by the career center staff and scheduled for a one-on-one assessment interview.

- REA participants must receive, <u>at minimum,</u> the following four (4) services:

Service Title	**Service Code**
Orientation	*098 or 101*
Initial Assessment	*102*
Labor Market Information(LMI)	*107*
Employability Development Plan (EDP)	*205*

<u>REA Service/ Activity Description:</u>

<u>*Orientation*</u>: An orientation about the career center's services with particular emphasis on accessing available labor market and career information. This can be a virtual, group, or individual orientation. *(Code: 098 – On-line Orientation) or (Code: 101 – Staff Assisted Orientation)*

<u>*Initial Assessment*</u>: A one-on-one assessment interview with a career center job counselor to review/identify the participant's strengths, weaknesses, and barriers to reemployment. *(Code: 102 – Initial Assessment)*

<u>*Labor Market Information (LMI):*</u> Provision of LMI unique to the REA participant's experience, skills and desired occupation. *(Code: 107- Provision of Labor Market Information;*

<u>*Employability Development Plan (EDP):*</u> The development of an EDP or Reemployment Plan unique to the REA participant's challenges, skills, and goals discovered during the initial assessment. The EDP should be thorough and complete as it will be provided to the participant to follow and is an area specifically reviewed during the quality assurance monitoring. *(Code 205: Develop Service Strategies (IEP, ISS, EDP)*

- Each of the above service codes must be documented in EFM upon conclusion of the assessment interview. This is the only means of documentation to determine compliance with RA rules. Specific details regarding data entry can be found under the EFM section of this guidance.
- Additionally, work search activities are *REQUIRED* for all REA participants. Specific details regarding the assigned work search activities must be noted in the EDP and documented in EFM as described in the 'work search activity' section.

<u>Employability Development Plan:</u>

The EDP must:

- Be completed jointly with the REA participant and should reveal the participant's strengths, weaknesses, barriers, and employment or training goals. Specific details should be included in the plan and reflect which party will be responsible for each action;
- Identify the specific work search activities applicable to the participant's needs, such as résumé writing, interviewing skills, etc.;
- Indicate referral to or approval of training, if appropriate;
- Document referrals to other appropriate services offered through the career center, as required;
- Include the signature of the participant and staff, and provide a copy to the participant.

On-Line EDP in EFM:

It is recommended that RWBs consider using the on-line EDP in EFM when assisting REA participants in developing their employability plan, although a hard copy EDP is acceptable.

- Regions using the on-line EDP **MUST** also complete the "Objective Assessment Summary (OAS)" in EFM as well. The OAS is located on the Plan tab under the Case Management Profile section of EFM.
- If a participant has completed the background wizard and/or résumé builder, some of their information will automatically populate an REA participant's background information into the Objective Assessment Summary. As a result, there is limited participant data that would need to be added to the OAS; however, it should be reviewed for accuracy.
- The OAS provides an excellent overview of a participant's job skills, work experiences, strengths, etc., and also identifies employability weaknesses or challenges where the participant could benefit from additional career center services such as résumé writing, interviewing workshops, training, etc.

Note: If career center staff is unable to complete an OAS for an REA participant, the participant may have an open registration in another region. Please contact your local Regional Security Officer (RSO) for assistance. If the participant has moved to your region, the RSOs in both regions will need to communicate to transfer the participant to the new region. Once this has occurred, career center staff will be able to access and complete the OAS for the REA participant. The OAS is only available for completion by the staff in the region in which the person has an open registration.

Work Search Activities: The REA Program requires that each REA participant's employability development plan (EDP) include specific work search and job placement activities. ***These services are mandatory but are NOT permissible uses of REA grant funds. These activities must be funded from other sources such as Wagner Peyser (WP), or WIOA funds, as appropriate.***

- Reemployment or work search activities **must** be identified and documented in the EDP at the time of the assessment interview. These will be reviewed during quality assurance monitoring.

- **All appointments for reemployment or work search activities must be scheduled and resulted[1] in the EFM event calendar. This is a critical component of the REA process.**
- Staff will be required to manually result the work search activities in EFM within seven days of scheduling the appointment. Work search activities that are scheduled in EFM will automatically record the service provided on the participant's service plan upon proper resulting by staff. (For how to set up activities, please refer to Scheduling REA Work Search Activities in EFM.)
- It is recommended that career center staff remind REA participants during the assessment interview and scheduling of work search activity appointments that they will be subject to the disqualification of benefits if they do not attend their scheduled work search appointment. It is also recommended that work search activities be scheduled no more than 21 days after the initial appointment. REA participants may contact the career center to reset the appointment if they cannot attend as long as it is scheduled within, plus or minus, seven days of the date of the originally scheduled work search activity appointment.
- Work search activities can be reset one time if the claimant is unable to attend the originally scheduled activity; however, regions are not required to re-schedule work search appointments.
- Staff must review the EDP Responsibility Statement (Appendix A) with each REA participant after scheduling the work search activity. The EDP Responsibility Statement must document the specified workshop(s) and date(s) the participant is to attend, and must include the date and signatures of both the participant *and* case manager. A copy of the statement must be provided to the claimant and the original kept on-site in the participant's file. Electronic retention of this document is permissible. Retention of the EDP Responsibility Statement is critical as it may be requested by RA during an appeals hearing.
- REA participants who are resulted as a "no show" in the EFM system are automatically sent to the Office of Reemployment Assistance for fact-finding.

REA Data Capture:

- The EFM system is used to capture REA data for federal reports.
- REA participants have an existing registration in EFM when they are selected from the PREP pool. Each REA participant enters an REA event with an attendance status of 'registered' and have two service codes, 102-Initial Assessment and 107-LMI, attached to their activity plan. Two additional service codes, 101-orientation and 205-EDP, are required to be manually entered on each participant's activity plan before full credit is provided for the interview. After all services have been provided, staff **must** result each participant's attendance in EFM to either "attended" or "no-show". If one of these statuses is not marked, the region will not receive credit for the assessment.
- All REA participant data must be entered into the EFM system in a timely manner. Seven (7) days following the initially scheduled REA appointment the system locks down all attendance results. Participant records that have not been managed will be moved over to the *red flag report*.

[1] **Result means a participant's attendance was marked as either "attended" or "no-show".**

- The red flag report contains all REA participants who have not received all required services or those who have not had their attendance status changed. Staff must go into each participant's record to update services as needed. Regions will not receive credit for assessments that are flagged on this report until all issues have been resolved successfully. Unresolved cases on this report will be removed after 90 days.

Claimants Failing to Report:

Assessment Interview:

- REA participants who fail to report for their REA assessment interview must be resulted as a "no show" through EFM.
- The RA adjudicators conduct fact-finding on REA participants who are "no shows" and make determinations on payment or disqualifications.

Work Search Activities/Workshops:

- REA participants who fail to report for scheduled work search activities must be resulted as a "no show" in EFM. A report will be automatically generated for RA adjudicators to conduct fact-finding on REA participant no-shows for work search appointments.
- Career centers are **not** required but may reschedule REA participants who do not attend their initially scheduled work search activity appointments. If an REA participant is rescheduled for an appointment, the work search activity must be scheduled and resulted in the EFM event calendar.

RA Eligibility Review Program

- Under the requirements of the REA grant, the REA assessments are not considered complete until an eligibility review under the Eligibility Review Program (ERP) has been conducted.
- Staff from the Office of Reemployment Assistance conducts eligibility reviews on REA participants who have completed their assessment interviews.
- The career center does not have any responsibility for the completion of the ERPs and the ERPs do not impact any funding at the Regional level.

BEST PRACTICES

- *Appointment Reminders* – Having staff call REA participants a few days prior to their scheduled appointment to remind them of the appointment has increased the "show rate" for REA participants. Some regions have required their Temporary Assistance to Needy Families (TANF) participants, who must participate in work activities, to come into the career centers to make those reminder calls to REA participants. This also helps to satisfy required work activities for those TANF recipients. Other Regions have had full-time or temporary staff make the reminder calls.

- *Follow up with REA Participants Who Have Not Found Employment* – It is recommended that Regions establish a process to follow-up with REA participants who have not found employment after all required services have been rendered. The follow-up period is up to each region to establish given their local policies and procedures. Please note: the REA Program does NOT require follow- up, but it is recommended as a best practice. As an example, some Regions have initiated an alerts system in EFM for 30 days prior to soft exit for follow-up. Also, please note that any follow-up with REA participants must be paid from WP or WIOA funds, as appropriate.

V. ATTACHMENTS

Appendix A - EDP Responsibility Statement

Appendix A - EDP Responsibility Statement

I understand that I am required by law to participate in the activities assigned under the Reemployment and Eligibility Assessment (REA) program and listed on this Employability Development Plan Responsibility Statement. By signing this form, I acknowledge that I have been informed of the re- employment activities that I am required to attend and refusal to participate may adversely affect my unemployment compensation benefits. If for any reason I am unable to attend my assigned activity, I must immediately contact the career center at (__)___-___ .

Workshop Name	Date/Time Scheduled

Participant Signature

Date

Career Center Staff Signature

Date

CareerSource FLORIDA	**Administrative Policy**	**POLICY NUMBER FG – OSPS 89**

Title:	Employed and Incumbent Worker Training
Program:	Workforce Innovation and Opportunity Act
Adopted:	**August 22, 2011**
Revised:	**January 2016**
Effective:	**January 11, 2016**

I. PURPOSE AND SCOPE

This administrative policy updates the requirements and restrictions for Employed Worker and Incumbent Worker Training (IWT) provided by Local Workforce Development Boards (LWDBs).

II. BACKGROUND

The Workforce Innovation and Opportunity Act (WIOA) establishes a framework to assist unemployed adults and dislocated workers attain employment that provides a self-sufficient wage. WIOA recognizes that employed workers may also require help in order to obtain or retain jobs that lead to self-sufficiency. It allows the use of local formula funds to serve employed workers and encourages states to use their state-level funds to develop innovative incumbent worker programs. The Florida Legislature has established a statutory commitment to provide incumbent worker training for the purpose of assisting with the continuing education and training needs of existing Florida businesses.

Under the Workforce Investment Act (WIA), only state-level funds could be used to conduct Incumbent Worker Training unless a state had a waiver to allow Local Boards to use their local

funds for that purpose. In Florida, state legislation has authorized the funding of a state-level Incumbent Worker Training Program since the beginning of WIA. CareerSource Florida has reviewed and modified their IWT guidelines to ensure compliance with WIOA. A copy of those guidelines may be accessed here. In addition, WIOA now allows the use (without a waiver) of local funds for IWT.

III. AUTHORITY

Workforce Innovation and Opportunity Act, Title I, Pub. L. No 113-128, §§134(d)(4).

Workforce Innovation and Opportunity Act; Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One-Stop System Joint Provisions, Vol. 80, No. 73 Fed. Reg., 20573 (proposed April 16, 2015) (to be codified at 20 C.F.R. pts. 680.780, 680.790, 680.800, 680.810, 680.820, 682.210(b) and 682.320(b)(3).

"Guidance on Services Provided through the Adult and Dislocated Worker Program under the Workforce Innovation and Opportunity Act (WIOA or Opportunity Act) and Wagner Peyser, as Amended by WIOA, and Guidance for the Transition to WIOA Services," U.S. Department of Labor, Employment and Training Administration 3-15 available at http://wdr.doleta.gov/directives/attach/TEGL/TEGL_03-15_Acc.pdf.

IV. POLICIES AND PROCEDURES

WIOA distinguishes between an employed worker and an incumbent worker in several ways.

Employed Worker

1. An employed worker is an individual currently working who has been determined by a onestop operator to be in need of employment and services in order to obtain employment that allows for self-sufficiency, in accordance with the locally established definition of that term.

2. An employed worker who currently meets the local definition of self-sufficiency, but needs services in order to retain their self-sufficient employment, also may be served if documentation is obtained from the employer that the employee will not be retained unless additional training or services are received.

3. Dislocated workers who have become re-employed in "income maintenance" jobs (a job with a lower rate of pay than the job of dislocation) if training is determined necessary in order to obtain or retain employment that leads to economic self-sufficiency.

4. Employed workers must have the skills and qualifications to successfully participate in the selected program of training services.

5. Local One-Stop Career Centers are required to complete a WIOA application and enter participation information into the state's management information system.

Employed Worker Training

1. WIOA employed worker services primarily are provided for the benefit of the employed worker but it is recognized that these services may also benefit the employer.

2. Employed workers must be given the same customer choice options as other WIOA clients (except for eligible employed workers who are enrolled in customized training with their employers).

3. Training must be provided in compliance with the Eligible Training Provider and Individual Training Account (ITA) requirements unless it is customized training or On- the-Job Training.

OJT and Customized Training for employed workers must relate to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes as identified by the Local Board. Other appropriate purposes must be clearly defined and approved by the Local Board.

Incumbent Worker

1. An incumbent worker does *not necessarily* have to meet the eligibility criteria for employed adults or dislocated workers but Local One-Stop Career Centers still are required to complete a WIOA application and enter participation information into the state's management information system.

2. Obtaining or retaining employment that leads to self-sufficiency is not a prerequisite for incumbent worker training. For locally-funded IWT, age, citizenship/right to work, and compliance with the Selective Service registration requirements still must be met.

3. Incumbent worker participants are subject to selection for the federally mandated data validation. Therefore, all eligibility documentation requirements apply to incumbent workers.

Incumbent Worker Training

1. Incumbent worker training is developed with an employer or employer association (group of employers) to retain a skilled workforce or avert the need to lay off employees by assisting the workers in obtaining the skills necessary to retain employment.

2. Local Boards must consider the characteristics of the participants; the relationship of the proposed training to the competitiveness of the participant and the employer; and, other factors the Local Board may determine appropriate, including number of employees trained,

wages and benefits including post training increases, and the existence of other training opportunities provided by the employer when determining to do Incumbent Worker Training with an Employer.

3. Incumbent Worker Training may only be conducted with the commitment of the employer (or group of employers) to retain or avert the layoffs of the incumbent worker(s) being trained.

4. Employers must contribute a non-Federal share in an amount not be less than— ▪ 10 percent of the cost, for employers with not more than 50 employees;
    - 25 percent of the cost, for employers with more than 50 employees but not more than 100 employees; and
    - 50 percent of the cost, for employers with more than 100 employees.

5. The non-Federal share provided by an employer participating in the program may include the amount of the wages paid by the employer to a worker while the worker is attending a training program under this paragraph. The employer may provide the share in cash or in kind, fairly evaluated.

6. LWDBs are required to report performance outcomes for any incumbent worker participant in the Workforce Investment Act Standardized Record Data (WIASRD) system and the state's Management Information System. All participants in IWT projects must be reported.

Local Options

Local Boards may either choose to follow the Incumbent Worker Training Guidelines established by CareerSource Florida (available at http://careersourceflorida.com/trainingsolutions/incumbent-worker-training/) or establish their own local policy and procedures.

1. Local Boards that choose to develop their own policy and procedures must address all provisions found in the WIOA, its accompanying regulations, and relevant training and guidance letters. Such policies should also address reporting performance outcomes.

2. Locally developed policy and procedures must be written and must be available for review by DEO.

CareerSource Florida
Board of Directors Meeting
February Meeting 20, 2025
Consent Item 7

Approved_____
Disapproved_____

Consent Item 7

APPROVAL OF THE 2025-2026 MASTER CREDENTIALS LIST

The Reimagining Education and Career Help (REACH) Act amended Chapter 445.004, Florida Statutes, and requires that the Credentials Review Committee define Credentials of Value and make recommendations for these credentials to be added to a state-approved Master Credentials List.

In December 2022, the Credentials Review Committee approved the definition for Credentials of Value and a Framework of Quality by which these credentials would be evaluated. This Framework of Quality is used to evaluate credentials for inclusion on the state-approved Master Credentials List.

By action of the Credentials Review Committee, the Framework of Quality was amended September 6, 2023, to reflect statutory changes and to update the framework with references to current labor market information. The Framework of Quality was subsequently amended August 14, 2024, to allow the Credentials Review Committee to consider more current labor market information identified by the Labor Market Statistics Center within the Florida Department of Commerce and the Labor Market Estimating Conference created in Section 216.136, Florida Statutes. The Credentials Review Committee may consider additional evidence to determine labor market demand for credentials of agricultural occupations.

The evaluation committee reviewed credential applications received by the December 31, 2024, deadline.

A total of 20 applications were received representing 11 unduplicated, valid submissions, with 4 new credentials submitted for evaluation. Each credential was evaluated using the Framework of Quality to validate that the credential was one of value and met the following criteria:

- Meets the definition of an industry certification.
- Direct linkage to a Standard Occupation Classification (SOC) code that meets the demand and wage criteria as required.

7 of the applications were for credentials already on the Master Credentials List seeking to cure demand and/or wage flags. None of these credentials had their flags resolved.

The evaluation of credential applications resulted in the inclusion of 1 additional credential to the 2025-2026 Master Credentials List.

The quarterly review and application evaluation was conducted by an interagency team of subject matter experts from FloridaCommerce, the Florida Department of Education, and CareerSource Florida.

The 2025-2026 Master Credentials List includes:

- 296 degree credentials
- 872 non-degree credentials
- 597 industry certifications
- 564 registered apprenticeships
- 42 K-8 Cape digital tools

The Florida Credentials Review Committee met on February 6, 2025 and approved recommendations for the 2025-2026 Master Credentials List to be sent to the CareerSource Florida Board of Directors for delivery to the State Board of Education. Credentials identified for removal will remain on the list for at least two years after identification for removal. Valid submitters may reconcile eligibility issues and re-submit credentials.

After approval and prior to the State Board of Education meeting, there may arise the need for technical revisions to the list, such as revisions to certification names, availability of the certification, or code numbers that need to be revised.

FOR CONSIDERATION

- **Approve sending the updated 2025-2026 Master Credentials List to the State Board of Education.**

- **Approve technical revisions to the list by the Department of Education, as needed, without adding or removing any credentials not explicitly described in this Consent Item.**

ATTACHMENTS

- **Framework of Quality**

- **2025-2026 Master Credentials List**

CareerSource Florida
Board of Directors Meeting
February 20, 2025
Action Item 1

Approved_____
Disapproved_____

Action Item 1

CAREERSOURCE FLORIDA
DESIGNATION OF REGIONAL PLANNING AREAS

Public Law 113–128, the Workforce Innovation and Opportunity Act (WIOA), requires the state workforce development board to develop and implement a State Workforce Development Plan. WIOA Section 106 describes the process by which the Governor designates local workforce development areas within the state. WIOA encourages the development of planning regions to align workforce development activities and resources with larger regional economic development areas and available resources to provide coordinated and efficient services to both job seekers and employers. The goal of regional planning is to develop, align, and integrate strategies and resources to support regional economic growth.

The Florida Department of Commerce (FloridaCommerce) received two requests for designation as a regional planning area. The requests were reviewed against Administrative Policy 123 – Regional Planning Areas Identification and Requirements.

CareerSource Florida and FloridaCommerce recommends that the CareerSource Florida Board of Directors approve the designation of the following areas:

- Southeast Florida Regional Planning Area which includes CareerSource Broward (LWDB 22) and CareerSource South Florida (LWDB 23)

- Nature Coast Regional Planning Area which includes CareerSource North Florida (LWDB 6), CareerSource Citrus Levy Marion (LWDB 10) and CareerSource North Central Florida (LWDB 26)

FOR CONSIDERATION

- **Approve a recommendation to the Governor for the designation of the following regional planning areas:**

- **Southeast Florida Regional Planning Area - CareerSource Broward (LWDB 22) and CareerSource South Florida (LWDB 23)**

- **Nature Coast Regional Planning Area - CareerSource North Florida (LWDB 6), CareerSource Citrus Levy Marion (LWDB 10) and CareerSource North Central Florida (LWDB 26)**

Supporting Documents:

- Request for regional planning area designation from Southeast Florida Regional Planning Area - CareerSource Broward (LWDB 22) and CareerSource South Florida (LWDB 23)

- Request for regional planning area designation from Nature Coast Regional Planning Area - CareerSource North Florida (LWDB 6), CareerSource Citrus Levy Marion (LWDB 10) and CareerSource North Central Florida (LWDB 26)

Request for Regional Planning Area Identification	
Proposed Name of Planning Region: Nature Coast Regional Planning Area	
Local Workforce Development Boards included (Two or more contiguous boards): LWDB 6 CareerSource North Florida LWDB 26 CareerSource North Central Florida LWDB 10 CareerSource Citrus Levy Marion	
Date of Submission:	
Contact Person Name(s): Rusty Skinner	Phone: 352-538-5445 Email Address: rskinner@careersourceclm.com

The request to be identified as a regional planning area (planning region) requires that the local workforce development boards have relevant relationships as evidenced by labor markets, economic development areas, education and training resources, population centers, commuting patterns, industrial composition, location quotients, labor force conditions, and geographic boundaries. By signing below, the chief local elected officials and the local workforce development board executive directors certify that the local areas request designation as a qualified regional planning area per CareerSource Florida Strategic Policy 2023.09.19.A.1. If the request for designation is approved, the local workforce development boards within the regional planning area will be required to engage in a regional planning process that will produce a Regional Plan to be added as an addendum to each local workforce development board plan per FloridaCommerce Regional Planning Instructions.

{Remainder of page intentionally left blank.}

Signature Page

Local Workforce Development Board Executive Director "C"
Name: Thomas E. Skinner Jr.
Signature:
Date of Submission:

Chief Local Elected Official - LWDB "C"	
Name and Title: Carl Zalak, Chair	County: Citrus Levy Marion Workforce Develoipment Consortium
Signature:	Date:

Chief Local Elected Official - LWDB "C"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "C"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "C"	
Name and Title:	County:
Signature:	Date:

Signature Page

Local Workforce Development Board Executive Director "B"
Name: Phyllis Marty
Signature: Phyllis Marty
Date of Submission:

Chief Local Elected Official - LWDB "B"	
Name and Title: Ken Cornell, Alachua County BoCC Chair of CSNCFL Council	County: Alachua
Signature: Ken Cornell	Date: 1/30/25

Chief Local Elected Official - LWDB "B"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "B"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "B"	
Name and Title:	County:
Signature:	Date:

Signature Page

Local Workforce Development Board Executive Director "A"
Name: Diane Head
Signature: Diane Head
Date of Submission: 1/17/25

Chief Local Elected Official - LWDB "A"	
Name and Title: Commissioner Ronnie Moore, Consortium Chair	County: Madison
Signature: Ronnie L Moore	Date: 1/17/25

consortium chair has authority to sign on behalf of consortium.

Chief Local Elected Official - LWDB "A"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "A"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "A"	
Name and Title:	County:
Signature:	Date:

Supporting Documentation for the Request for Regional Planning Area Identification

Please provide information on the proposed regional planning area (planning region) to document relevant relationships between the local workforce development areas (local areas).

Single labor market:

Describe any labor market relationships amongst the local areas within the proposed planning region. Per the U.S. Bureau of Labor Statistics, labor markets can be described as metropolitan statistical areas (MSAs) or micropolitan statistical areas (μSAs). Describe those areas located within the proposed planning region and any MSAs/μSAs that cross over multiple local areas, if applicable.

Common economic development areas:

Describe any economic development area relationships amongst the local areas within the proposed planning region. Florida's economic development regions are an option for defining those economic development areas, but if your planning region has well-established regional economic development organizations, those are also acceptable to describe.

Education and training resources to administer activities under the Workforce Innovation and Opportunity Act:

Utilizing the eligible training providers available amongst the local areas in the proposed planning region, describe any training providers that cross local area lines and their capacity.

Population centers:

Describe the population centers within the planning region and any relevant relationships amongst those population areas as desired. The U.S. Census Bureau, American Community Survey is a potential data source for these population estimates.

Commuting patterns:

Describe the commuting patterns between counties within the proposed planning region. This does not need to be comprehensive amongst all counties in the planning region; however, describe any major notable relationships amongst these counties. The U.S. Census Bureau, OnTheMap data is a potential data source for these commuting pattern estimates.

Industrial composition and location quotients:

Describe the industrial composition of the local workforce development areas or counties included within the proposed planning region. A full breakdown of industrial composition for the regional planning area by county is not required; however, please highlight any major relationships or similarities in industrial composition. When possible, please indicate the location quotient at the county level for any highlighted industries. The industry share of county employment at a 2-digit NAICS level from the U.S. Bureau of Labor Statistics is an acceptable data source for these estimates.

Labor force conditions:

Describe any current labor force conditions that may be present across the proposed planning region. This can include disaggregated unemployment rates, labor force participation rates, or any other pertinent labor force conditions that the proposed regional planning area would like to consider. The U.S. Bureau of Labor Statistics is an acceptable data source for these estimates.

Geographic boundaries:

Describe any pertinent geographic boundaries present within the planning region, including major waterways, ports, or other natural boundaries. Confirm that the proposed planning region is made up of two or more contiguous local areas.

REGIONAL PLANNING AREA:
CareerSource Citrus Levy Marion (CLM)
CareerSource North Central Florida (NCF)
CareerSource North Florida (NF)

Supporting Documentation

Single Labor Market:

Three Metropolitan Statistical Areas (MSA) are included in the proposed regional planning area (RPA). These are:

- Gainesville MSA (Alachua, Bradford, and Levy Counties),
- Ocala MSA (Marion County); and
- Homosassa Springs MSA (Citrus County).

Lake City is a micropolitan statistical area covering Columbia County

The key Labor markets within the proposed region include the Ocala, Gainesville, Lake City, and Crystal River/Homosassa. The Ocala and Gainesville labor markets are the most diverse in terms of industry sectors. The Lake City micropolitan area also serves Live Oak/Suwannee County area. Levy County resident workforce commutes between Gainesville and Ocala. Madison County shows an influx and outflow of workers with Suwannee County. The inter-relationships of the workforce can be seen in the attached "*Inflow and Outflow Report for North Central Florida*."

The" Top *Sectors Report for North Central Florida*" displays the top employers and targeted sectors for all counties within the proposed regional planning area. The chart shows the industry sector linkages for each county.

For the CareerSource Citrus Levy Marion Board and our Consortium elected officials to make an informed decision, CareerSource Citrus Levy Marion (CLM) issued an RFP to perform and analysis of the requirements for regional planning areas in WIOA. The firm Insytanalytics with Josh D. Shapiro, PhD., as the principal, was chosen. The report, dated September 2023, is attached and has been shared with CareerSource North Florida, and CareerSource North Central Florida for their review and consideration as we moved toward partnering in a regional planning area.

Common Economic Development Areas:

The proposed RPA is covered by two major regional economic development organizations.

- The North Florida Economic Development Partnership (NFEDP) is a rural county organization which includes all of the counties in the proposed RPA, except Alachua, Marion, and Citrus (former member).
- The Florida Economic Development Council (FEDC) is a statewide economic development organization. Its North Central Region includes all proposed RPA counties except Citrus.

CLM and NF are members of NFEDP and CLM is a member of FEDC. In addition, each local workforce board works closely with the local EDOs in each county. This includes support on a less formal basis, such as the provision of LMI and workforce training for economic development prospects to more formal relationships where the EDO is part of their business outreach strategy. EDOs are represented on each of the local workforce boards.

NF works with the Hamilton County Development Authority, the Madison County Development Council, the Suwanee County Development Council, and the Taylor County Development Authority.

NCF works closely with the Greater Gainesville Chamber of Commerce and the North Florida Regional Chamber of Commerce. NCF contracts with both chambers as a vendor in providing Intermediary business Services, which includes providing information to all Chamber Members, all businesses seeking LMI, newly locating businesses and “selling” Work Based Learning to eligible businesses.

Education and Training Resources: Public

- University of Florida

- College of Central Florida
- North Florida College
- Gateway College
- Santa Fe College
- Big Bend Technical College
- RiverOak Technical College
- Withlacoochee Technical College
- Marion Technical College

- Alachua County School Board
- Bradford County School Board
- Citrus County School Board
- Columbia County School Board
- Dixie County School Board
- Gilchrist County School Board
- Hamilton County School Board
- Lafayette County School Board
- Levy County School Board
- Madison County School Board
- Marion County School Board
- Union County School Board
- Suwanee County School Board
- Taylor County School Board

- Rasmussen University

- North Florida Technical College

Population Centers: *(data source– U.S. Census, ACS, 2022 estimated population)*

- Madison, pop. 2,960, and Perry, pop. 6,970, are the two key population and industrial centers in the NF workforce region. Perry has Big Bend Technical College and a satellite campus of North Florida College, which is based in Madison.
- Live Oak is the home of RiverOak Technical College.
- Suwannee County is the largest county in CSNF area.
- Lake City, pop. 12,449, and Live Oak, pop. 7,034, are separated by I 75 and share workforce dynamics which also link NF. Both have strong manufacturing sectors. They also share a state rural incubator site.
- Jasper, the county seat of Hamilton County, has a population of 3,661.
- Mayo is the largest city, pop. 1089, and the county seat of Lafayette County.
- Dixie County is a coastal county in the proposed RPA. Cross City serves as its county seat and has a population of 1,743.
- Trenton is the county seat of Gilchrist County and has a population of 2,070.
- Union County's county seat is Lake Butler, pop. 1,950
- Chiefland, pop. 2,382, Bronson, pop. 1,196, and Williston, pop. 3,089, form the three population centers of Levy County. Chiefland's retail and service growth

draws residents of both Gilchrist and Dixie County both as consumers and employees. Bronson is the county seat, mid-way between Williston and Chiefland. Williston's airport and adjacent industrial park serve as the industrial hub for Levy County.

- Starke, pop. 5,864, serves as the key center in Bradford County also drawing consumers from Union County. Starke is the center of two major north-south and east-west highways, US 301, and State Road 16.
- Gainesville and Alachua are key cities within Alachua County. Gainesville, pop. 145,214, home of the University of Florida. The University is an employment magnet for workers in all the surrounding counties- serving education, agriculture, healthcare, and manufacturing industries in both the surrounding counties as well as statewide. Alachua, pop. 10,773, adjacent to I 75 has both manufacturing and logistics employers.
- Inverness, pop. 7,766, Crystal River, pop. 3,485, are the key cities of Citrus County. Inverness, the county seat, is the governmental center. It is dissected by US41, a key north/south thoroughfare that also connects it to State Road 200, the key eastern highway to Marion County. Crystal River is the hub of the Nature Coast eco-tourism, fishing, and aquaculture sectors.
- Ocala, pop. 65,478, the county seat of Marion County is also the center of its manufacturing, logistics, healthcare, and other industry sectors. It is the major commercial/retail center for Marion County. The equine industry, which is spread through Marion County, is also served by businesses housed in the Ocala area.

Except for Alachua County, Citrus County and Marion County, the counties within the proposed RPA are rural and included in the *rural area of opportunity* designated counties of Florida.

Commuting Patterns:

The attached report by Dr. Shapiro and the visual maps details the commuting patterns between all the counties involved in the proposed regional planning area. A review of the map data shows how the commuting patterns interlace with workforces of the counties.
Relationships discussed in relevant sections.

Industrial Composition and Location Quotients:

See attached sector maps and Shapiro Report.

In addition to these designations, we have on-going collaborations that deal with common emerging labor market issues.

Broadband Grant
CLM is the lead organization in a training grant that supports the rural broadband infrastructure funding in regions 6 and 7, and Levy County (Region 10), covering eleven rural counties in total. The implantation of this project along with the installation of high-speed fiber in these rural counties increases the capacity of telecommuting for these areas and provides residents access to more and better quality jobs.

Clam Farmer Disaster Re-employment Grant
As a result of Hurricane Idalia, the clam industry, a subsector of the agriculture industry, off Dixie and Levy counties has been devastated. The Location Quotients for Agriculture in Dixie and Levy counties are 5.18 and 7.17 respectively (source: JobsEQ). CLM and NCF are working to assist the workers and growers affected through a National Dislocated Worker Grant. For Dixie County, CLM is providing grant management and coordination of employment services. While Levy County has 110 growers (leaseholders) Dixie County has thirteen according to data provided by FDACS. provides outreach support but collaborates with CLM to reduce administrative costs and create a more efficient and consistent approach to employment services.

Industry Composition: Each of the regions in the proposed planning area have identified targeted sectors based on local industry composition, demand, and future workforce needs. Feedback from businesses in these industries, along with partnerships with education providers, help us develop local talent and implement solutions for the workforce needs in each of our areas.

As expected, there is significant overlap in these sectors due to geographical similarities and shared commuting patterns. The chart below highlights where targeted sectors are shared and shows the competitiveness of each local area:

Labor Force Conditions:

Industry	NAICS	Location Quotient (LQ)		
		CSNF (6)	CSCLM (10)	CSNCF (26)
Agriculture	11	6.87	1.97	1.69
Mining	21	0.50	0.50	0.32
Utilities	22	1.55	0.85	0.46
Construction	23	1.09	1.50	0.85

Manufacturing	31, 32, 33	1.63	0.79	0.50
Wholesale Trade	42	0.50	0.76	0.54
Retail Trade	44	1.31	1.59	1.07
Transportation, Warehousing and Logistics	48, 49	0.55	0.88	0.73
Finance and Insurance	52	0.41	0.50	0.56
Real Estate/Rental Leasing	53	0.40	1.07	0.98
Professional, Sci, Tech Services	54	0.30	0.52	0.67
Admin Support/Waste Mgmt/ Re-medication	56	0.74	0.92	0.88
Healthcare	62	0.72	1.05	1.39
Arts, Entertainment and Recreation	71	0.63	1.17	0.74
Hospitality	72	0.87	1.10	1.06
Public Administration	92	2.72	1.17	1.43

Areas in yellow denote a shared targeted sector between areas.

Manufacturing and Logistics are shared sectors of strength for the regions in the proposed planning area due largely to our ideal placement along the I-75 distribution route. Large distribution centers continue to seek space along this “industrial” zone which has led to an increased need for qualified candidates in these sectors, a need which continues to grow as more businesses move to the area.

Construction has boomed recently across the state of Florida, and particularly in this northern Florida corridor where lower home prices and reduced hurricane danger has many looking to relocate to this area both from South Florida and from out of State.

Healthcare and Professional/Scientific/Technical Services are also important industries in the proposed planning area, with each region having significant inflow/outflow to support the high-demand Healthcare sector in the metro areas through the north Florida corridor.

Source: Location Quotient data by industry is derived by Chmura JobsEQ using the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics. Data is updated through 2023Q2 with preliminary estimates by Chmura updated to 2023Q3.

Geographic Boundaries:

Key highways in the proposed region are Interstate 10(I 10) and Interstate 75 (I 75) which provide critical East-West and North-South transportation corridors. In addition to

this US 441/301 provides north-south travel through the region's center. US 19 is the north-south roadway skirting the Gulf coastal area of the region. US 41provides an east-west throughfare into Citrus County before turning north through Levy and into Alachua and Columbia County. State Road 40 links Florida's East and West Coasts, cutting through Ocala.

Gainesville Regional Airport provides convenient air service for residents in the eastern and central sections of the region. Ocala International airport provides service to the executive and equine needs of Marion County.

The eastern edge of the region is bounded by the St. Johns River, fed by springs in Marion County through its Silver River. The Suwanee River approximately dissects the region of its journey to the Gulf of Mexico, fed by the Santa Fe River. At the southern end of the region, the Withlacoochee River travels west exiting at the boundary of Citrus and Levy County near the former Cross-Florida Barge Canal site. Port Citrus is located at the mouth of the Barge Canal/Withlacoochee River.

The RPA is home to a number of natural freshwater springs that connect to the rivers that flow through the area and create tourist and recreational sites.

Special Relationships:

CLM and NF have had an on-going relationship that reduces administrative and overall staff costs since 2011. CLM provides financial management for NF reducing the need for NF to have a finance staff. CLM costs cover the costs of CLM to provide those services, enabling CLM to have a stronger finance team while reducing its own finance costs. While exploring this arrangement, both CLM and NF determined that staff benefit costs, primarily driven by healthcare costs, could be significantly reduced by allowing CLM to be the employer of record for its staff. This would also allow CLM, because of the group size, to gain better data to manage its healthcare costs.

The management team of CLM has, over the years, worked with the governments and boards of NCF as they have worked on transitioning their local management teams and boards.

These relationships have created natural working relationships that have also resulted in joint career fairs and on-going staff training situations.

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TOP SECTORS BY COUNTY

Key/Source

Healthcare = Healthcare and Social Assistance (NAICS 62)
Hospitality = Accommodation and Food Services (NAICS 72)
Admin/Support = Administrative and Support and Waste Mgmt and Remediation Services (NAICS 56)
Public Admin = Public Administration (NAICS 92)
Pro/Sci/Tech = Professional, Scientific, and Technical Services (NAICS 54)
NAICS = North American Industry Classification System

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TOP SECTORS BY COUNTY

	Top 5 Sectors/Empl		RWB Targeted Sectors
Alachua	Healthcare	30,190	Logistics/Advanced Mfg
	Education	24,218	Construction
	Retail	14,207	Healthcare
	Hospitality	12,592	Technology
	Admin/Support	8,430	Hospitality
Bradford	Public Admin	1,744	Logistics/Advanced Mfg
	Retail	1,064	Construction
	Distribution	772	Healthcare
	Hospitality	755	Technology
	Healthcare	526	Hospitality
Citrus	Healthcare	7,352	Mfg/Transport/Distrib.
	Retail	6,093	Professional/IT
	Hospitality	3,993	Healthcare
	Construction	3,601	Hospitality
	Admin/Support	2,599	Construction
Columbia	Healthcare	4,567	Manufacturing
	Retail	3,900	Logistics
	Hospitality	2,916	Admin/Hospitality
	Education	2,225	Healthcare
	Manufacturing	2,160	Construction
Dixie	Public Admin	644	Manufacturing
	Manufacturing	523	Logistics
	Retail	318	Admin/Hospitality
	Hospitality	257	Healthcare
	Agriculture	226	Construction
Gilchrist	Agriculture	708	Manufacturing
	Public Admin	650	Logistics
	Healthcare	421	Admin/Hospitality
	Education	405	Healthcare
	Manufacturing	369	Construction
Hamilton	Public Admin	688	Mfg/Transport/Distrib
	Manufacturing	571	Healthcare
	Retail	341	Ag/Mining/Utilities
	Agriculture	299	Retail/Hospitality
	Education	296	Public Admin

	Top 5 Sectors/Empl		RWB Targeted Sectors
Lafayette	Public Admin	360	Mfg/Transport/Distrib.
	Agriculture	240	Healthcare
	Healthcare	181	Ag/Mining/Utilities
	Education	172	Retail/Hospitality
	Retail	155	Public Admin
Levy	Retail	1,559	Mfg/Transport/Distrib.
	Construction	1,417	Information Technology
	Hospitality	996	Healthcare
	Agriculture	968	Hospitality
	Manufacturing	937	Construction
Madison	Healthcare	916	Mfg/Transport/Distrib
	Public Admin	689	Healthcare
	Retail	594	Ag/Mining/Utilities
	Education	528	Retail/Hospitality
	Manufacturing	498	Public Admin
Marion	Healthcare	18,019	Mfg/Transport/Distrib.
	Retail	17,884	Information Technology
	Hospitality	10,350	Healthcare
	Construction	10,215	Hospitality
	Manufacturing	10,040	Construction
Suwannee	Retail	2,003	Mfg/Transport/Distrib
	Manufacturing	1,596	Healthcare
	Public Admin	1,463	Ag/Mining/Utilities
	Healthcare	1,170	Retail/Hospitality
	Agriculture	1,124	Public Admin
Taylor	Manufacturing	1,489	Mfg/Transport/Distrib
	Retail	1,010	Healthcare
	Public Admin	703	Ag/Mining/Utilities
	Healthcare	663	Retail/Hospitality
	Hospitality	523	Public Admin
Union	Public Admin	1,160	Manufacturing
	Distribution	397	Logistics
	Retail	270	Admin/Hospitality
	Healthcare	268	Healthcare
	Construction	244	Construction

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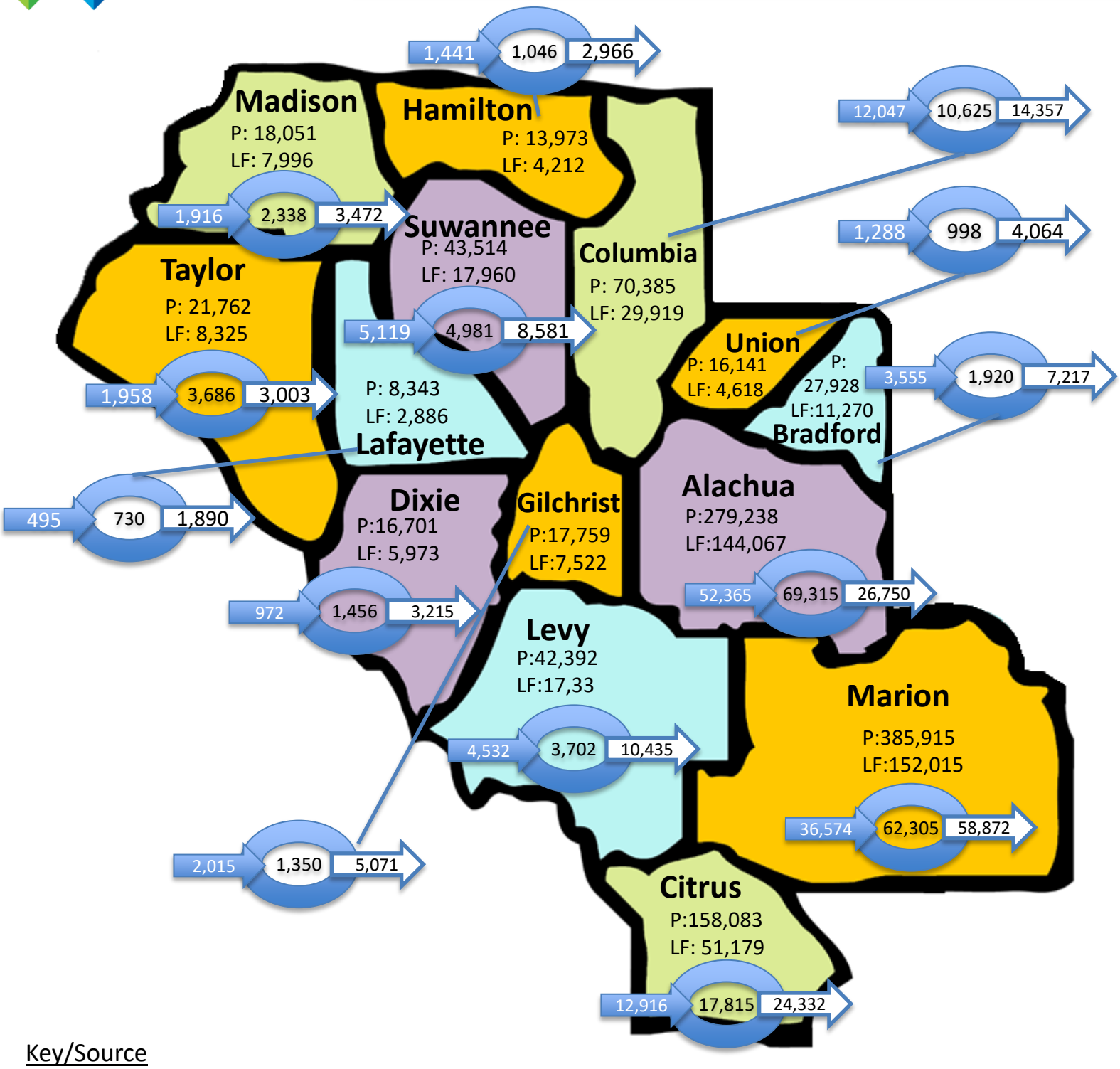
WORKFORCE INFLOW/OUTFLOW PATTERNS



Key/Source

P: Population – 2021: American Community Survey 1-Year Estimates (5-Year Est for Populations Under 65,000) Table DP05

LF: Labor Force – Local Area Unemployment Statistics May 2023 (not seasonally adjusted)

Inflow: Employed in the county but living outside (Census on the map, 2020 – Primary Jobs)

Outflow: Living in the county, but employed outside (Census on the map, 2020 – Primary Jobs)

Employed and living in the county (Census on the map, 2020 – Primary Jobs)

Updated: 7/10/2023

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WORKFORCE INFLOW/OUTFLOW PATTERNS

	Top 5 Inflow		Top 5 Outflow	
Alachua	Marion	5,871	Duval	3,881
	Columbia	3,907	Marion	2,218
	Duval	3,767	Orange	2,176
	Levy	3,743	Hillsborough	1,808
	Clay	2,404	Leon	1,117
Bradford	Clay	764	Alachua	2,114
	Alachua	376	Duval	1,520
	Duval	314	Clay	743
	Union	249	Union	256
	Putnam	203	Columbia	223
Citrus	Marion	2,207	Marion	4,349
	Hernando	1,713	Hernando	2,418
	Pasco	864	Hillsborough	1,855
	Hillsborough	747	Orange	1,855
	Pinellas	685	Lake	1,768
Columbia	Suwannee	2,127	Alachua	3,907
	Alachua	999	Duval	2,844
	Duval	916	Suwannee	925
	Marion	520	Orange	582
	Hamilton	494	Hillsborough	446
Dixie	Levy	187	Alachua	635
	Gilchrist	117	Levy	292
	Taylor	63	Gilchrist	287
	Alachua	57	Duval	204
	Suwannee	45	Columbia	195
Gilchrist	Levy	441	Alachua	2,216
	Alachua	366	Levy	388
	Dixie	287	Columbia	290
	Suwannee	122	Duval	231
	Columbia	120	Marion	208
Hamilton	Suwannee	378	Columbia	494
	Columbia	300	Suwannee	490
	Lowndes (GA)	170	Alachua	287
	Echols (GA)	53	Duval	181
	Madison	47	Lowndes (GA)	153

	Top 5 Inflow		Top 5 Outflow	
Lafayette	Suwannee	167	Suwannee	385
	Taylor	45	Alachua	212
	Columbia	36	Columbia	185
	Madison	22	Taylor	160
	Gilchrist	18	Duval	119
Levy	Marion	855	Alachua	3,743
	Alachua	662	Marion	1,518
	Citrus	405	Duval	524
	Gilchrist	388	Citrus	510
	Dixie	292	Gilchrist	441
Madison	Suwannee	218	Leon	697
	Lowndes (GA)	172	Lowndes (GA)	425
	Taylor	155	Suwannee	393
	Hamilton	143	Taylor	254
	Jefferson	123	Jefferson	143
Marion	Citrus	4,349	Orange	7,101
	Lake	2,971	Sumter	6,419
	Orange	2,261	Lake	6,132
	Alachua	2,218	Alachua	5,871
	Duval	1,910	Hillsborough	4,548
Suwannee	Columbia	925	Columbia	2,127
	Hamilton	490	Alachua	1,136
	Madison	393	Duval	512
	Lafayette	385	Marion	393
	Lowndes (GA)	274	Hamilton	378
Taylor	Madison	254	Leon	797
	Leon	250	Duval	156
	Lafayette	160	Madison	155
	Suwannee	122	Bay	106
	Dixie	102	Hillsborough	99
Union	Bradford	256	Alachua	1,138
	Columbia	223	Duval	655
	Alachua	141	Columbia	475
	Clay	99	Bradford	249
	Baker	83	Orange	119

Updated: 7/10/2023

COMMUTER PATTERN & OCCUPATIONAL ANALYSIS

September 2023

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Report prepared by:

insytanalytics

Commuter Pattern and Occupational Overlap Analysis

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Executive Summary

Most residents of Citrus, Levy, and Marion county commute to work, though a small but significant percentage work from home (6 to 9.2 percent). Of those that commute, 75.3 percent in Citrus and 80.5 percent in Marion stay in-county for their employment, while relatively few in Levy remain in-county for work (42.7 percent). For those that leave their county of resident to find employment, important inflow/outflow counties include Hernando, Sumter, Alachua, Gilchrist, and Lake, although a number of other counties nearby share a relationship as well.

Twenty-nine counties have been identified with important spatial or social connection to Citrus, Levy, and Marion. Top occupations and industries for employment and pay in Marion, Citrus and Levy overlap significantly, as well as overlapping a great deal with the other 29 counties of interest. Broadly speaking industry clusters focus on areas of local education/training, hospitality, health services, local retail, agriculture, and household goods and services. Those industries with a current foothold in the area can be expanded into other fields with enough overlap in skills, technology, and other capabilities.

Key Findings:

Commute:

- Most in Citrus, Levy, and Marion commute by car, truck or van
- Between 6 and 9.2 percent work from home
- Average commute time < 30 minutes, but many spend 30-60 minutes, particularly Levy county
- 75.3 percent of Citrus residents don't leave their county for work, 80.5 percent for Marion, and 42.7 percent for Levy
- Citrus and Levy have a large inflow and outflow to/from Marion
- Other important inflow/outflow counties include Hernando, Sumter, Alachua, Gilchrist, and Lake

Jobs Providers in Citrus/Marion/Levy:

- Top job providers for Citrus, Marion, and Levy include Sales, Office and Administrative Support, Food Preparation And Serving, Transportation And Moving
- Healthcare and technical occupations provide many jobs and pay comparatively well in Citrus and Marion counties
- Top industries within a 60-minute drive of Marion, Citrus, and Levy overlap considerably and include Retail Salespersons, Customer Service Representatives, Stockers and Order Fillers, Registered Nurses, Cashiers, Office Clerks, General, General and Operations Managers, Fast Food and Counter Workers, and Waiters and Waitresses

Commonalities Between 29 Associated Counties:

- There are 29 counties with important spatial or cultural relationships with Citrus, Levy, and Marion
- Top occupations overlapping across those 29 counties include Retail Sales Workers, Material Moving Workers, Food And Beverage Serving Workers, Management Occupations, Installation, Maintenance, And Repair Occupations, Cooks And Food Preparation Workers, Healthcare Diagnosing Or Treating Practitioners, Top Executives, and Health Technologists And Technicians
- All three counties show a substantial occupational and industry overlap
    - Levy has comparatively low overlap across the 29 counties, but shares the greatest number of top occupations with Taylor and Bradford counties
    - Marion shows overlap with Clay, Putnam, Columbia, Hernando, Pasco, Lake, Citrus, Flagler, and Volusia counties
    - Citrus shows overlap with Nassau, Clay, Marion, Lake, Flagler, and Volusia counties
- Overarching industry clusters include Local Education/Training, Hospitality, Health Services, Local Retail, Agriculture, and Household Goods and Services and these can be expanded into other fields with enough overlap in capabilities

Regions

Specific regions chosen for proximity, common occupations/industries, and similar social and cultural components include regions 6, 7, and 9 (as illustrated in figure 1). All regions also benefit from an important interstate travel corridor in common, I-75, shown running through all regions in figure 2.

Specific relationships between Citrus, Levy, and Marion to each individual county within regions 6, 7, and 9 can be found in the “Regional Recommendations” section at the end of this report. These counties include Madison, Suwannee, Taylor, Hamilton, Lafayette, Gilchrist, Union, Columbia, Dixie, Alachua, and Bradford.

Figure 1. Important Regions Within Florida

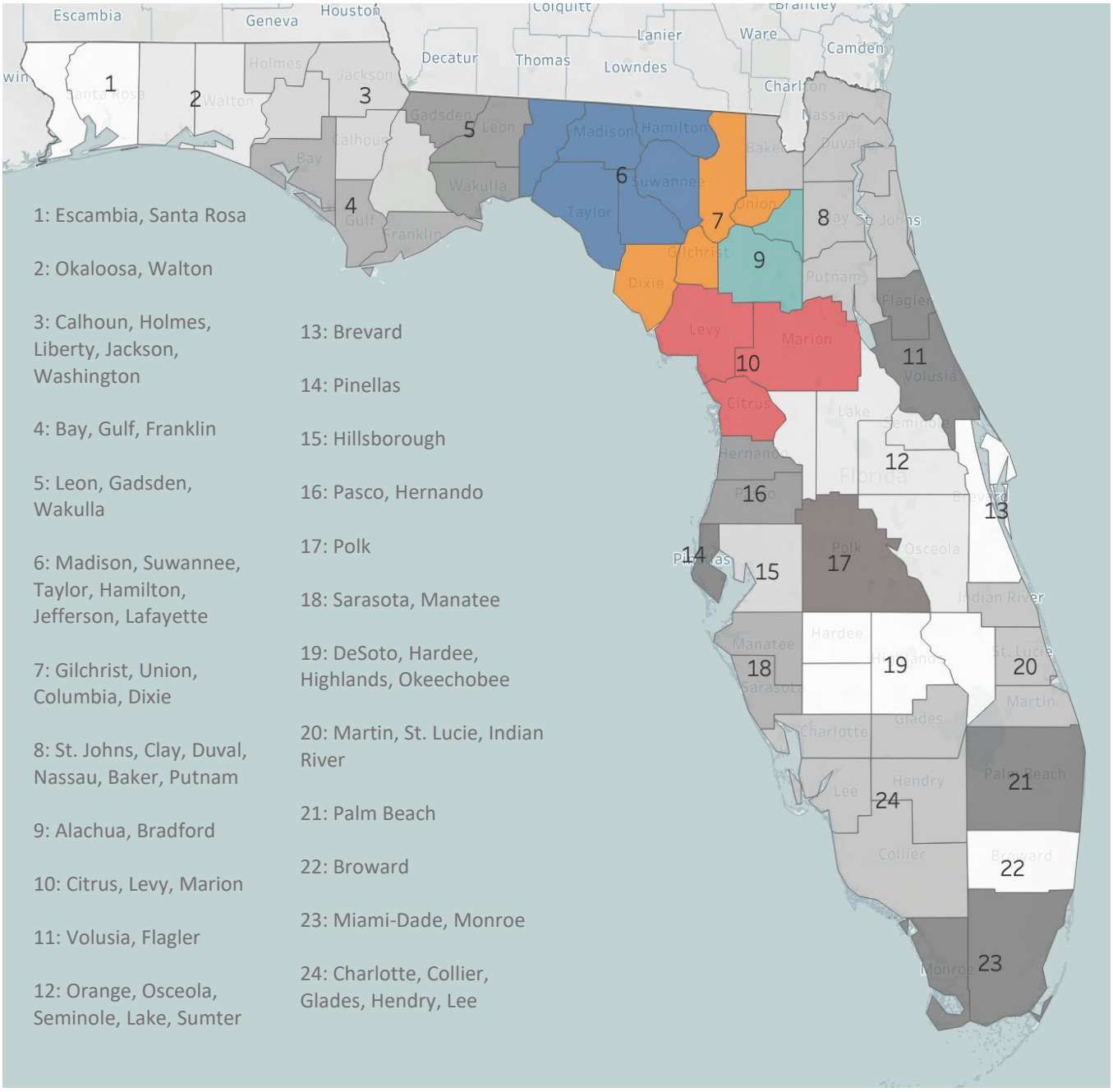
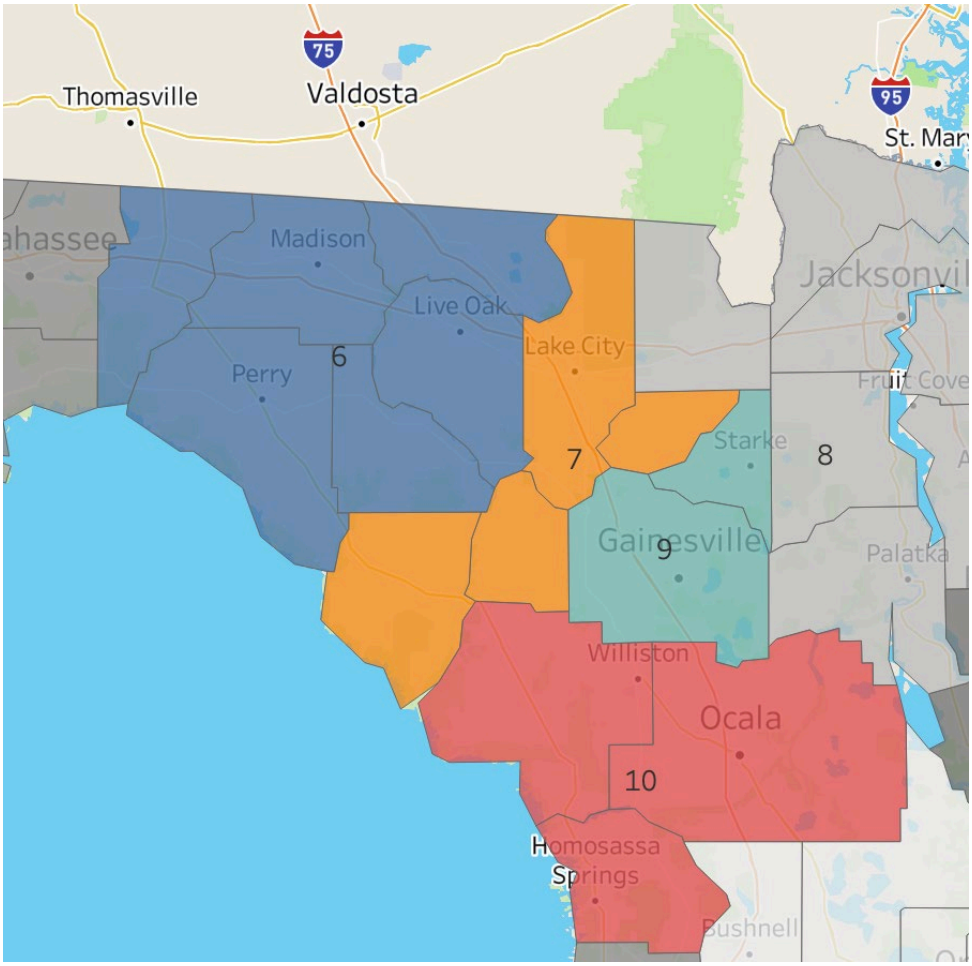


Figure 2. I-75 Route Through Regions 6, 7, 9, and 10



Commuter Pattern and Occupational Overlap Analysis

The following analysis seeks to accomplish three main goals. First, it provides an analysis of commuting patterns around Citrus, Levy, and Marion counties; how individuals work, where they work, and how they get there. Second, it outlines occupations of importance for those regions based on a few different metrics (growth, number of jobs, pay, etc.) and pulls out major occupations for any area within reasonable driving distance.

The final goal of this report is to flesh out occupations and industries shared in common amongst regions with a relationship to Levy, Marion, or Citrus, and expand on this list into related occupations that could be important. This is accomplished via a cross comparison of top listed occupations and industries, use of a Kmodes clustering algorithm on ranked occupational data, and application of a system of industry clusters and subclusters.

The findings indicate that there are many similarities across the counties of interest, but a few key differences in certain counties as well. Considered broadly, Levy tends to differ from

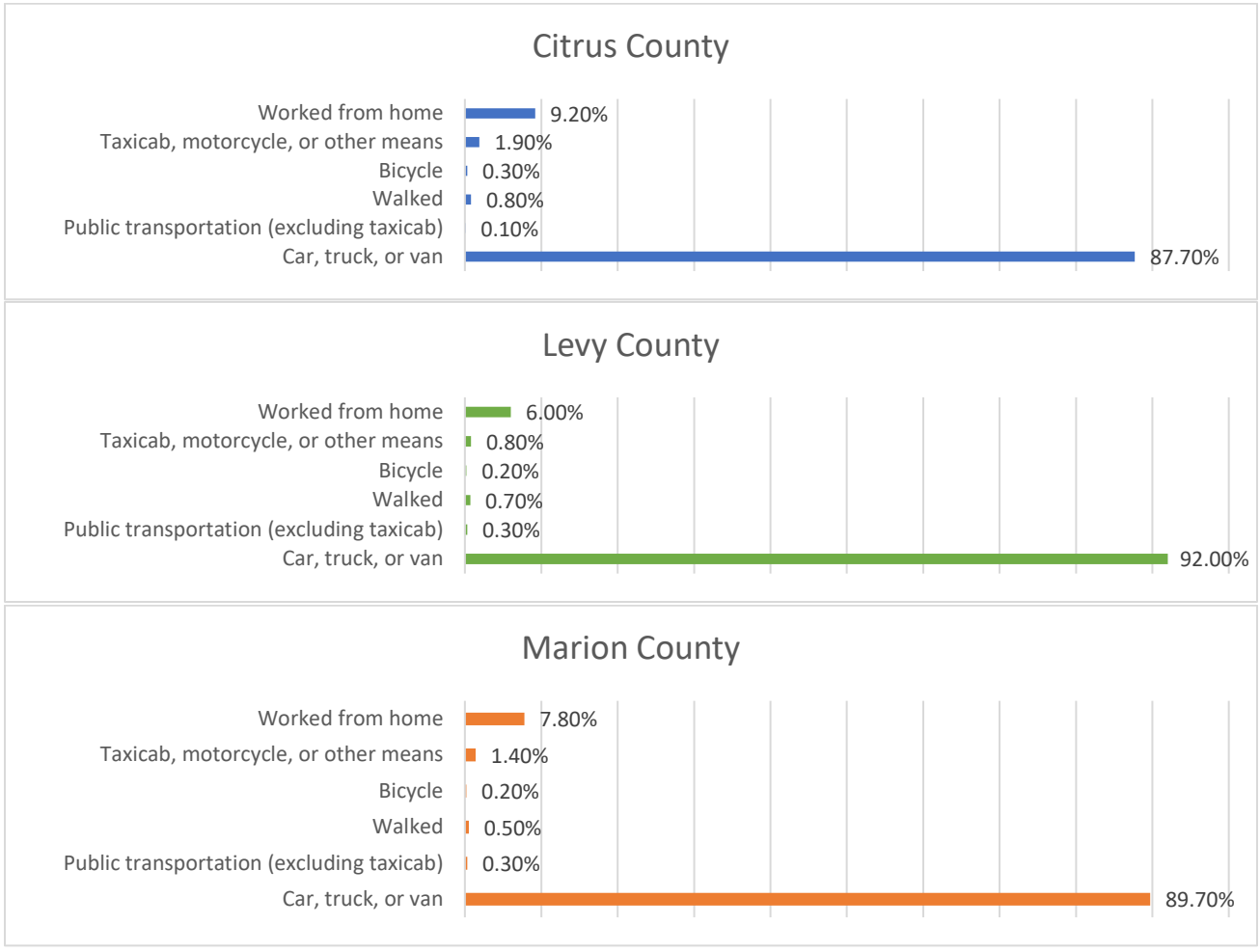
Marion and Citrus more than the two differ from one another, however amongst all considered counties there are many occupations and industries that overlap, and those skills and abilities can be applied in multiple similar industries.

Distance and Mode of Transit

Commute Method[1]:

The following figures illustrate differences and similarities in commuting methodology across all three counties of interest. A majority of all 3 counties commute by car, truck, or van. All three have a small percentage that carpool (8.1, 11.4, and 10.2% for Citrus, Levy, and Marion counties respectively).

Figure 3. Commute Method By County



[1] US Census Bureau 5 Year Estimates: S0801
https://data.census.gov/table?q=S0801:+COMMUTING+CHARACTERISTICS+BY+SEX&g=050XX00US12017,12075,12083&tid=ACSST5Y2021.S0801&moe=false

Commute Time:

Mean travel time for all 3 counties was just under 30 minutes at 27.7, 29.5, and 26.2 minutes for Citrus, Levy, and Marion counties.

Figure 4. Time of Commute By County

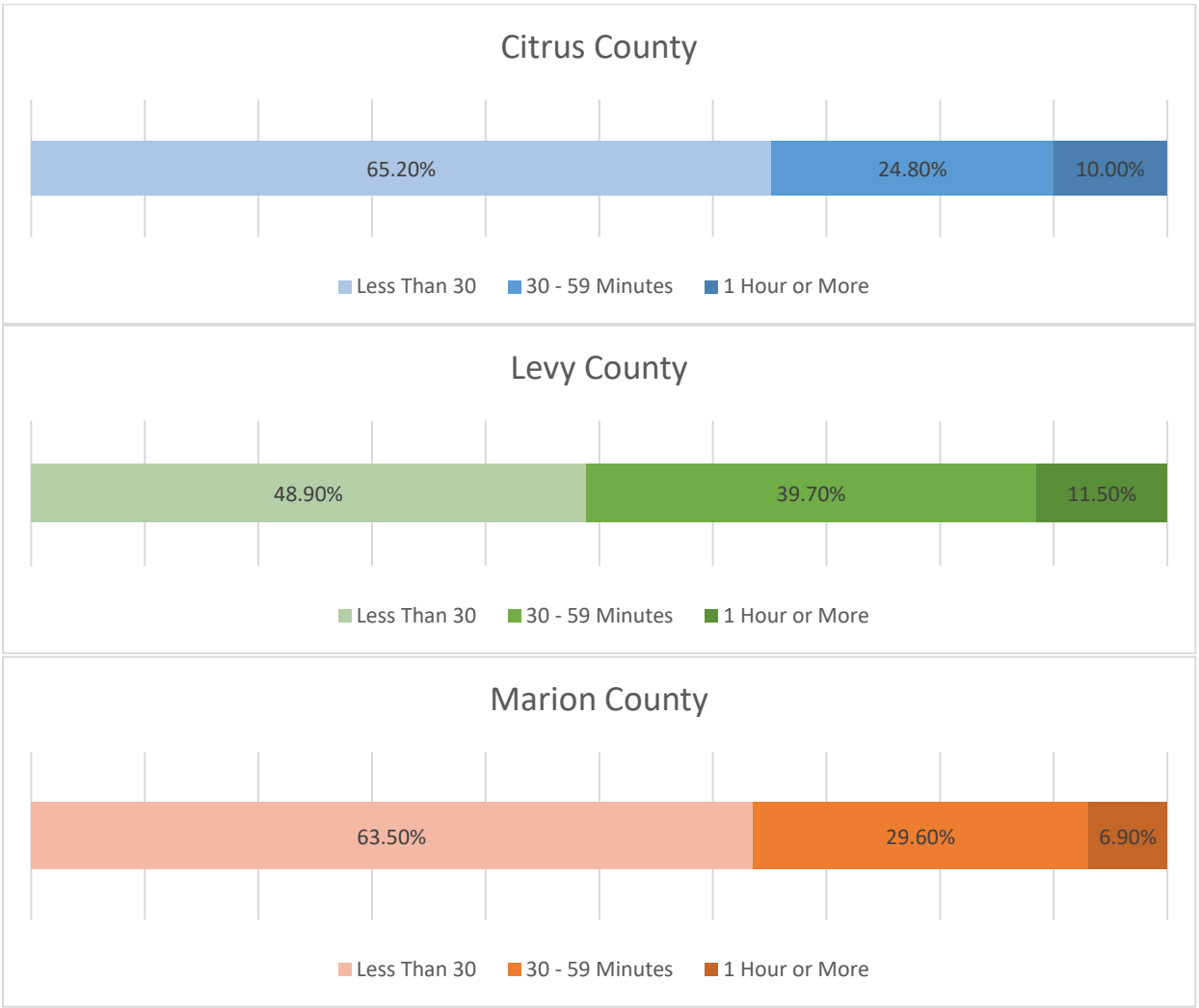


Table 1. Percent Working In County of Residence

	Citrus County	Levy County	Marion County
Worked in state of residence	98.70%	99.60%	99.10%
Worked in county of residence	75.30%	42.70%	80.50%
Worked outside county of residence	23.40%	56.90%	18.60%

Commuting Patterns and County Connections:

Commuting patterns were examined across 5 different datasets, including LODES8[2], CareerSource Labor Shed data[3], 2016-2020 5-Year ACS Commuting Flows[4], FloridaCommerce County-to-County Worker Flow[5], and Census Transportation Planning Product data (CTPP)[6]. Each data set presents advantages and downsides in terms of size, error, and time frame; by cross comparing the goal is to reduce errors and take advantage of all available insights. Figures 5 through 10 show top counties of worker inflow and outflow for Citrus, Levy, and Marion counties. Top counties were determined by first ranking counties in each dataset, and then cross comparing. Percentages represent averages across all data sets.

Citrus

Citrus sees the greatest inflow from Hernando and Marion counties, and the greatest outflow out of Citrus into Marion and Sumter counties. However, a majority of its residents work within Citrus rather than commuting outside.

[2] LEHD Origin-Destination Employment Statistics (LODES8, enumerated by 2020 census blocks): https://lehd.ces.census.gov/data/#lodes

[3] CareerSource Labor Shed data (2023 update): https://www.floridajobs.org/workforce-statistics/data-center/florida-census-data-center/labor-shed-reports

[4] Table 1, 5-year estimates: https://www.census.gov/data/tables/2020/demo/metro-micro/commuting-flows-2020.html

[5] Florida Commerce Summary Tables, "Where Do Workers Live" and "Where Do Workers Work" via Florida Census Data Center: https://floridajobs.org/workforce-statistics/data-center/florida-census-data-center/florida-census-data/county-to-county-worker-flow-files

[6] Census Transportation Planning Product (2012-2016 5 Year Data): http://ctpp.beyond2020.com/ctpp1216/Browse/ErrorMessage.aspx?ErrMsg=Unpublished&PerspectiveLanguage=en&PerspectiveUserId=&PerspectivePassword=

Figure 5. Top 5 Inflow and Outflow for Citrus County By Percent of Worker/Resident

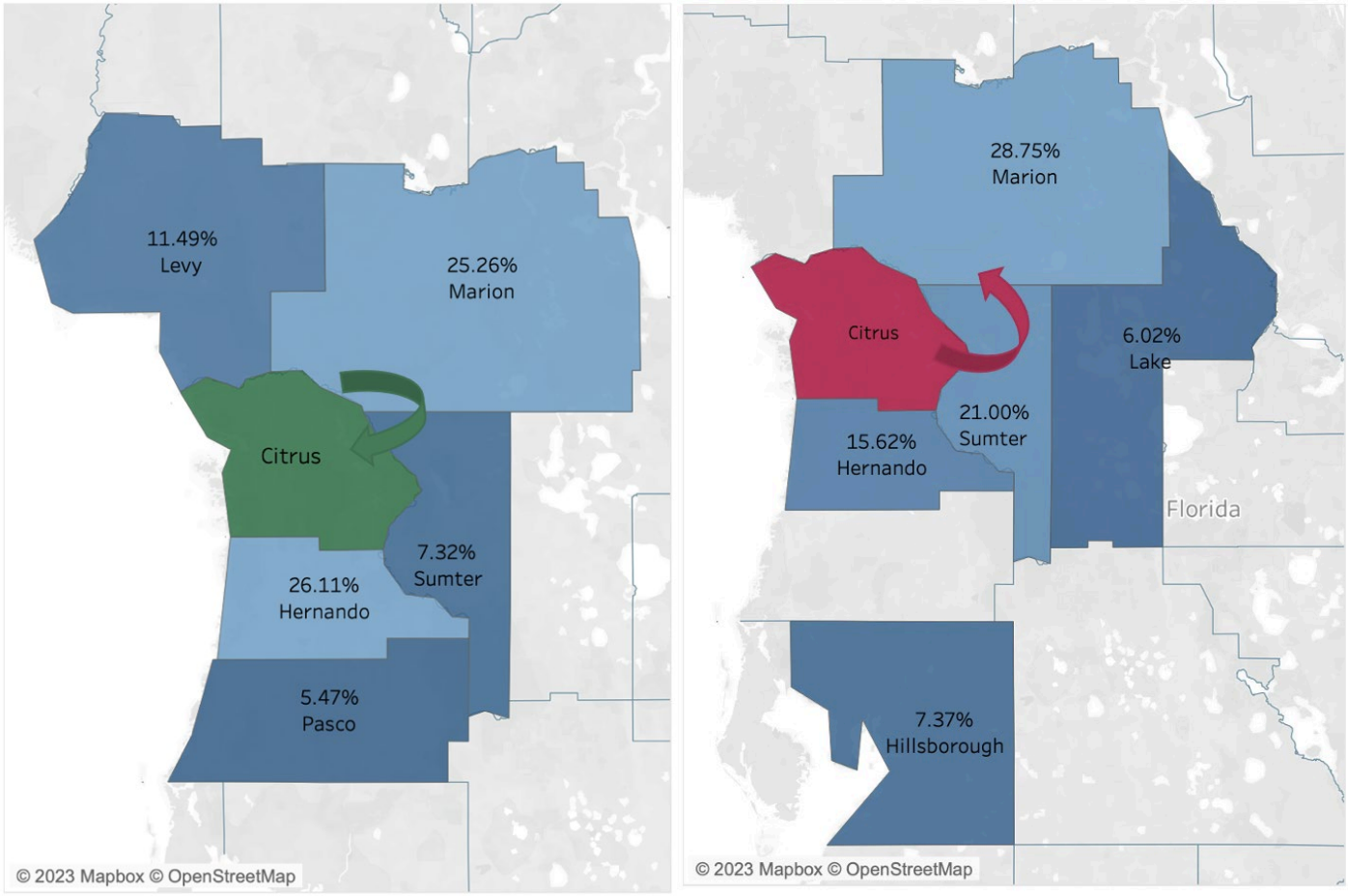
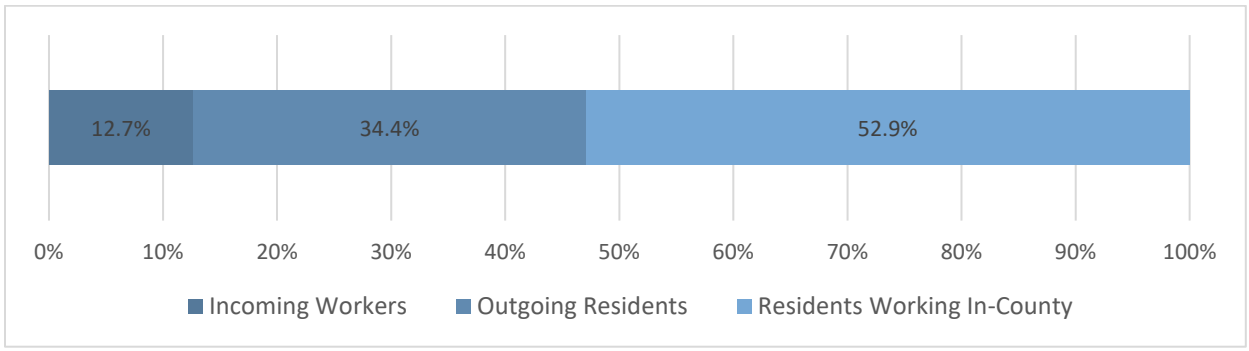


Figure 6. Proportion of Incoming, Outgoing, and In-County Workers



Levy

Levy sees the greatest inflow from Alachua, Gilchrist, and Marion counties, and the greatest outflow out of Levy into Alachua and Marion counties. Unlike Citrus, a majority of its residents leave their home county for work.

Figure 7. Top 5 Inflow and Outflow for Citrus County By Percent of Worker/Resident

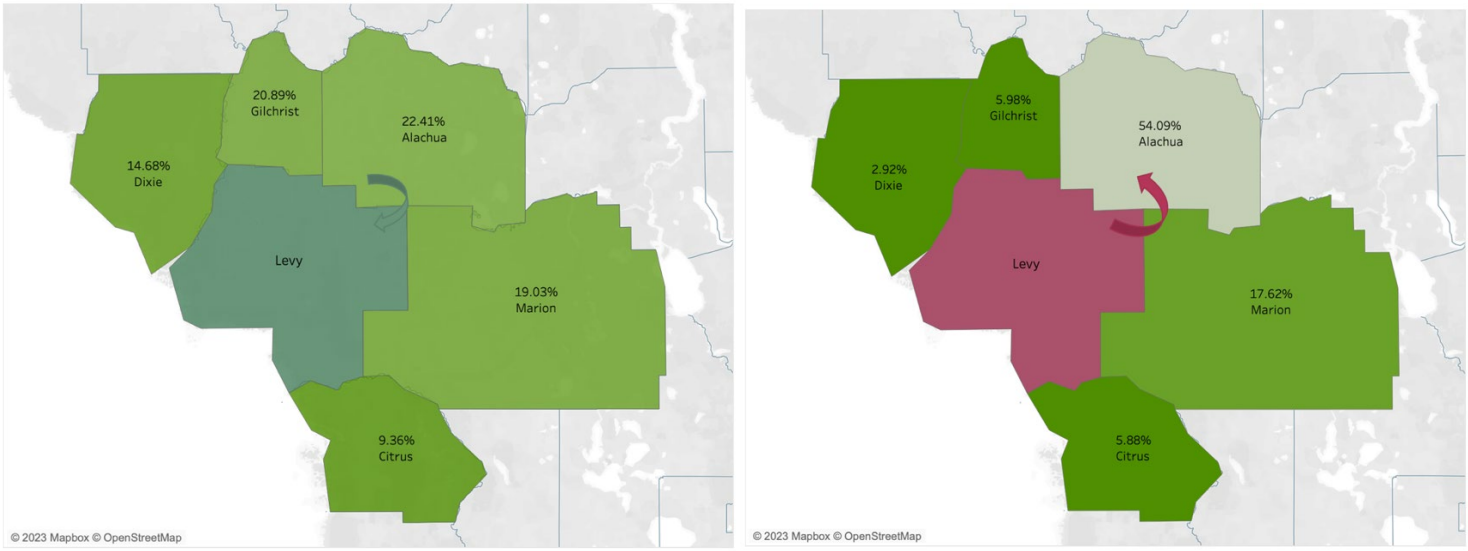
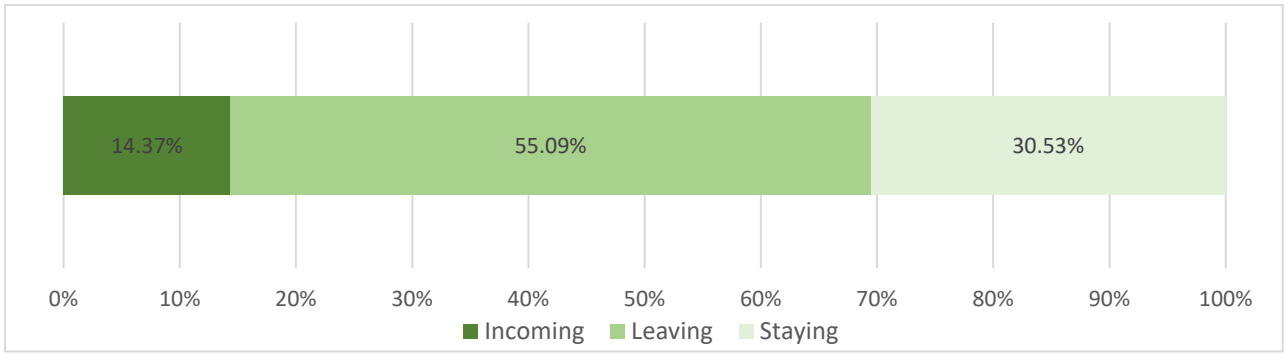


Figure 8. Proportion of Incoming, Outgoing, and In-County Workers



Marion

Most workers coming into Marion are coming from Citrus, Levy, and Alachua counties, and the greatest number leaving are going to work in Sumter, Alachua, and Lake counties. Similarly to Citrus, a majority of its residents remain within their home county for work (a total of 58.48 percent compared to 28.95 percent leaving).

Figure 9. Top 5 Inflow and Outflow for Marion County By Percent of Worker/Resident

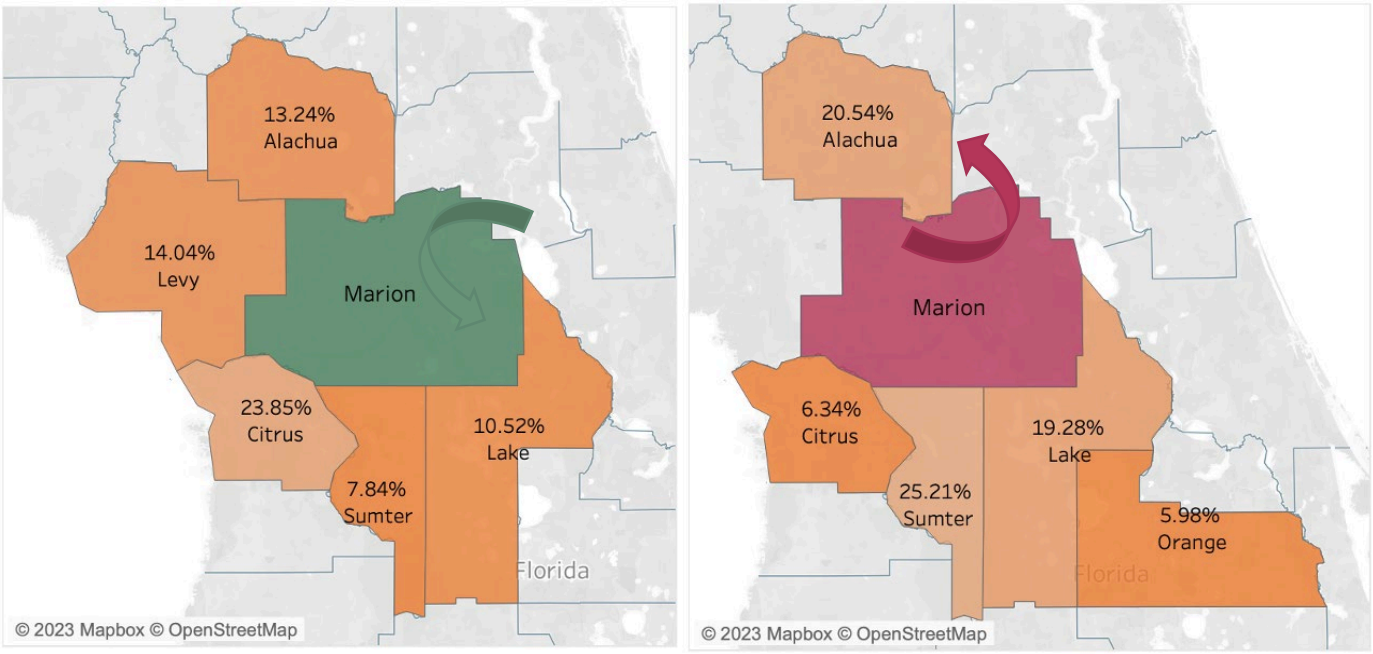
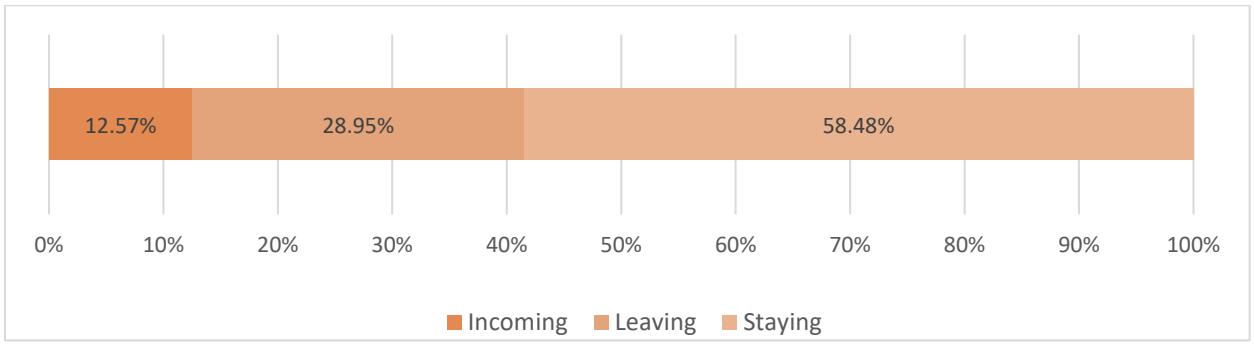


Figure 10. Proportion of Incoming, Outgoing, and In-County Workers



Occupations and Job Postings for Citrus, Levy, and Marion Counties

Graphics below illustrate leading occupations for Citrus, Levy, and Marion Counties at the 2-digit SOC level based on jobs, pay, growth, competitive effect (i.e. which jobs had much higher growth than expected) and employment concentration.

Citrus

In Citrus county top job producing occupations include those related to food preparation and serving, office and administrative support, and sales (figure 11), while best paying occupations for Citrus include those related to management, computers and mathematics, and architecture and engineering (figure 12). The best paying occupation that still provides a high number of jobs is in healthcare practitioners and technical occupations; this field also is the fastest growing in Citrus county over the last five years (figure 13). Those occupations with high concentration overlap with competitive effect for Citrus, with sales and office and administrative support leading beside food preparation and serving (figure 14). Educational instruction and library, and construction and extraction both also lead in competitive effect for the region.

Figure 11. Largest Occupations (2018-2023) In Citrus: 2022 Median Hourly Earnings | 2023 Jobs

Figure 12. Highest Paying Occupations (2018-2023) In Citrus: 2022 Median Hourly Earnings | 2023 Jobs

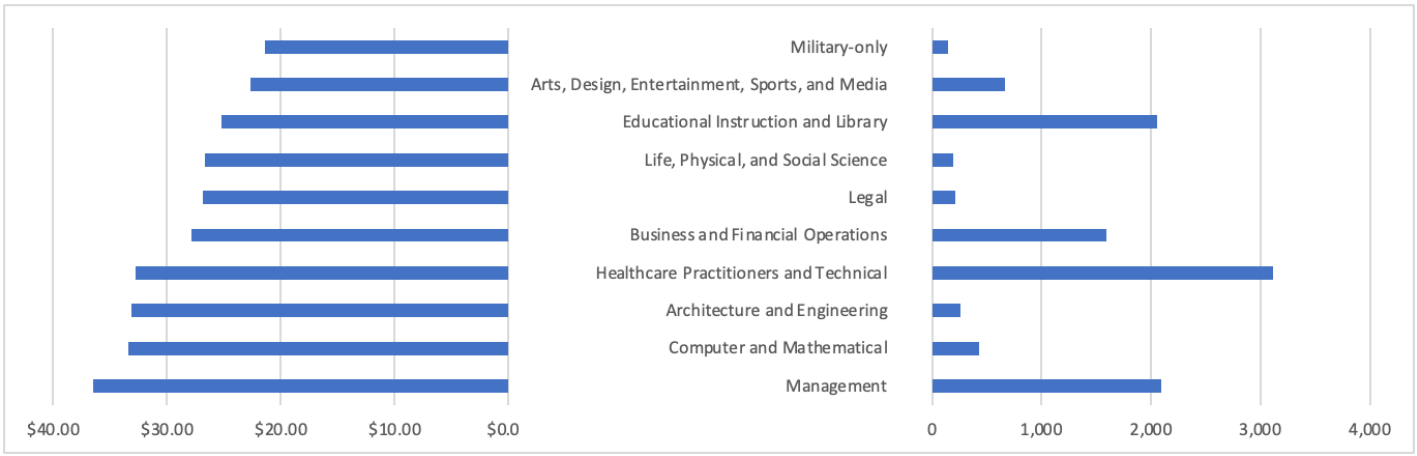


Figure 13. Fastest Growing Occupations (2018-2023) In Citrus

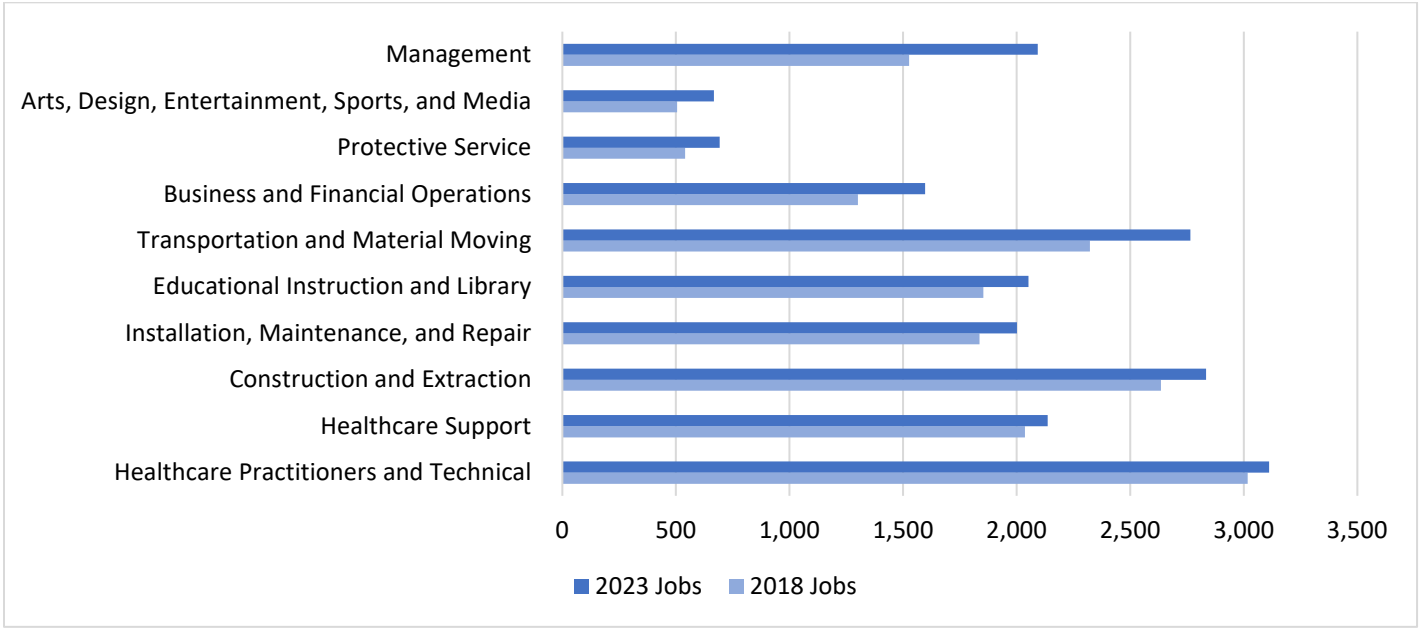
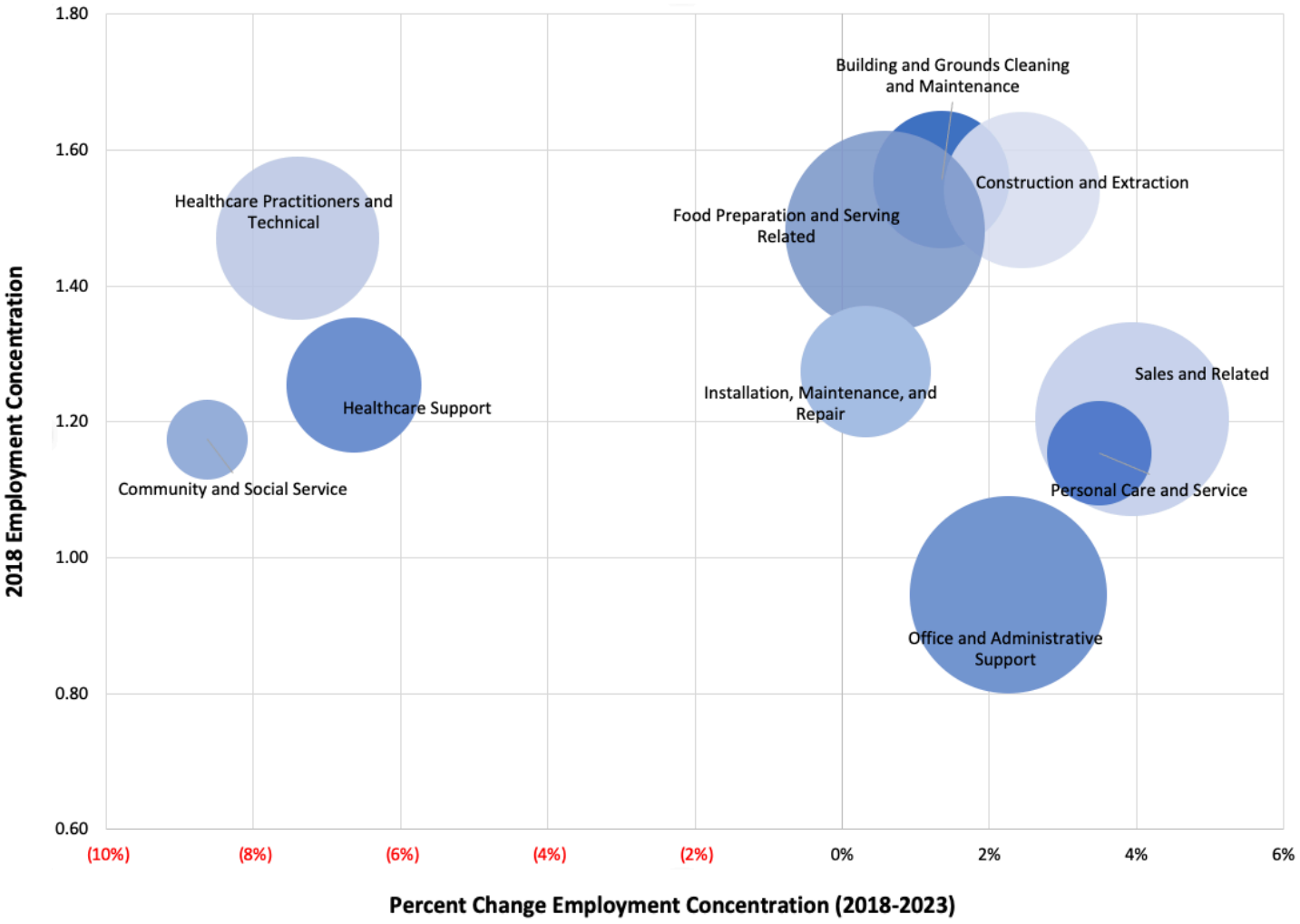


Figure 14. Highest Occupation Employment Concentration In Citrus



Occupation	2018 Jobs	2023 Jobs	% Change	2018 Employment Concentration	2023 Employment Concentration	% Change Employment Concentration	2022 Median Hourly Earnings
Building and Grounds Cleaning and Maintenance Occupations	2,125	2,179	3%	1.56	1.58	1%	$13.48
Construction and Extraction Occupations	2,636	2,834	8%	1.54	1.58	2%	$18.56
Food Preparation and Serving Related Occupations	4,556	4,624	1%	1.48	1.49	1%	$12.40
Healthcare Practitioners and Technical Occupations	3,018	3,111	3%	1.47	1.36	(7%)	$32.72
Installation, Maintenance, and Repair Occupations	1,837	2,002	9%	1.27	1.28	0%	$18.64

Healthcare Support Occupations	2,037	2,136	5%	1.25	1.17	(7%)	$14.07
Sales and Related Occupations	4,317	4,352	1%	1.20	1.25	4%	$14.04
Community and Social Service Occupations	748	746	(0%)	1.17	1.07	(9%)	$20.80
Personal Care and Service Occupations	1,312	1,265	(4%)	1.15	1.19	3%	$12.60
Office and Administrative Support Occupations	4,488	4,544	1%	0.95	0.97	2%	$16.48

Top Companies Posting in Citrus county include HCA Healthcare, Citrus Memorial Hospital, Non-Federal Agency, Community Health Systems Professional Services Corporation, Bravera Health Seven Rivers, CoreCivic, Hernando County School District, state of Florida, Walgreens Boots Alliance, and Lowe's.

Figures 15 and 16 show top skills found in job postings for the area. The top specialized skill of nursing, and the top common skill of customer service reflects the two top posted occupations, registered nurses and retail salespersons (table 2).

Figure 15. Specialized Skills In Citrus Job Postings

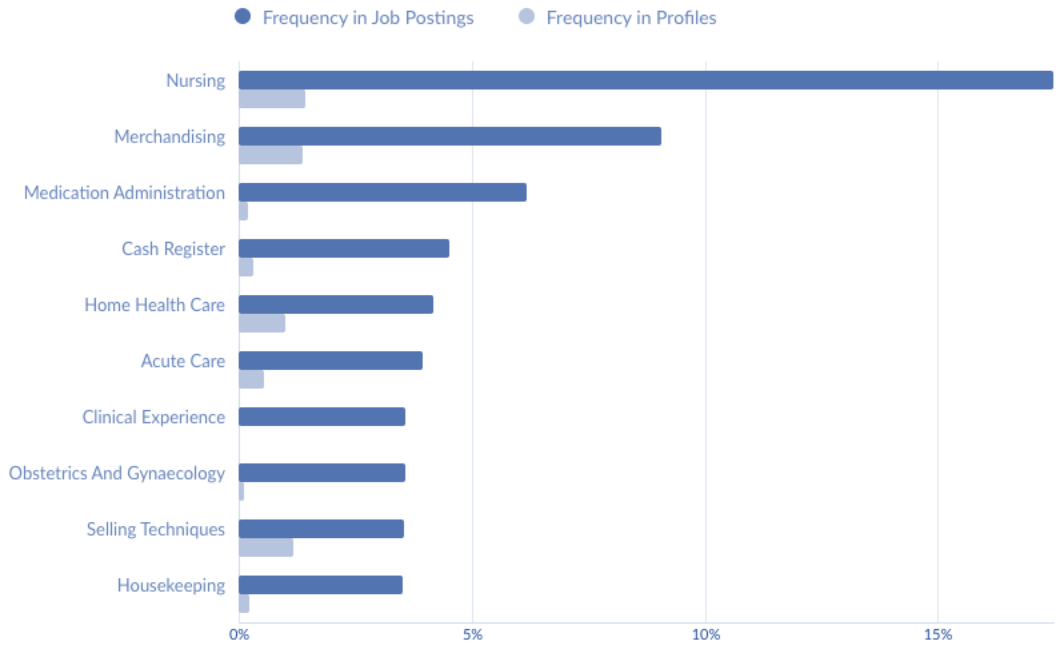


Figure 16. Common Skills In Citrus Job Postings

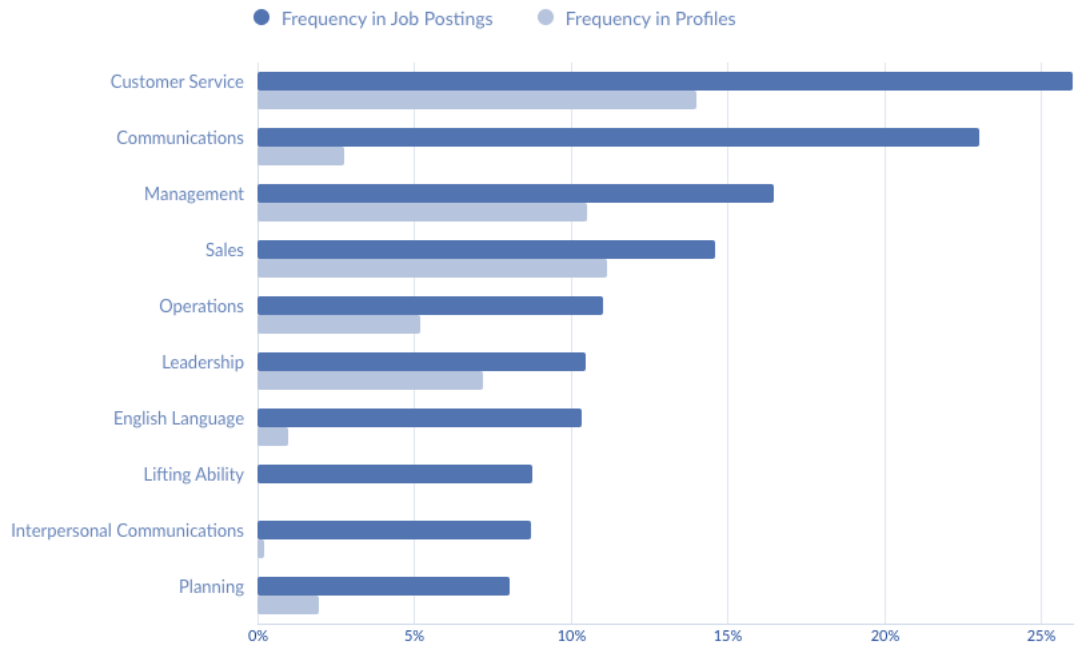


Table 2. Top Posted Occupations and Industries in Citrus

Top Posted Occupations (4-digit)	Unique Posts (Jan 2018 - Dec 2022)	Top Posted Job Titles	Unique Posts	Top Industries	Unique Posts
Registered Nurses	3,239	Registered Nurses	279	General Medical and Surgical Hospitals	2,965
Retail Salespersons	854	Licensed Practical Nurses	266	Employment Placement Agencies	893
Driver/Sales Workers and Truck Drivers	682	Certified Nursing Assistants	246	Nursing Care Facilities (Skilled Nursing Facilities)	853
Nursing Assistants, Orderlies, and Psychiatric Aides	649	Medical Surgical Registered Nurses	229	Home Health Care Services	642
Therapists	647	Crystal Managers	176	Farm Supplies Merchant Wholesalers	601
Laborers and Material Movers	622	Telemetry Registered Nurses	174	Other General Government Support	520
First-Line Supervisors of Sales Workers	572	Customer Service Associates	160	Elementary and Secondary Schools	507
Licenses Practical and Licenses Vocational Nurses	553	Correctional Officers	160	Limited-Service Restaurants	471
Home Health and Personal Care Aides	534	Customer Service Representatives	142	Offices of Physicians (except Mental Health Specialists)	395
Customer Service Represenatatives	517	Pharmacy Technicians	141	Executive Offices	383

Marion

Very similarly to Citrus county, Marion county's occupations producing the largest number of jobs include those related to transportation and moving, office and administrative support, and sales (figure 17). Best paying occupations for Marion include those related to management, computers and mathematics, and architecture and engineering, and the best paying occupations still providing a high number of positions is in healthcare practitioners and technical occupations (figure 18).

Office and administration and transportation and material moving are the fastest growing occupations for Marion (figure 19). Occupations with jobs created above or below the expected (competitive effect) for Marion include those related to transportation and material moving, office and administrative support, installation, maintenance, and repair, management, and business and financial operations.

Based on concentration, transportation and material moving has also seen significant growth in the last five years, on top of being one of the largest job producers (figure 20).

Figure 17. Largest Occupations (2018-2023) In Marion: 2022 Median Hourly Earnings | 2023 Jobs

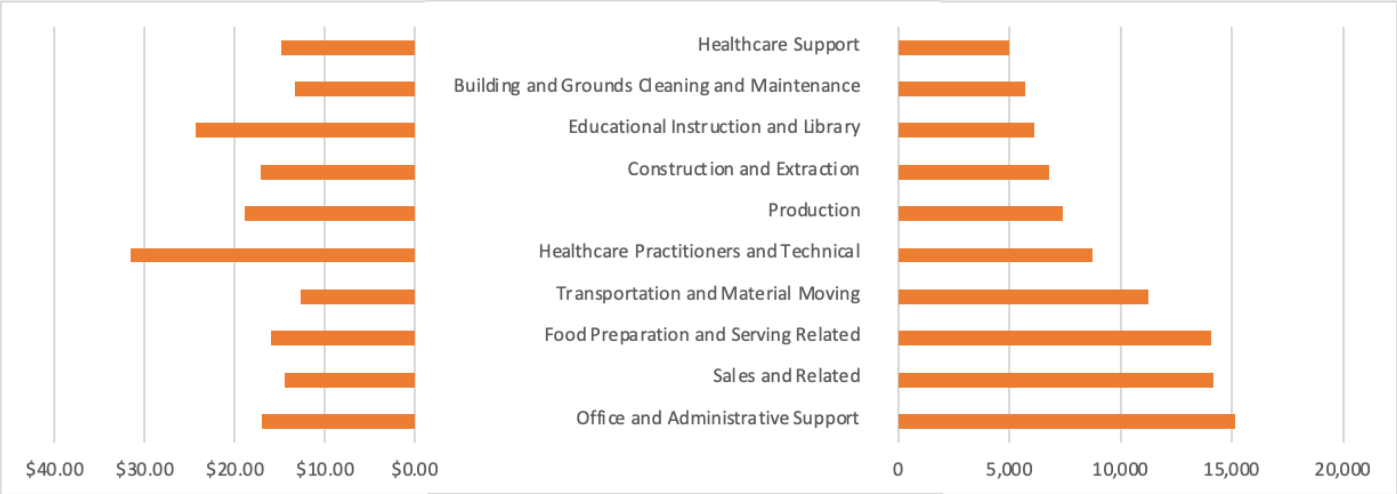


Figure 18. Highest Paying Occupations (2018-2023) In Marion: 2022 Median Hourly Earnings | 2023 Jobs

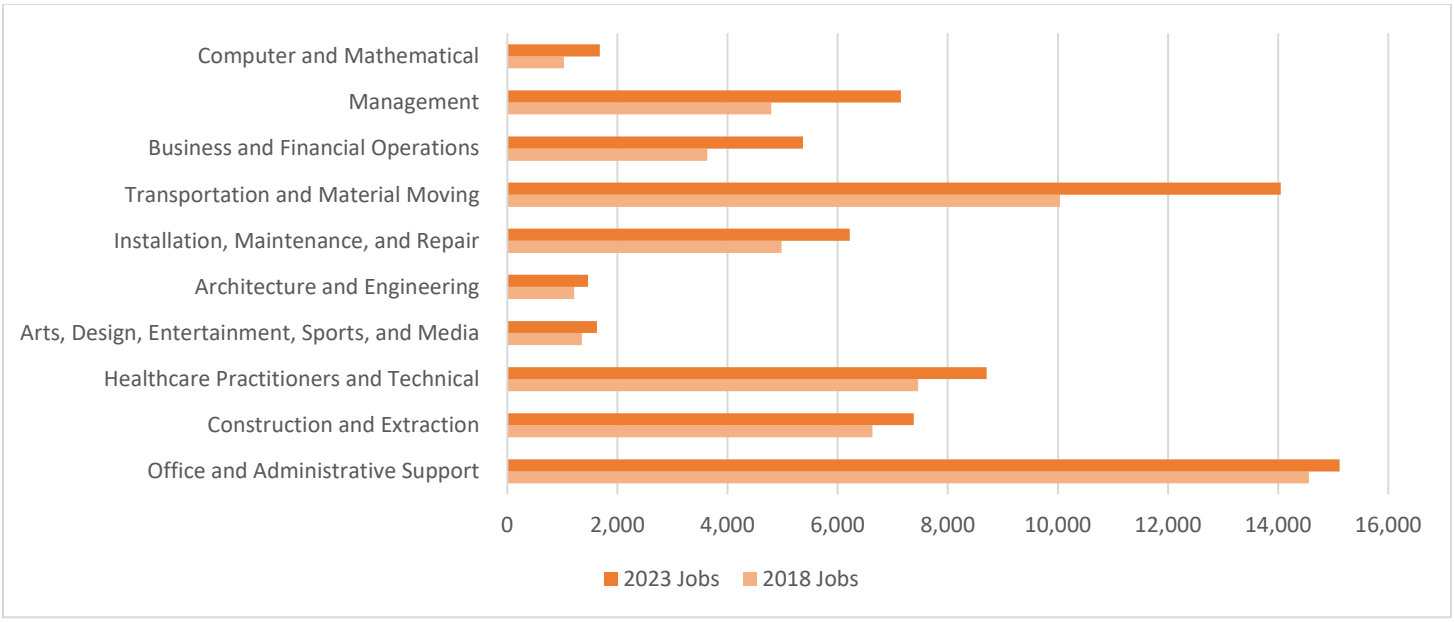


Figure 19. Fastest Growing Occupations (2018-2023) In Marion

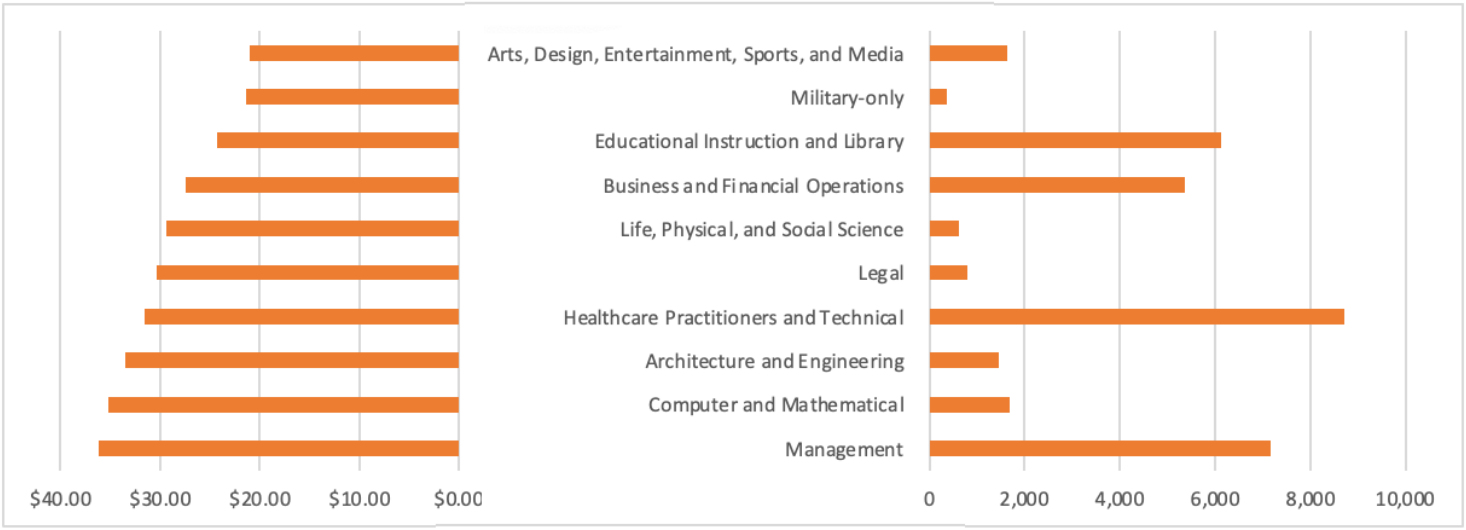
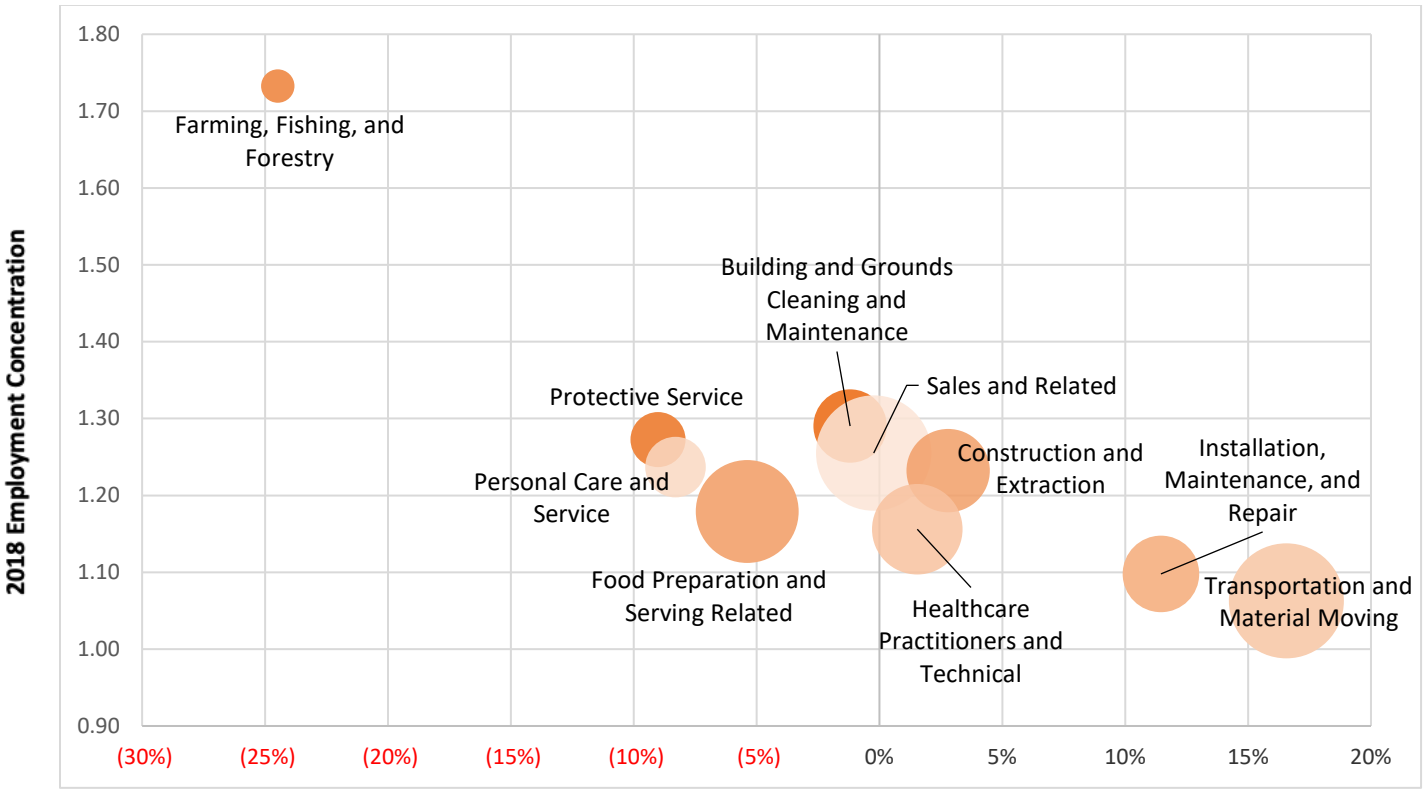


Figure 20. Highest Occupation Employment Concentration In Marion



Occupation	2018 Jobs	2023 Jobs	% Change	2018 Employment Concentration	2023 Employment Concentration	% Change Employment Concentration	2022 Median Hourly Earnings
Farming, Fishing, and Forestry Occupations	1,540	1,184	-0.23	1.73	1.31	-0.24	$14.15
Building and Grounds Cleaning and Maintenance Occupations	5,541	5,715	0.03	1.29	1.27	-0.01	$13.35
Protective Service Occupations	3,283	3,219	-0.02	1.27	1.16	-0.09	$19.74
Sales and Related Occupations	14,159	14,137	0.00	1.26	1.25	0.00	$14.47
Personal Care and Service Occupations	4,427	3,900	-0.12	1.24	1.13	-0.08	$13.03

Construction and Extraction Occupations	6,631	7,380	0.11	1.23	1.27	0.03	$18.91
Food Preparation and Serving Related Occupations	11,414	11,242	-0.02	1.18	1.12	-0.05	$12.67
Healthcare Practitioners and Technical Occupations	7,465	8,706	0.17	1.16	1.17	0.02	$31.51
Installation, Maintenance, and Repair Occupations	4,980	6,221	0.25	1.10	1.22	0.11	$20.35
Transportation and Material Moving Occupations	10,038	14,050	0.40	1.06	1.24	0.17	$16.04

Top Companies Posting in Marion county include AdventHealth, Elevance Health, HCA Healthcare, the state of Florida, Ocala Regional Medical Center, Lowe's, Lockheed Martin, Adventist Health, Hospice of Marion County, and Chewy.

Figure 21 and 22 show top skills found in job postings for the area and a similar nursing and sales focus to Citrus county in both skills and top job posting occupations (table 3).

Figure 21. Specialized Skills In Marion Job Postings

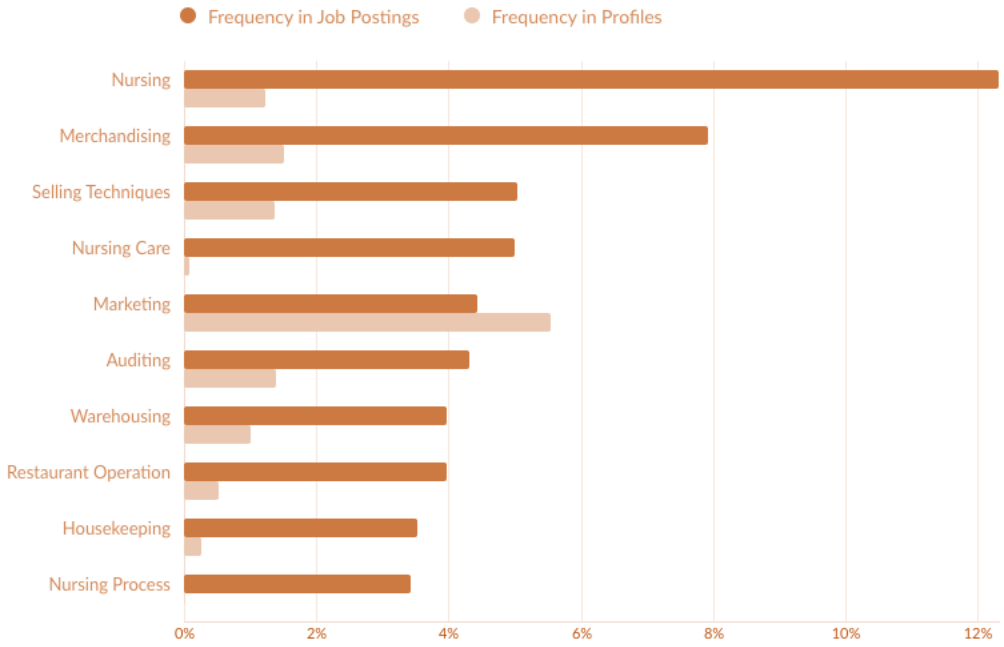


Figure 22. Common Skills In Marion Job Postings

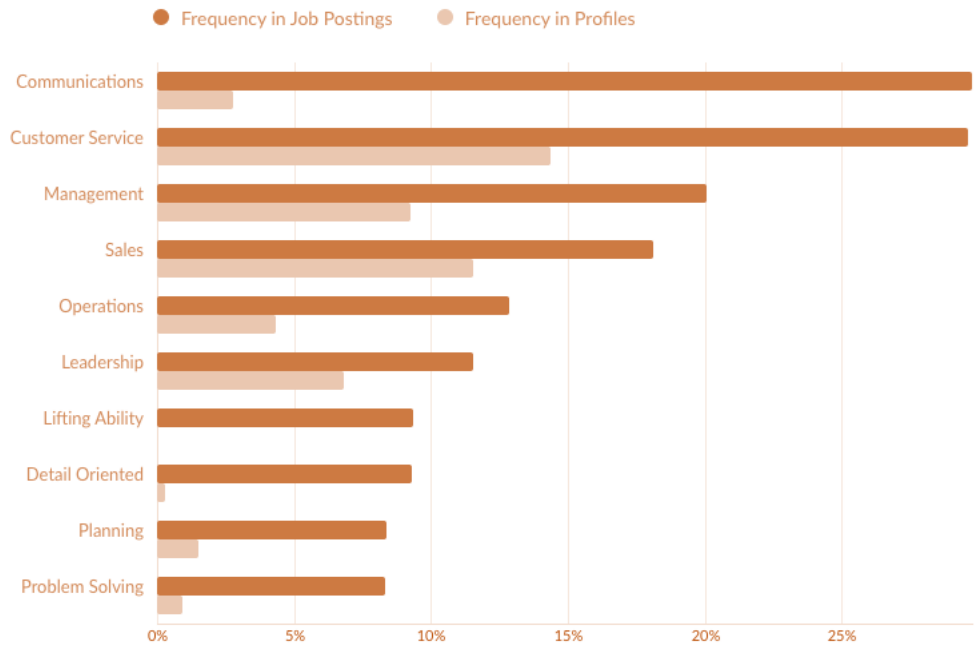


Table 3. Top Posted Occupations and Industries in Marion

Top Posted Occupations (4-digit)	Unique Posts (Jan 2018 - Dec 2022)	Top Posted Job Titles	Unique Posts	Top Industries	Unique Posts
Registered Nurses	10,032	Medical Surgical Registered Nurses	887	General Medical and Surgical Hospitals	12,210
Retail Salespersons	4,240	Registered Nurses	737	Direct Health and Medical Insurance Carriers	4,668
Driver/Sales Workers and Truck Drivers	3,586	Customer Service Representatives	566	Employment Placement Agencies	2,943
Laborers and Material Movers	3,526	Licensed Practical Nurses	564	Offices of Physicians (except Mental Health Specialists)	2,248
Sales Representatives, Wholesale and Manufacturing	3,086	Assistant Managers	528	Full-Service Restaurants	2,159
First-Line Supervisors of Sales Workers	2,898	Sales Associates	521	Home Health Care Services	1,989
Secretaries and Administrative Assistants	2,571	Certified Nursing Assistants	508	Limited-Service Restaurants	1,823
Customer Service Representatives	2,287	Maintenance Technicians	499	Executive Offices	1,745
Medical and Health Services Managers	2,179	Housekeepers	481	Nursing Care Facilities (Skilled Nursing Facilities)	1,650
Nursing Assistants, Orderlies, and Psychiatric Aides	2,115	Delivery Drivers	477	Temporary Help Services	1,445

Levy

Levy county's top occupations that produce the largest number of jobs include those related to Sales, office and administrative support, and food preparation and serving (figure 23).

Best paying occupations for Levy include those related to management, computers and mathematics, and architecture and engineering, and the best paying occupations still providing a high number of positions is in educational instruction and library occupations (figure 24).

Sales, food preparation and serving, and transportation and material moving occupations are the fastest growing for Levy (figure 25), overlapping with many of the occupations with greatest competitive effect (sales, business and financial operations, food preparation and serving, production, installation, maintenance, and repair occupations). Farming fishing and forestry have been a highly concentrated set of occupations in previous years but have decreased in percent growth over the last five years, whereas sales and food preparation have grown in concentration in recent years.

Figure 23. Largest Occupations (2018-2023) In Levy: 2022 Median Hourly Earnings | 2023 Jobs

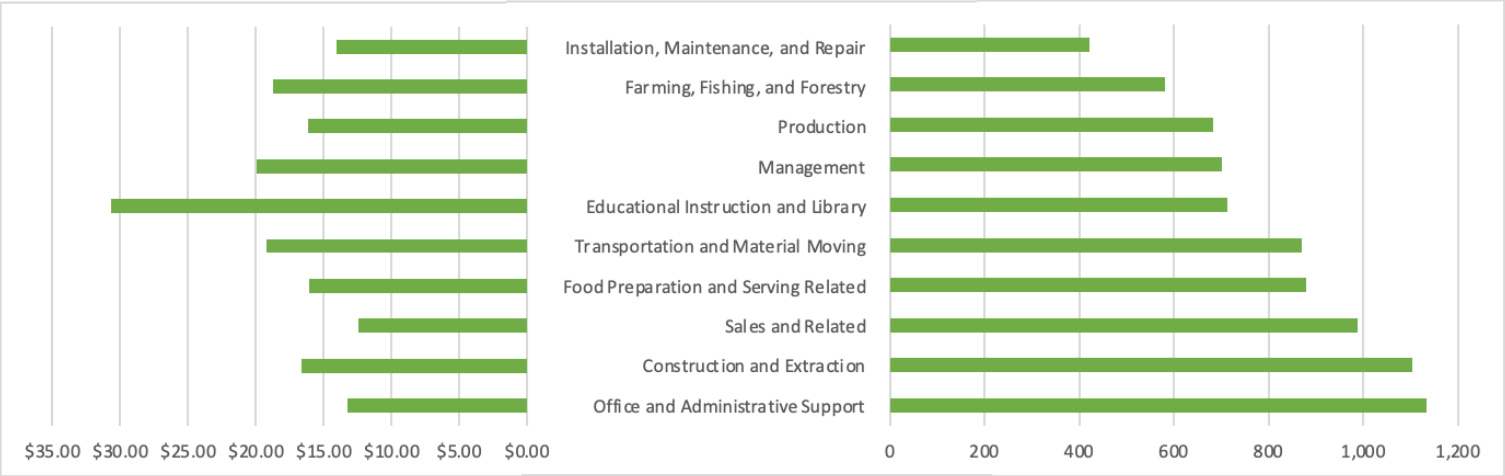


Figure 24. Highest Paying Occupations (2018-2023) In Levy: 2022 Median Hourly Earnings | 2023 Jobs

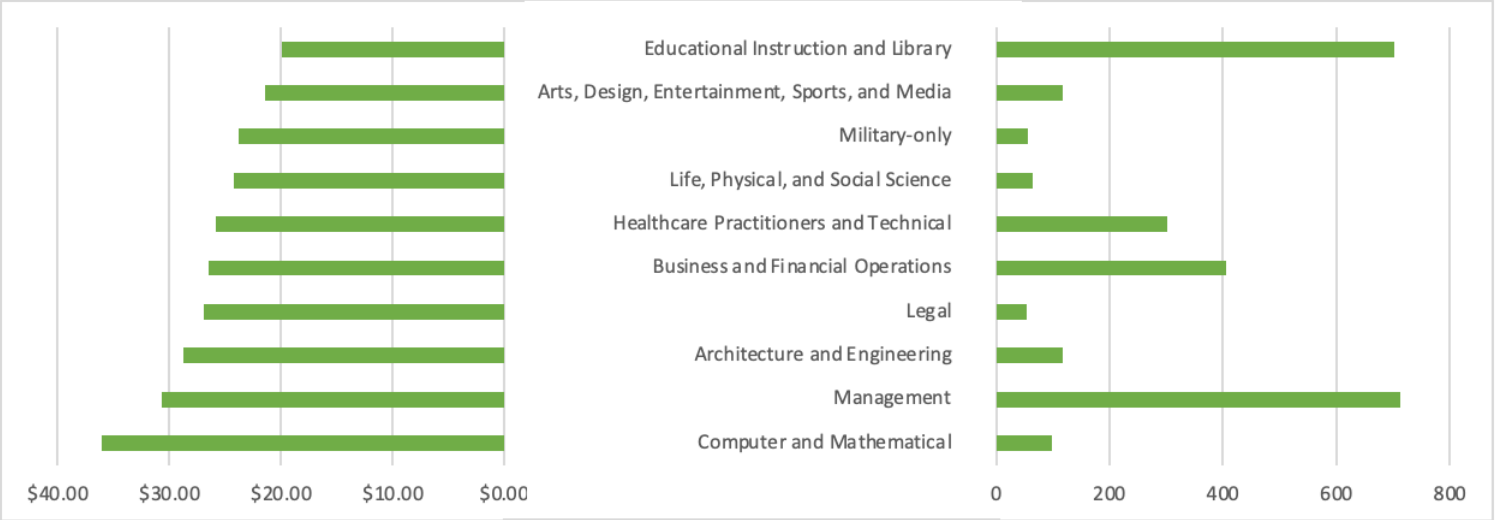


Figure 25. Fastest Growing Occupations (2018-2023) In Levy

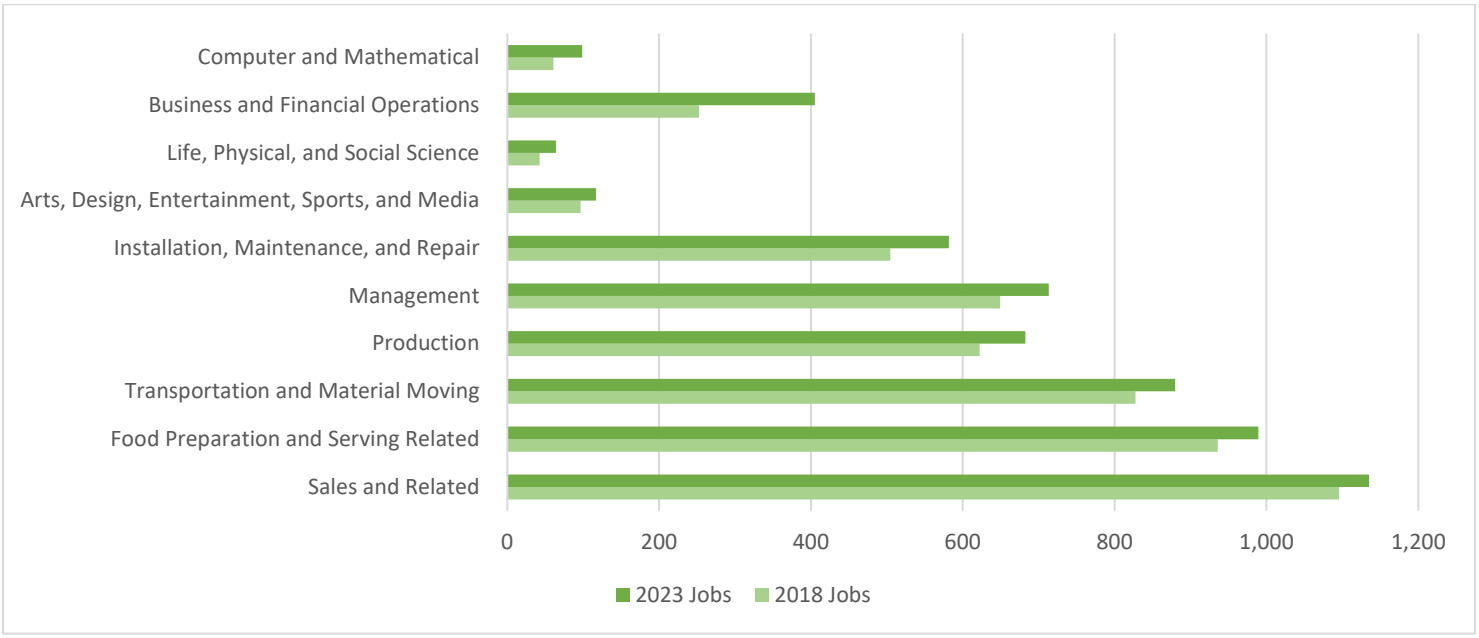
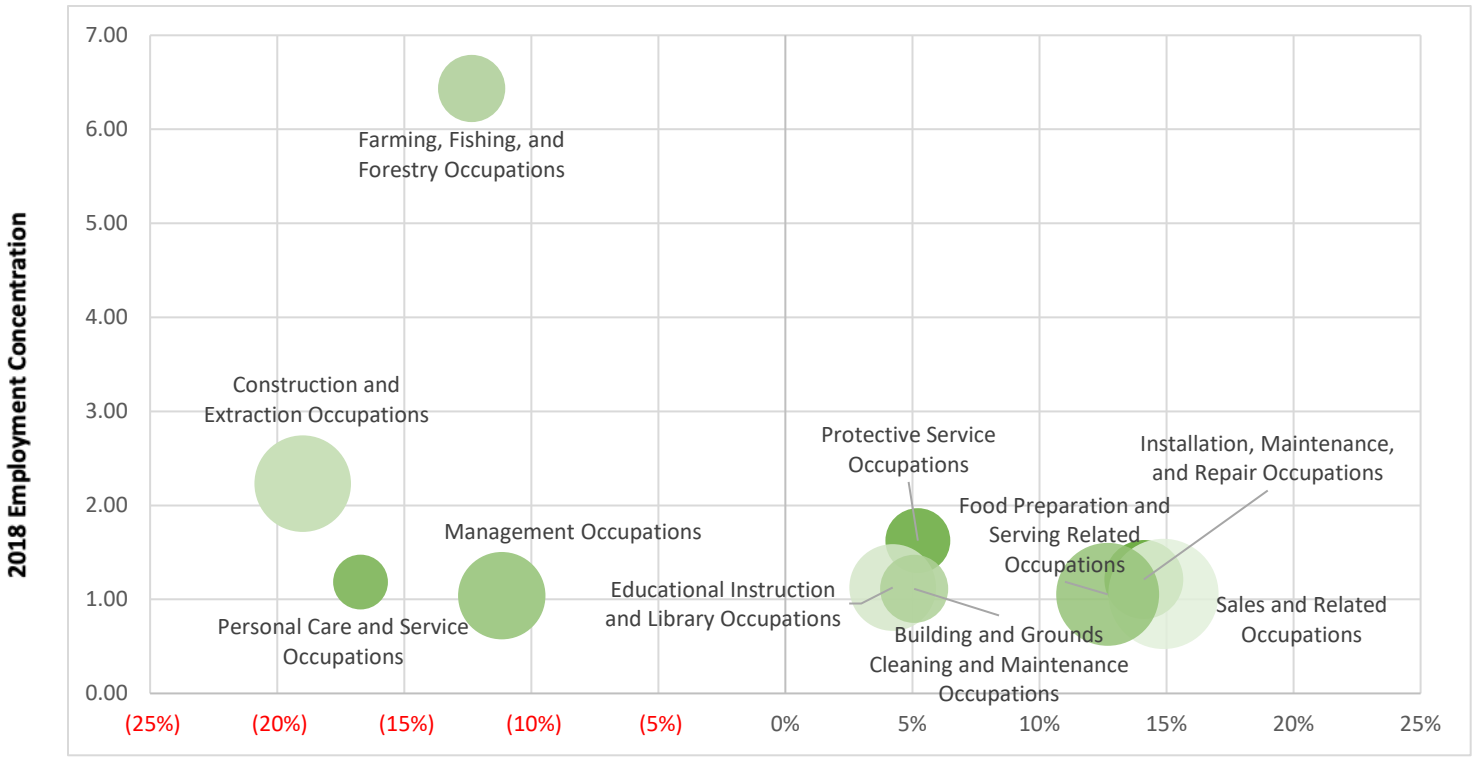


Figure 26. Highest Occupation Employment Concentration In Levy



Occupation	2018 Jobs	2023 Jobs	% Change	2018 Employment Concentration	2023 Employment Concentration	% Change Employment Concentration	2022 Median Hourly Earnings
Farming, Fishing, and Forestry Occupations	525	422.02	-0.20	6.43	5.64	-0.12	$14.09
Construction and Extraction Occupations	1,102	871	-0.21	2.23	1.81	-0.19	$19.20
Protective Service Occupations	385	393	0.02	1.63	1.71	0.05	$17.47
Installation, Maintenance, and Repair Occupations	504	581	0.15	1.21	1.38	0.14	$18.71
Personal Care and Service Occupations	389	281	-0.28	1.18	0.99	-0.17	$12.86
Educational Instruction and Library Occupations	712	702	-0.01	1.13	1.17	0.04	$19.91
Building and Grounds Cleaning and Maintenance Occupations	438	433	-0.01	1.11	1.17	0.05	$13.02
Sales and Related Occupations	1,096	1,135	0.04	1.06	1.22	0.15	$13.29

Food Preparation and Serving Related Occupations	936	989	0.06	1.05	1.19	0.13	$12.46
Management Occupations	649	713	0.10	1.04	0.92	-0.11	$30.65

Top Companies Posting in Marion county include the state of Florida, Winn-Dixie, Dollar General, Southeaster Grocers, School Board of Levy county, Walgreens Boots Alliance, Advance Auto Parts, Tractor Supply, ANCORP, and Walmart.

Figures 27 and 28 show top skills found in job postings for the area. Merchandising and customer service skills are highly posted, and top posting occupations include drivers/sales workers and truck drivers as well as retail salespersons (table 4).

Figure 27. Specialized Skills In Levy Job Postings

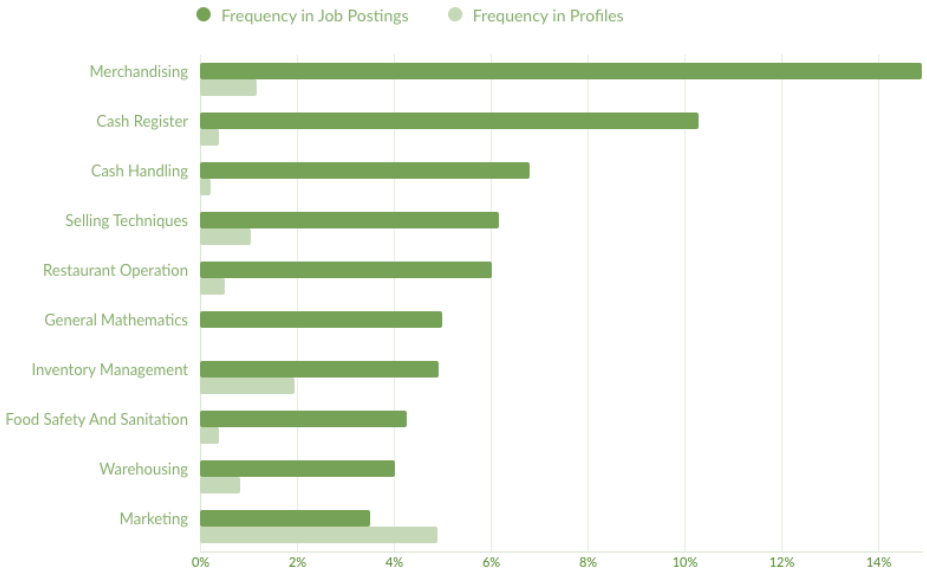


Figure 28. Common Skills In Levy Job Postings

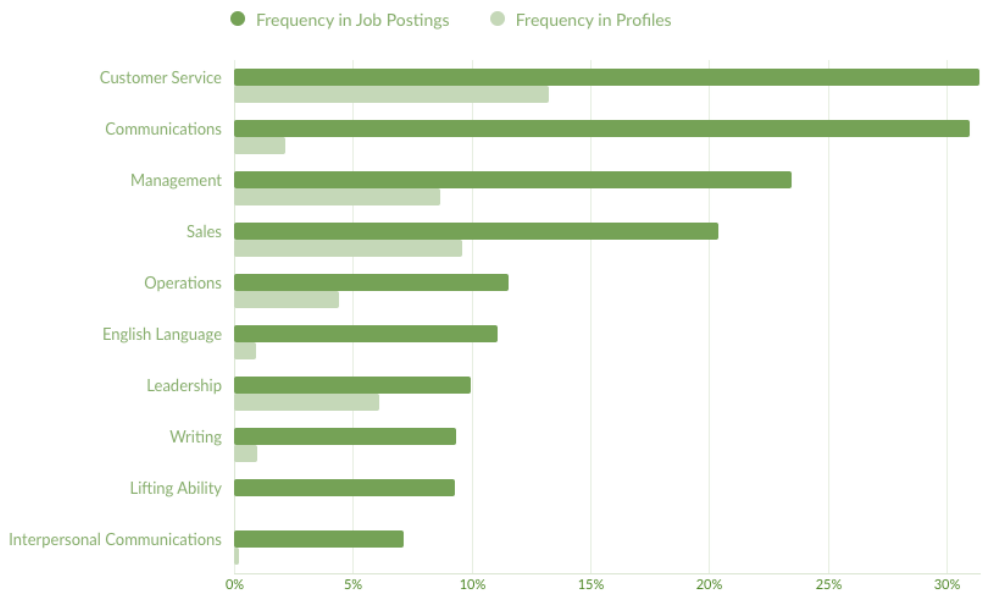


Table 4. Top Posted Occupations and Industries in Levy

Top Posted Occupations (4-digit)	Unique Posts (Jan 2018 - Dec 2022)	Top Posted Job Titles	Unique Posts	Top Industries	Unique Posts
Driver/Sales Workers and Truck Drivers	453	CDL-A Truck Drivers	101	Supermarkets and Other Grocery Retailers (except Convenience Retailers)	377
Retail Salespersons	310	Customer Service Representatives	73	Limited-Service Restaurants	279
First-Line Supervisors of Sales Workers	306	Delivery Drivers	67	Executive Offices	265
Laborers and Material Movers	246	Assistant Store Managers	65	Full-Service Restaurants	124
Customer Service Representatives	217	Retail Merchandisers	59	Employment Placement Agencies	110
Food Service Managers	189	Assistant Managers	59	General Freight Trucking,	109
Registered Nurses	166	Customer Service Associates	57	Home Health Care Services	107
Fast Food and Counter Workers	139	Correctional Officers	45	Commercial Banking	106
Designers	137	Pharmacy Technicians	44	Temporary Help Services	90
Therapists	119	Registered Nurses	40	Offices of Physicians (except Mental Health Specialists)	89

Top Occupations Within a 60 Minute Drive Time

Top occupations (ranked by number of jobs within a 60-minute drive) for Citrus, Marion, and Levy counties were collected in this part of the regional analysis. This includes entire counties, so long as *part* of the region is within a 60-minute driving distance. It is distinct from commuting patterns as it doesn't indicate where most individuals currently travel for work, but rather shows where individuals could commute with a reasonable commute time. From Citrus, this includes Levy, Hernando, Marion, Hillsborough, Pasco, Lake, and Sumter counties. From Marion, this includes Alachua, Bradford, Flagler, Citrus, Clay, Hernando, Lake, Levy, Putnam, Sumter, and Volusia counties. From Levy this included Alachua, Citrus, Columbia, Dixie, Gilchrist, Lafayette, Marion, and Suwannee county.

Top ten industries at the 5 digit level for regions around Marion, Citrus, and Levy were highly similar, all three regions listing:

- Retail Salespersons
- Customer Service Representatives
- Stockers and Order Fillers
- Registered Nurses
- Cashiers, Office Clerks, General
- General and Operations Managers
- Fast Food and Counter Workers
- Waiters and Waitresses

Both Citrus and Marion regions listed Janitors and Cleaners, Except Maids and Housekeeping Cleaners, while regions surrounding Levy listed Postsecondary Teachers.

The 2 digit level has similarly shared top occupations, all three regions listing:

- Office and Administrative Support Occupations
- Sales and Related Occupations
- Food Preparation and Serving Related Occupations
- Transportation and Material Moving Occupations
- Business and Financial Operations Occupations
- Healthcare Practitioners and Technical Occupations
- Management Occupations
- Construction and Extraction Occupations
- Educational Instruction and Library Occupations

Both Marion and Levy regions listed 'Building and Grounds Cleaning and Maintenance Occupations, while regions surround Citrus listed Installation, Maintenance, and Repair Occupations.

Citrus

Figure 29. Counties Within a 60 Minute Drive Time of Citrus

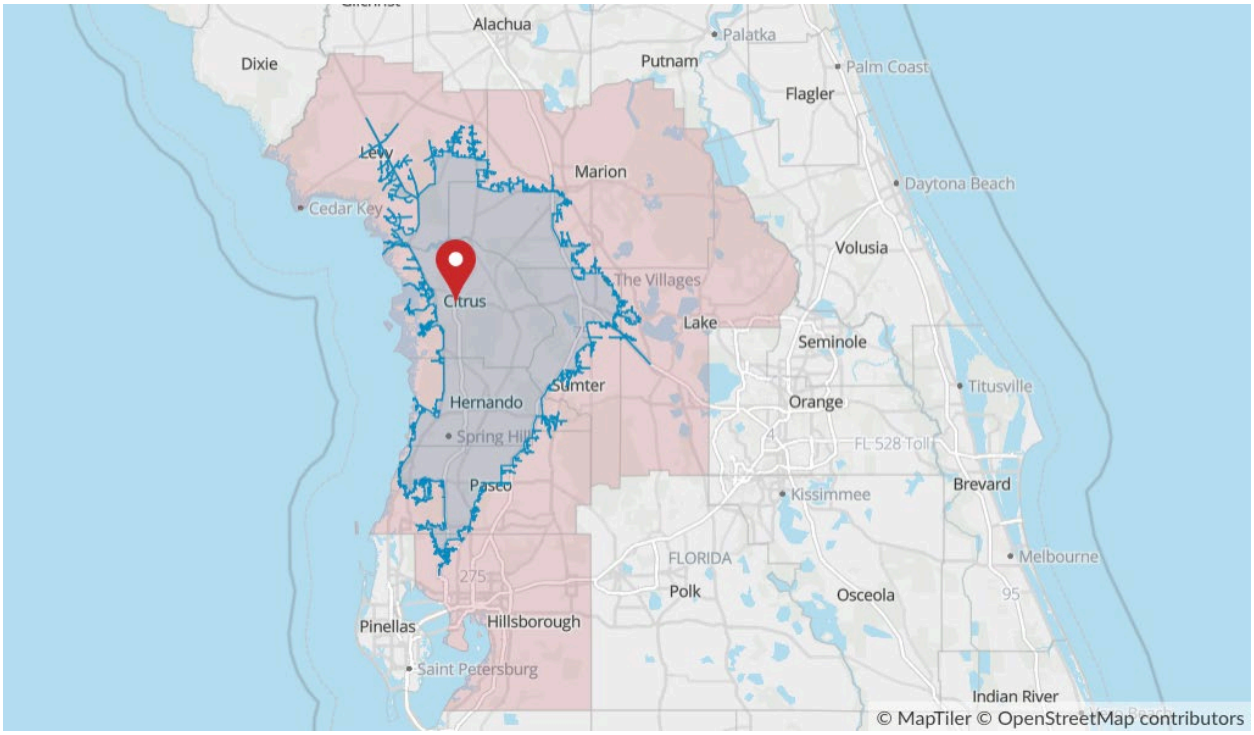


Table 5. Top 5-Digit Occupations Within 60 Minute Drive of Citrus County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Retail Salespersons	40,303	$28,705
Customer Service Representatives	36,882	$37,554
Stockers and Order Fillers	34,528	$31,912
Registered Nurses	30,372	$75,781
Cashiers	29,942	$25,775
Office Clerks, General	27,436	$37,866
General and Operations Managers	25,920	$90,155
Fast Food and Counter Workers	25,218	$24,506
Waiters and Waitresses	23,930	$27,573
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	19,502	$27,897

Table 6. Top 2-Digit Occupations Within 60 Minute Drive of Citrus County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Office and Administrative Support Occupations	188,545	$39,619
Sales and Related Occupations	146,894	$33,515
Food Preparation and Serving Related Occupations	122,381	$28,382

Transportation and Material Moving Occupations	120,048	$34,346
Business and Financial Operations Occupations	99,611	$69,714
Healthcare Practitioners and Technical Occupations	94,753	$72,317
Management Occupations	87,386	$93,708
Construction and Extraction Occupations	78,454	$43,281
Educational Instruction and Library Occupations	60,958	$53,748
Installation, Maintenance, and Repair Occupations	59,102	$45,558

Marion

Figure 30. Counties Within a 60 Minute Drive Time of Marion

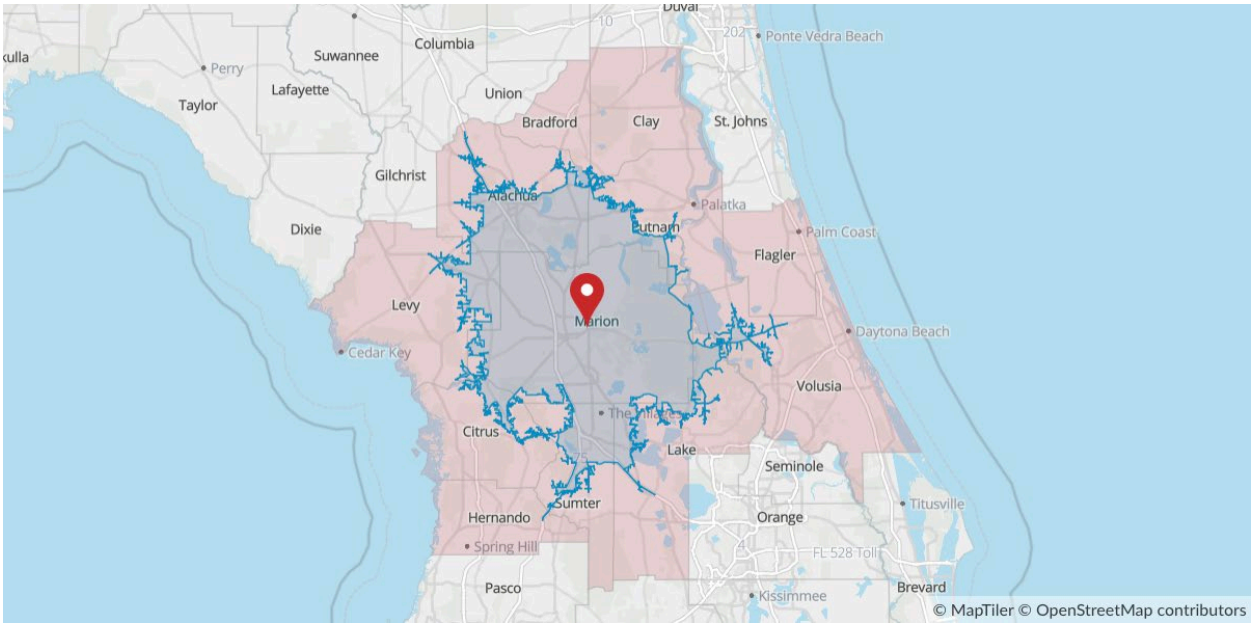


Table 7. Top 5-Digit Occupations Within 60 Minute Drive of Marion County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Retail Salespersons	28,921	$27,767
Stockers and Order Fillers	23,601	$31,915
Cashiers	22,791	$25,331
Registered Nurses	22,790	$71,579
Fast Food and Counter Workers	20,521	$23,241
Waiters and Waitresses	19,090	$26,877

Office Clerks, General	18,792	$35,442
Customer Service Representatives	15,052	$34,122
General and Operations Managers	14,124	$81,095
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	13,316	$27,548

Table 8. Top 2-Digit Occupations Within 60 Minute Drive of Marion County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Office and Administrative Support Occupations	106,859	$36,559
Food Preparation and Serving Related Occupations	92,835	$27,055
Sales and Related Occupations	92,020	$29,870
Transportation and Material Moving Occupations	72,862	$33,433
Healthcare Practitioners and Technical Occupations	66,513	$68,185
Construction and Extraction Occupations	50,746	$40,843
Management Occupations	50,405	$81,637
Educational Instruction and Library Occupations	49,693	$51,088
Business and Financial Operations Occupations	41,965	$61,427
Building and Grounds Cleaning and Maintenance Occupations	39,777	$28,880

Levy

Figure 31. Counties Within a 60 Minute Drive Time of Levy

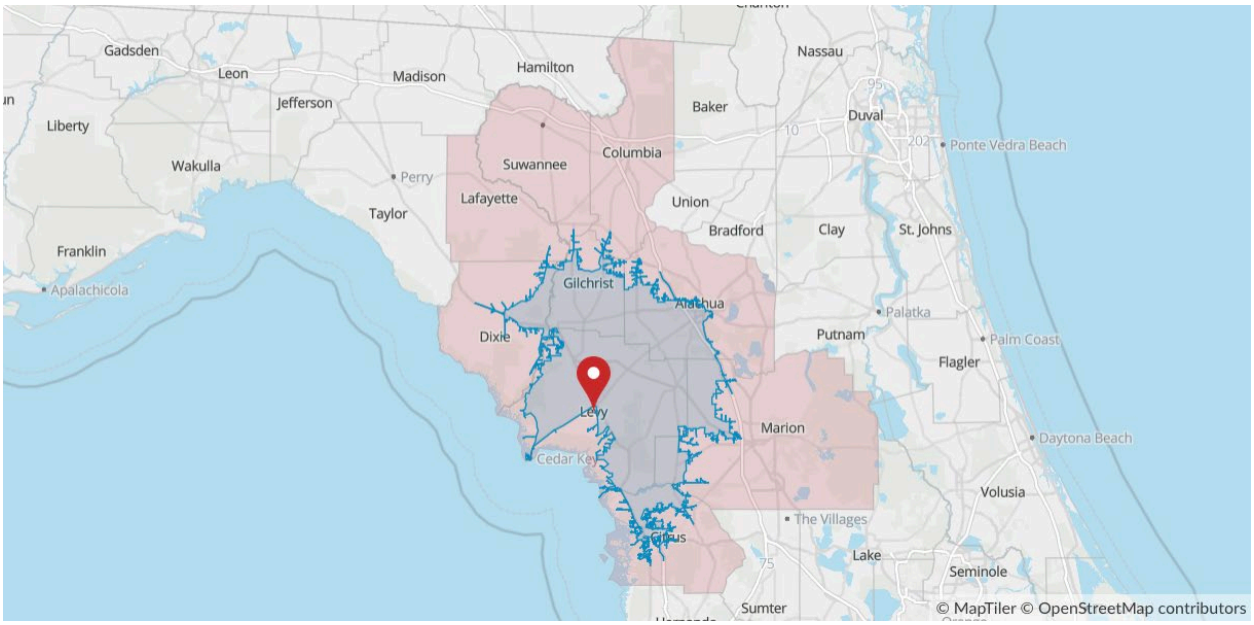


Table 9. Top 5-Digit Occupations Within 60 Minute Drive of Levy County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Retail Salespersons	11,084	$28,782
Registered Nurses	10,670	$74,499
Stockers and Order Fillers	9,065	$32,168
Cashiers	8,980	$25,840
Fast Food and Counter Workers	8,671	$24,502
Office Clerks, General	8,079	$36,421
Postsecondary Teachers	7,314	$73,393
Waiters and Waitresses	6,817	$26,848
General and Operations Managers	5,993	$84,148
Customer Service Representatives	5,903	$35,170

Table 10. Top 2-Digit Occupations Within 60 Minute Drive of Levy County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Office and Administrative Support Occupations	47,613	$37,539
Sales and Related Occupations	36,504	$30,664
Food Preparation and Serving Related Occupations	34,786	$27,498
Transportation and Material Moving Occupations	31,913	$34,427
Healthcare Practitioners and Technical Occupations	29,791	$70,296
Educational Instruction and Library Occupations	24,438	$52,497
Management Occupations	22,718	$83,226
Construction and Extraction Occupations	18,873	$40,789
Business and Financial Operations Occupations	18,086	$59,879
Building and Grounds Cleaning and Maintenance Occupations	16,689	$29,110

Occupational Clusters and Commonalities For Related Counties of Interest

Occupations in Common

Commute analysis and drive-time analysis produce a list of counties with ties to Citrus, Levy, and Marion that overlap a great deal – though not entirely. While fairly comprehensive, it is also worthwhile to include a few additional regions that share common ground with Citrus, Levy, and Marion based on other metrics. Citrus, Levy, and Marion are connected to Dixie, Gilchrist, Suwanee, Lafayette, and Columbia through drive time and commute patterns, and also share limitations in terms of internet service. Creating Connections targeted many of these areas for fiber optic internet service, along with Union, Hamilton, Taylor, Madison, and

Jefferson, which will also be included in the following analysis. Many of these counties (Madison, Hamilton, Taylor, Bradford, Columbia, etc.) are also North Central Florida Opportunity Zones, including Levy, and are considered to be rural areas of opportunity (catalyst sites). There are also a number of shared occupational drivers as shown in the following analysis.

In total, 29 counties were included and the top 20 occupations[7] from each collected for a total of 580 data points. Of those, only 42 occupations were unique among them, meaning large overlap in every listed occupation but 6. Top common occupations include retail sales workers, material moving workers, food and beverage serving workers, management occupations, installation, maintenance, and repair occupations, cooks and food preparation workers, healthcare diagnosing or treating practitioners, top executives, and health technologists and technicians. Figure 32 shows occupations that are also top ten occupations in Citrus county in blue. Figures 33 and 34 do the same for Marion and Levy county respectively in orange and green. All three show a great deal of overlap, with Levy differing from the other two the most (figure 34).

[7] Data Source: Lightcast 2023, based on number of jobs provided between 2018 and 2023 at the 3-digit SOC level

Figure 32. Overlapping Top Occupations In Counties of Interest With Citrus Top Occupations

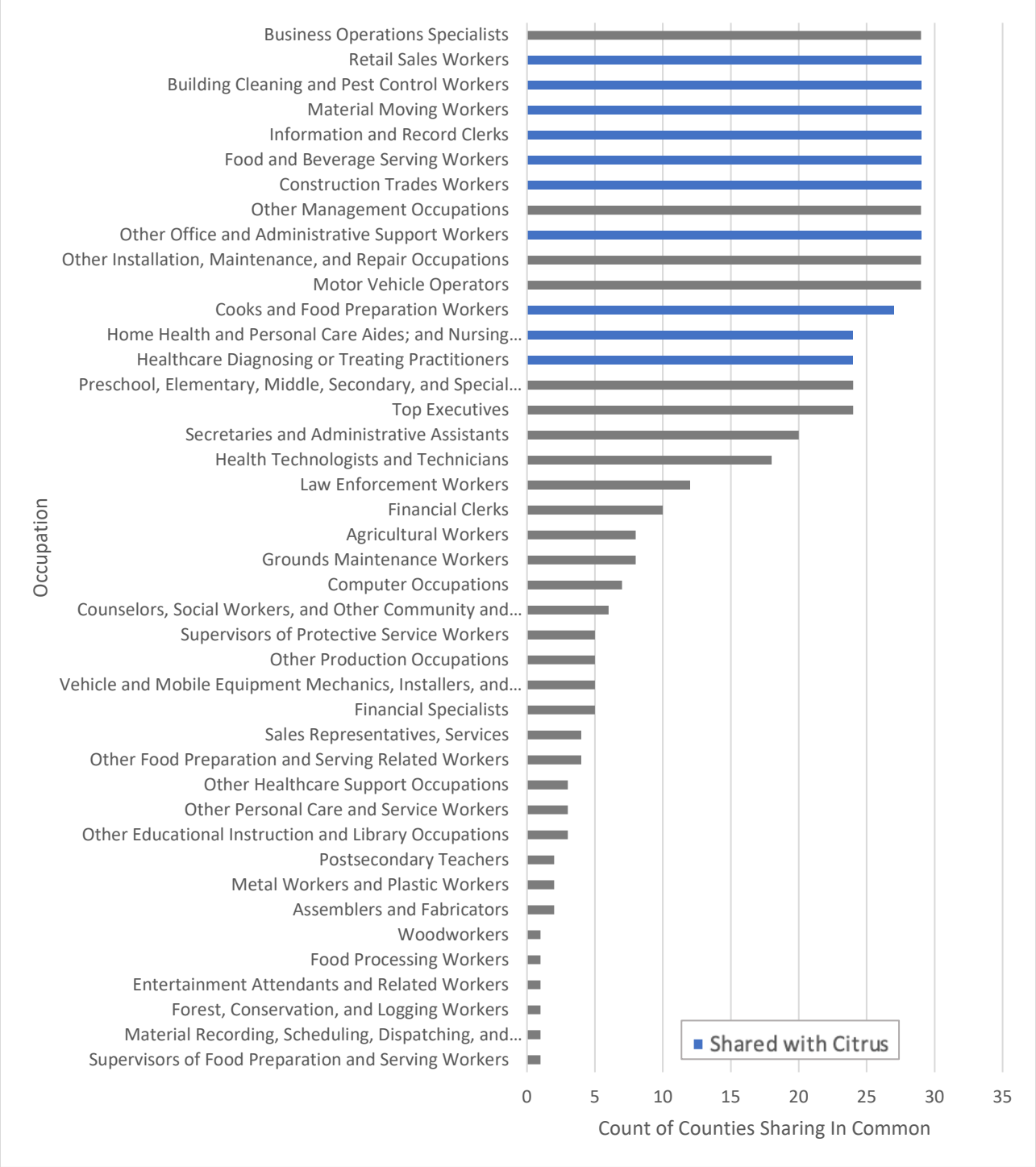


Figure 33. Overlapping Top Occupations In Counties of Interest With Marion Top Occupations

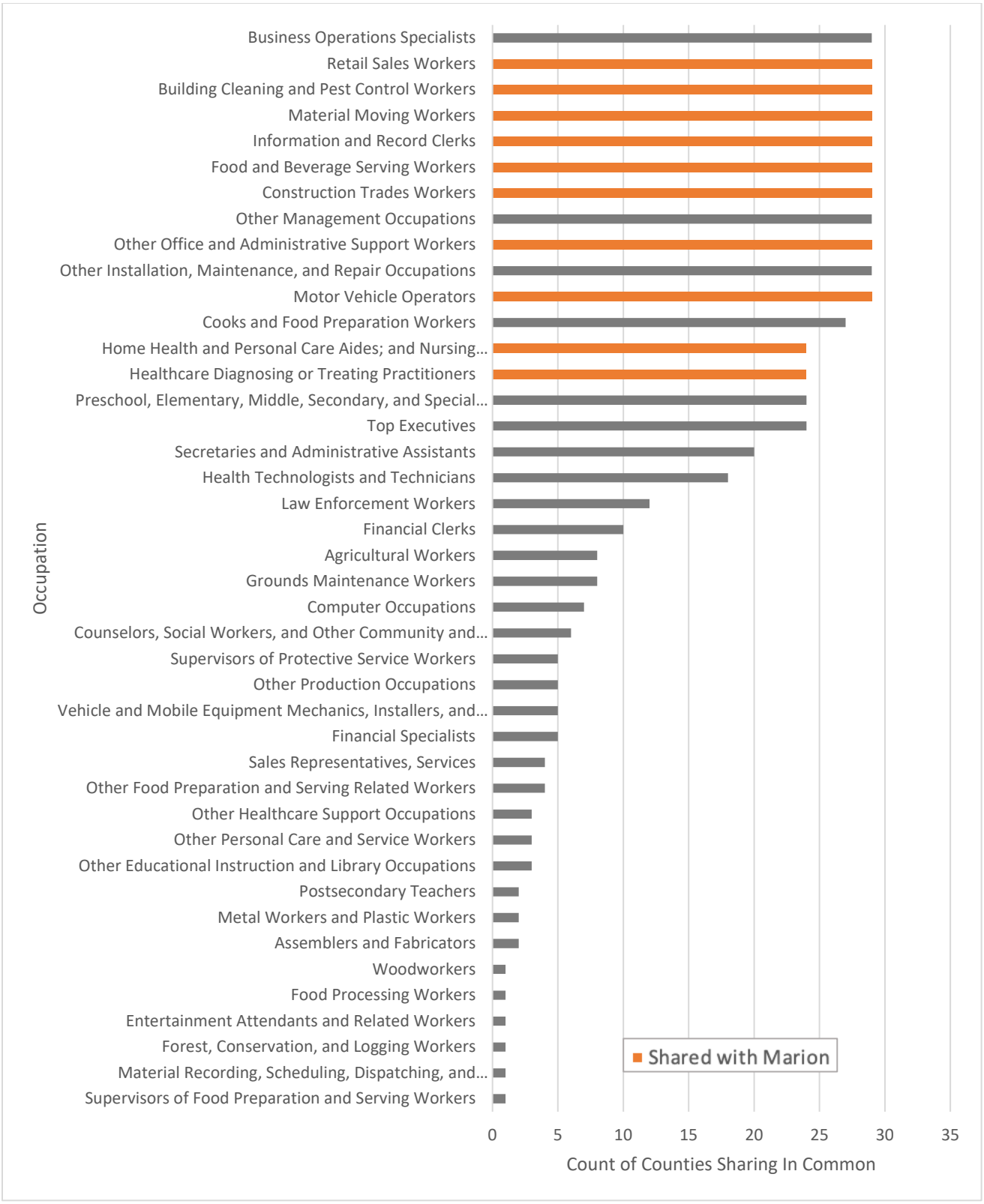
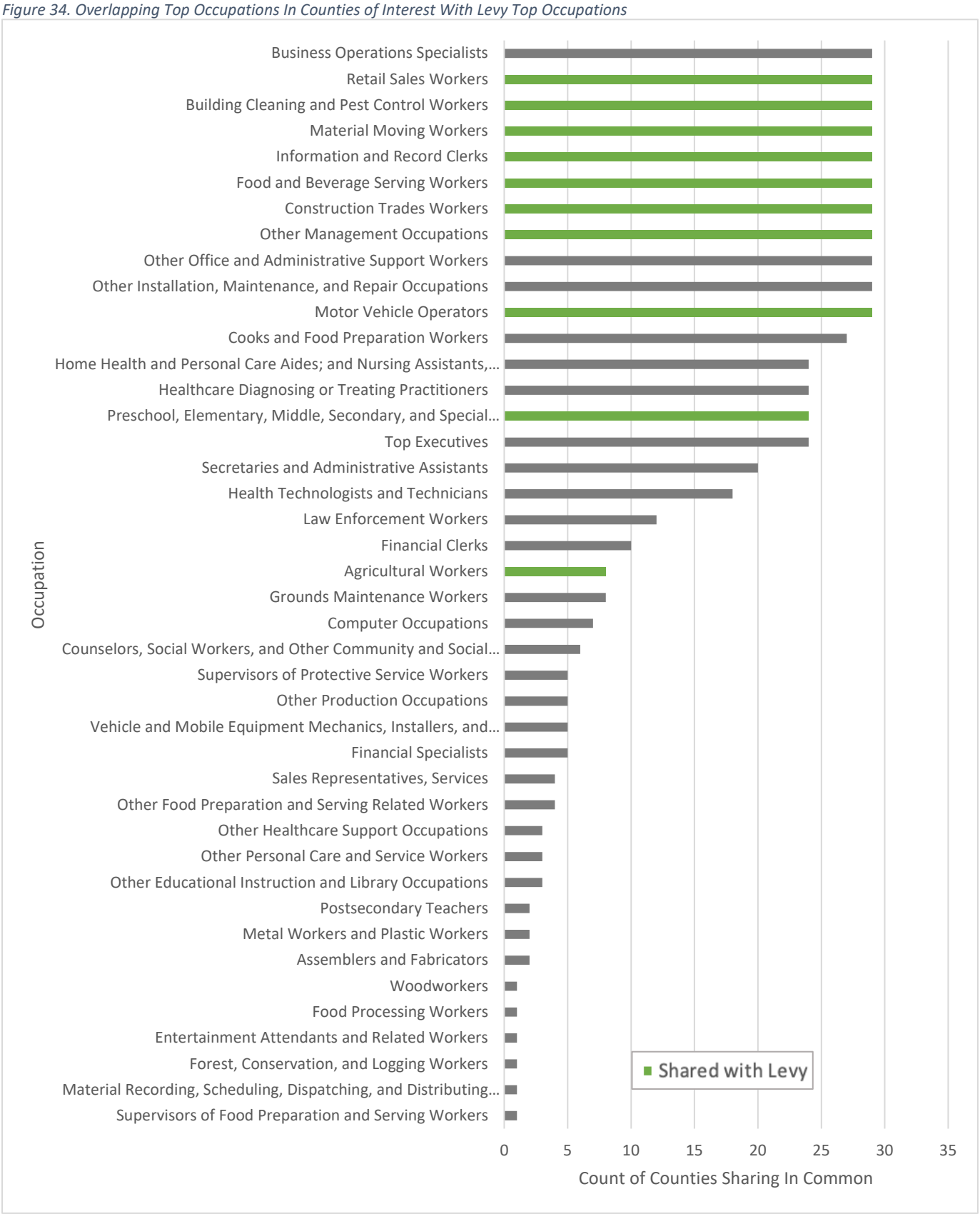


Figure 34. Overlapping Top Occupations In Counties of Interest With Levy Top Occupations



Kmode Analysis

Using Kmode clustering in python, three groupings of relevant counties were determined (figure 35). Kmode is very similar to Kmeans clustering (a common unsupervised learning algorithm that works by grouping items based on distance from each other) except it works on categories of data (in this case, categories of occupations). Kmode clustering[8] works by identifying the modes or most frequent values within each cluster. Here, it is examining the ranked occupations for all counties of interest based on similarity of ranking, not amount of overlap. Perhaps these counties do not share the most occupations in common, but the occupations they do share are of similar importance.

It's important to consider the simplicity of this clustering model and highlight all that it does not include. There are many social, historical, and economic factors that can have enormous impact on how regions relate to one another that are missing from this calculation -- which is why it should be used as a method that provides insight rather than taken as explicit truth or the sole correct answer for how one might group counties.

Figure 35. Kmode Clustering Results

[8] For more on how Kmodes functions: https://www.analyticsvidhya.com/blog/2021/06/kmodes-clustering-algorithm-for-categorical-data/#89b0

Heatmaps

Finally, a cross comparison of top occupations across counties can be seen in figure 36, and specifically narrowed down to comparisons with Citrus, Levy, and Marion in figure 37. This comparison shows how many of each county's top 20 occupations[9] are shared for each related county.

Levy has comparatively low overlap but shares the greatest number of top occupations with Taylor and Bradford counties. Marion has significant overlap with many counties, particularly Clay, Putnam, Columbia, Hernando, Pasco, Lake, Citrus, Flagler, and Volusia. Citrus similarly has a great deal of overlap, mostly seen in Nassau, Clay, Marion, Lake, Flagler, and Volusia.

[9] Data Source: Lightcast 2023, based on number of jobs provided between 2018 and 2023 at the 3-digit SOC level

Figure 36. Cross Comparison of Top Occupations By County

	Orange	Jefferson	Madison	Taylor	Hamilton	Union	Duval	Nassua	Baker	St. Johns	Suwannee	Lafayette	Dixie	Gilchrist	Columbia	Bradford	Alachua	Putnam	Clay	Levy	Hernando	Marion	Hillsborough	Pasco	Lake	Sumter	Citrus	Flagler	Volusia
Orange		16	14	14	13	14	19	15	15	17	13	13	13	14	16	13	16	16	17	13	17	16	19	17	16	16	15	16	16
Jefferson	16		15	15	16	15	16	17	15	17	15	14	15	17	16	14	15	16	16	14	16	16	16	16	18	17	16	17	16
Madison	14	15		17	16	15	14	15	16	15	17	17	15	17	17	15	17	17	16	15	16	16	14	16	17	16	16	16	16
Taylor	14	15	17		16	16	15	16	15	16	17	16	16	17	18	17	15	18	16	17	16	16	15	16	16	16	15	17	17
Hamilton	13	16	16	16		15	13	15	13	14	17	15	17	17	15	16	13	15	14	16	14	14	13	14	16	15	14	15	14
Union	14	15	15	16	15		14	16	17	16	16	17	16	17	17	17	16	16	16	14	16	16	14	16	16	16	15	16	16
Duval	19	16	14	15	13	14		15	15	17	13	14	13	14	17	14	16	17	17	14	17	16	20	17	16	16	15	17	17
Nassua	15	17	15	16	15	16	15		16	18	15	14	16	16	17	15	16	17	17	14	17	17	15	17	18	17	18	18	18
Baker	15	15	16	15	13	17	15	16		16	15	16	14	16	17	15	18	17	17	13	17	17	15	17	17	16	17	17	17
St. Johns	17	17	15	16	14	16	17	18	16		15	14	15	16	17	15	17	17	17	14	18	17	17	18	17	16	17	17	18
Suwannee	13	15	17	17	17	16	13	15	15	15		15	16	18	16	17	15	16	15	16	15	15	13	15	16	15	14	15	15
Lafayette	13	14	17	16	15	17	14	14	16	14	15		15	16	17	16	15	16	15	15	15	15	14	15	16	15	15	16	16
Dixie	13	15	15	16	17	16	13	16	14	15	16	15		16	16	17	14	15	15	15	15	15	13	15	16	16	15	16	15
Gilchrist	14	17	17	17	17	17	14	16	16	16	18	16	16		17	17	16	16	16	16	16	16	14	16	17	16	15	16	16
Columbia	16	16	17	18	15	17	17	17	17	17	16	17	16	17		17	17	19	18	16	18	18	17	18	18	18	17	19	19
Bradford	13	14	15	17	16	17	14	15	15	15	17	16	17	17	17		15	16	16	17	15	16	14	15	15	15	15	16	16
Alachua	16	15	17	15	13	16	16	16	18	17	15	15	14	16	17	15		17	17	13	18	17	16	18	17	16	17	17	17
Putnam	16	16	17	18	15	16	17	17	17	17	16	16	15	16	19	16	17		18	15	18	18	17	18	18	17	17	19	19
Clay	17	16	16	16	14	16	17	17	17	17	15	15	15	16	18	16	17	18		15	18	19	17	18	18	17	18	18	18
Levy	13	14	15	17	16	14	14	14	13	14	16	15	15	16	16	17	13	15	15		14	16	14	14	15	14	14	15	15
Hernando	17	16	16	16	14	16	17	17	17	18	15	15	15	16	18	15	18	18	18	14		18	17	20	18	18	17	18	18
Marion	16	16	16	16	14	16	16	17	17	17	15	15	15	16	18	16	17	18	19	16	18		16	18	18	17	18	18	18
Hillsborough	19	16	14	15	13	14	20	15	15	17	13	14	13	14	17	14	16	17	17	14	17	16		17	16	16	15	17	17
Pasco	17	16	16	16	14	16	17	17	17	18	15	15	15	16	18	15	18	18	18	14	20	18	17		18	18	17	18	18
Lake	16	18	17	16	16	16	16	18	17	17	16	16	16	17	18	15	17	18	18	15	18	18	16	18		18	18	19	18
Sumter	16	17	16	16	15	16	16	17	16	16	15	15	16	16	18	15	16	17	17	14	18	17	16	18	18		17	18	17
Citrus	15	16	16	15	14	15	15	18	17	17	14	15	15	15	17	15	17	17	18	14	17	18	15	17	18	17		18	18
Flagler	16	17	16	17	15	16	17	18	17	17	15	16	16	16	19	16	17	19	18	15	18	18	17	18	19	18	18		19
Volusia	16	16	16	17	14	16	17	18	17	18	15	16	15	16	19	16	17	19	18	15	18	18	17	18	18	17	18	19	

Figure 37. Cross Comparison of Top Occupations By County For Citrus, Marion, Levy

	Orange	Jefferson	Madison	Taylor	Hamilton	Union	Duval	Nassua	Baker	St. Johns	Suwannee	Lafayette	Dixie	Gilchrist	Columbia	Bradford	Alachua	Putnam	Clay	Levy	Hernando	Marion	Hillsborough	Pasco	Lake	Sumter	Citrus	Flagler	Volusia
Levy	13	14	15	17	16	14	14	14	13	14	16	15	15	16	16	17	13	15	15	20	14	16	14	14	15	14	14	15	15
Marion	16	16	16	16	14	16	16	17	17	17	15	15	15	16	18	16	17	18	19	16	18	20	16	18	18	17	18	18	18
Citrus	15	16	16	15	14	15	15	18	17	17	14	15	15	15	17	15	17	17	18	14	17	18	15	17	18	17	20	18	18

Industry Analysis and Industry Clusters[10]

A similar cross comparison of top 10 industries[11] across all relevant regions can be seen in Figure 38 and 39, with top industries shared across counties shown in figure 40. Of those commonly shared across multiple counties as a top job providing industry, all but hotels, landscaping, and nursing care facilities were present in one or all of Citrus, Marion, and Levy.

Figure 38. Cross Comparison of Top Industry By County

	Citrus	Levy	Marion	Orange	Jefferson	Madison	Taylor	Hamilton	Union	Duval	Nassau	Baker	St. Johns	Suwannee	Lafayette	Dixie	Gilchrist	Columbia	Bradford	Alachua	Putnam	Clay	Hernando	Hillsborough	Pasco	Lake	Sumter	Flagler	Volusia
Citrus		7	10	6	5	5	5	4	6	5	6	7	6	6	4	6	5	7	7	7	7	8	8	7	8	8	7	7	8
Levy	7		7	4	6	5	5	4	5	3	5	6	5	7	5	6	6	5	7	5	6	6	6	5	6	6	6	6	6
Marion	10	7		6	5	5	5	4	6	5	6	7	6	6	4	6	5	7	7	7	7	8	8	7	8	8	7	7	8
Orange	6	4	6		3	5	4	4	4	6	6	5	6	4	2	4	4	6	4	6	5	6	6	7	6	6	5	6	6
Jefferson	5	6	5	3		5	4	4	5	3	4	4	5	6	6	6	8	4	5	4	5	4	4	4	4	4	4	4	4
Madison	5	5	5	5	5		4	4	5	4	4	5	3	5	5	5	6	5	4	4	5	4	4	5	4	4	3	4	4
Taylor	5	5	5	4	4	4		5	4	3	4	5	4	6	3	6	5	5	5	4	5	4	4	4	4	4	4	4	4
Hamilton	4	4	4	4	4	4	5		4	2	4	4	4	5	3	4	4	4	4	3	4	3	3	3	3	3	3	4	3
Union	6	5	6	4	5	5	4	4		3	5	5	5	5	4	5	5	5	5	5	4	5	5	5	6	6	4	5	5
Duval	5	3	5	6	3	4	3	2	3		4	5	4	3	2	3	3	6	3	7	4	5	6	8	5	5	5	4	5
Nassau	6	5	6	6	4	4	4	4	5	4		5	7	5	4	5	4	5	6	6	4	7	6	6	6	7	5	9	7
Baker	7	6	7	5	4	5	5	4	5	5	5		4	5	3	5	5	6	6	6	6	6	7	5	6	6	5	6	6
St. Johns	6	5	6	6	5	3	4	4	5	4	7	4		5	3	5	5	5	5	6	5	7	6	6	6	7	6	7	8
Suwannee	6	7	6	4	6	5	6	5	5	3	5	5	5		5	6	6	5	6	5	5	5	5	5	5	5	5	5	5
Lafayette	4	5	4	2	6	5	3	3	4	2	4	3	3	5		5	6	3	6	3	4	3	3	4	3	3	3	4	3
Dixie	6	6	6	4	6	5	6	4	5	3	5	5	5	6	5		6	5	6	5	6	5	5	5	5	5	5	5	5
Gilchrist	5	6	5	4	8	6	5	4	5	3	4	5	5	6	6	6		5	5	4	6	4	4	4	4	4	4	4	4
Columbia	7	5	7	6	4	5	5	4	5	6	5	6	5	5	3	5	5		5	7	6	6	6	7	6	6	6	5	6
Bradford	7	7	7	4	5	4	5	4	5	3	6	6	5	6	6	6	5	5		5	6	6	6	5	7	6	6	7	6
Alachua	7	5	7	6	4	4	4	3	5	7	6	6	6	5	3	5	4	7	5		6	7	8	8	7	7	7	6	7
Putnam	7	6	7	5	5	5	5	4	4	4	4	6	5	5	4	6	6	6	6	6		6	6	5	6	6	6	5	6
Clay	8	6	8	6	4	4	4	3	5	5	7	6	7	5	3	5	4	6	6	7	6		6	8	7	8	9	7	8	9
Hernando	8	6	8	6	4	4	4	3	5	6	6	7	6	5	3	5	4	6	6	8	6	8		7	8	8	7	7	8
Hillsborough	7	5	7	7	4	5	4	3	5	8	6	5	6	5	4	5	4	7	5	8	5	7	7		7	7	7	6	7
Pasco	8	6	8	6	4	4	4	3	6	5	6	6	6	5	3	5	4	6	7	7	6	8	8	7		9	7	7	8
Lake	8	6	8	6	4	4	4	3	6	5	7	6	7	5	3	5	4	6	6	7	6	9	8	7	9		7	8	9
Sumter	7	6	7	5	4	3	4	3	4	5	5	5	6	5	3	5	4	6	6	7	6	7	7	7	7	7		6	7
Flagler	7	6	7	6	4	4	4	4	5	4	9	6	7	5	4	5	4	5	7	6	5	8	7	6	7	8	6		8
Volusia	8	6	8	6	4	4	4	3	5	5	7	6	8	5	3	5	4	6	6	7	6	9	8	7	8	9	7	8	

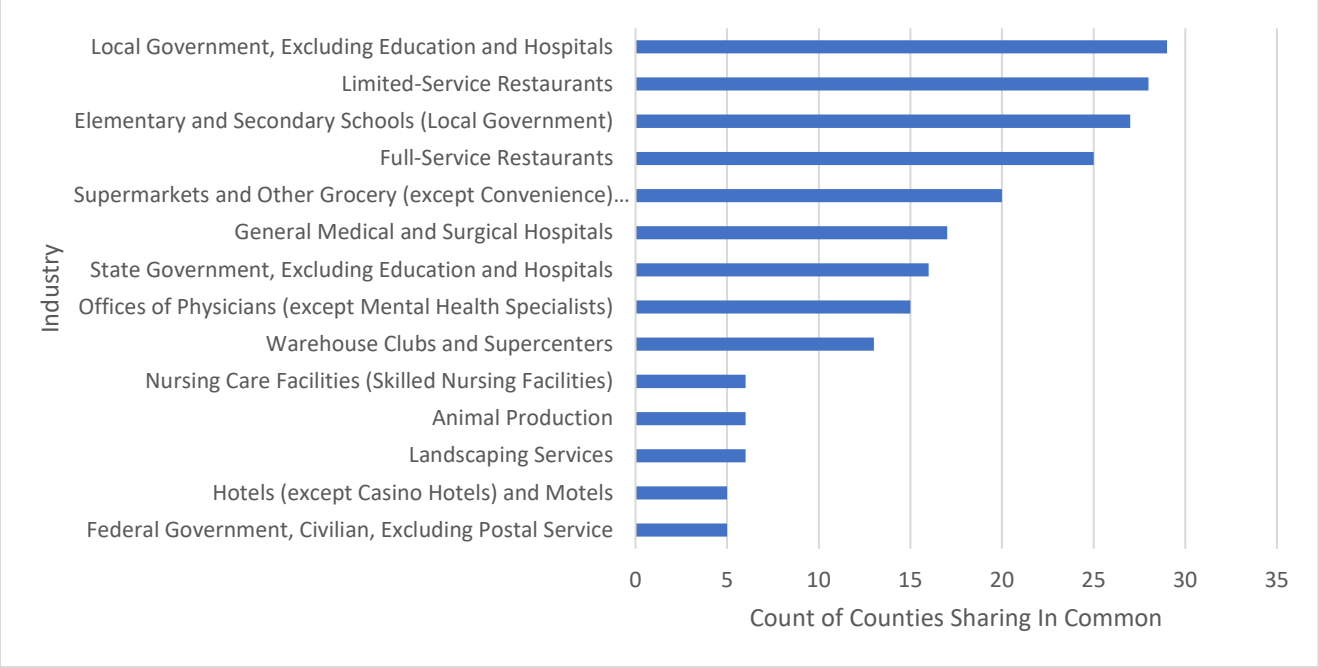
Figure 39. Cross Comparison of Top Industry By County For Citrus, Marion, Levy

	Citrus	Levy	Marion	Orange	Jefferson	Madison	Taylor	Hamilton	Union	Duval	Nassau	Baker	St. Johns	Suwannee	Lafayette	Dixie	Gilchrist	Columbia	Bradford	Alachua	Putnam	Clay	Hernando	Hillsborough	Pasco	Lake	Sumter	Flagler	Volusia
Citrus		7	10	6	5	5	5	4	6	5	6	7	6	6	4	6	5	7	7	7	7	8	8	7	8	8	7	7	8
Levy	7		7	4	6	5	5	4	5	3	5	6	5	7	5	6	6	5	7	5	6	6	6	5	6	6	6	6	6
Marion	10	7		6	5	5	5	4	6	5	6	7	6	6	4	6	5	7	7	7	7	8	8	7	8	8	7	7	8

[10] Professor Michael Porter's U.S. Cluster Mapping Project (Harvard): https://www.clustermapping.us/
https://www.clustermapping.us/sites/default/files/files/page/Traded%20Clusters%20Appendix.pdf
https://www.clustermapping.us/sites/default/files/files/page/Local%20Clusters%20Appendix.pdf

[11] Source: Lightcast 2023, ranked based on number of jobs produced in 2023

Figure 40. Top Industries In Common Across Regions of Interest



Industries with a current foothold in the area can be expanded into other fields with enough overlap in skills, technology, and other capabilities. In order to address which industries might be most related to these highly relevant fields, cluster mapping categories from the U.S. Cluster Mapping Project were used. Local clusters were examined, meaning industries that sell products and services primarily for the local market, as well as traded clusters (concentrated in a subset of geographic areas and sell to other regions and nations) and results can be seen in Figures 41 through 48.

Overarching industry clusters are focused on areas of local education/training, hospitality, health services, local retail, agriculture, and household goods and services. Both hospitality and agriculture are traded clusters, and local and state government are not industry categories examined in Michael Porter's clustering web.

Figure 41. Related Industry Web For Elementary and Secondary Schools

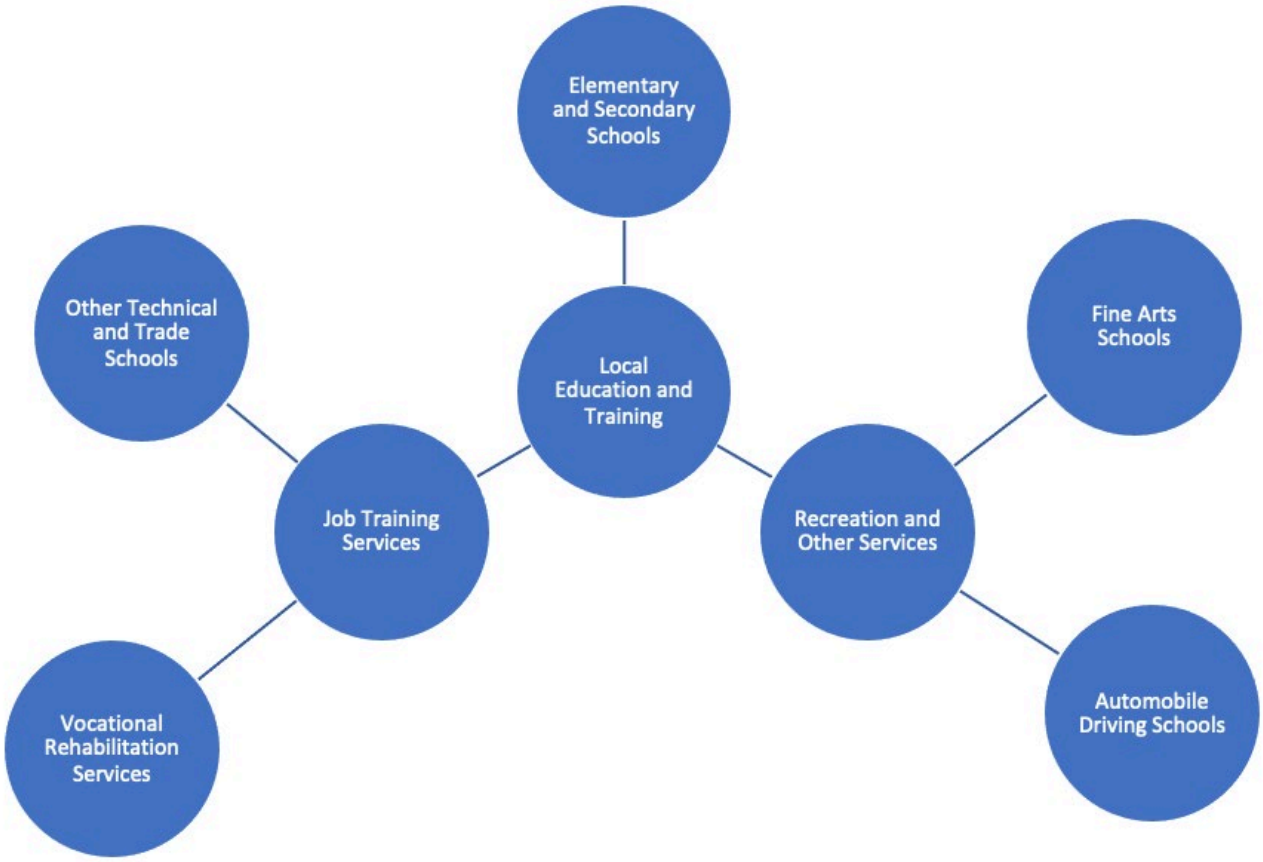


Figure 42. Related Industry Web For Full-Service Restaurants and Limited-Service Restaurants

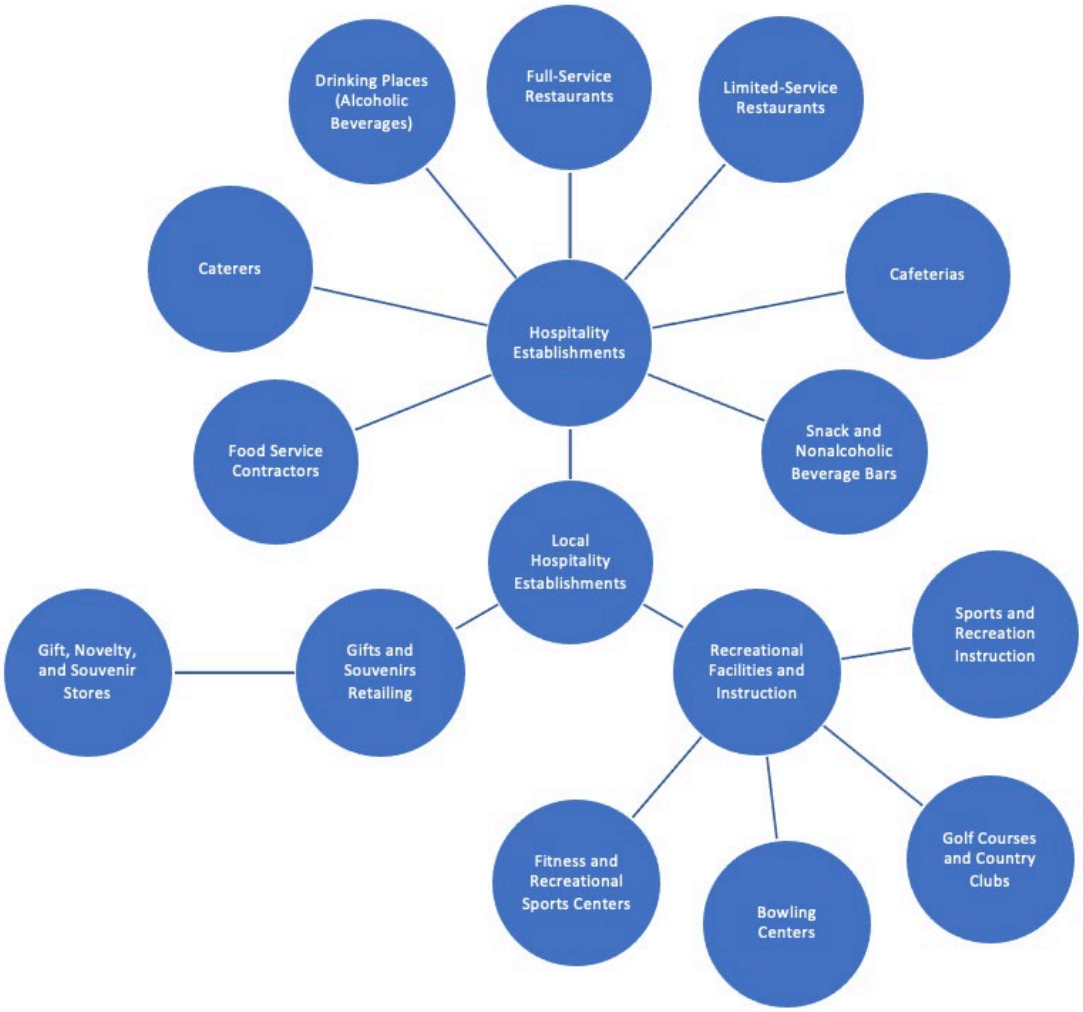


Figure 43. Related Industry Web For Supermarkets and Other Grocery (except Convenience) Stores

Food wholesaling in figure 43 above includes the following subcategories: general line grocery, packaged frozen food, dairy product (except dried or canned), confectionary, and other grocery and related products merchant wholesalers. Retail food stores includes supermarkets and other grocery (except convenience) stores, convenience stores, meat markets, fish and seafood markets, fruit and vegetable markets, baked goods stores, confectionery and nut stores, all other specialty food stores, and food (health) supplement stores. Vending and direct selling includes both vending machine operators and direct selling establishments along with mobile food services.

Figure 44. Related Industry Web For Nursing Care Facilities, General Medical and Surgical Hospitals, and Offices of Physicians (except Mental Health Specialists)

Healthcare provider offices in figure 44 above includes the following sub-industries: offices of dentists, chiropractors, optometrists, mental health practitioners (except physicians), physical, occupational and speech therapists, and audiologists, podiatrists, all other miscellaneous health practitioners, family planning centers, outpatient mental health and substance abuse centers, HMO medical centers, kidney dialysis centers, freestanding ambulatory surgical and emergency centers, all other outpatient care centers, blood and organ banks, and all other miscellaneous ambulatory health care services.

Hospitals includes general medical and surgical hospitals, psychiatric and substance abuse hospitals, and specialty (except psychiatric and substance abuse) hospitals. Medical Laboratories includes Dental Laboratories, Medical Laboratories, and Diagnostic Imaging Centers. Home and residential care includes home health care services, nursing care facilities, residential mental retardation facilities, residential mental health and substance abuse facilities, continuing care retirement communities, homes for the elderly, and other residential care facilities.

Figure 45. Related Industry Web For Warehouse Clubs and Supercenters

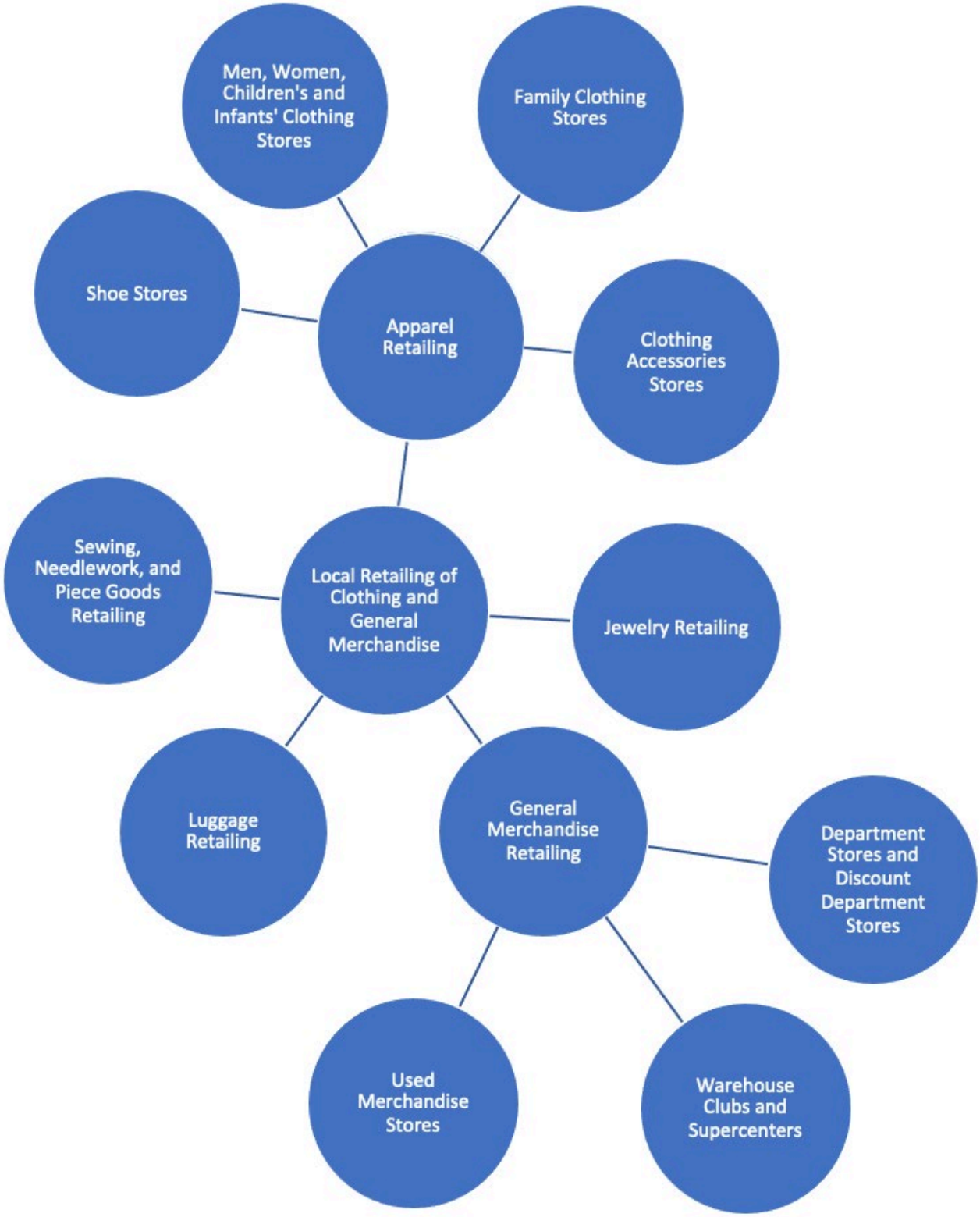


Figure 46. Related Industry Web For Support Activities for Animal Production

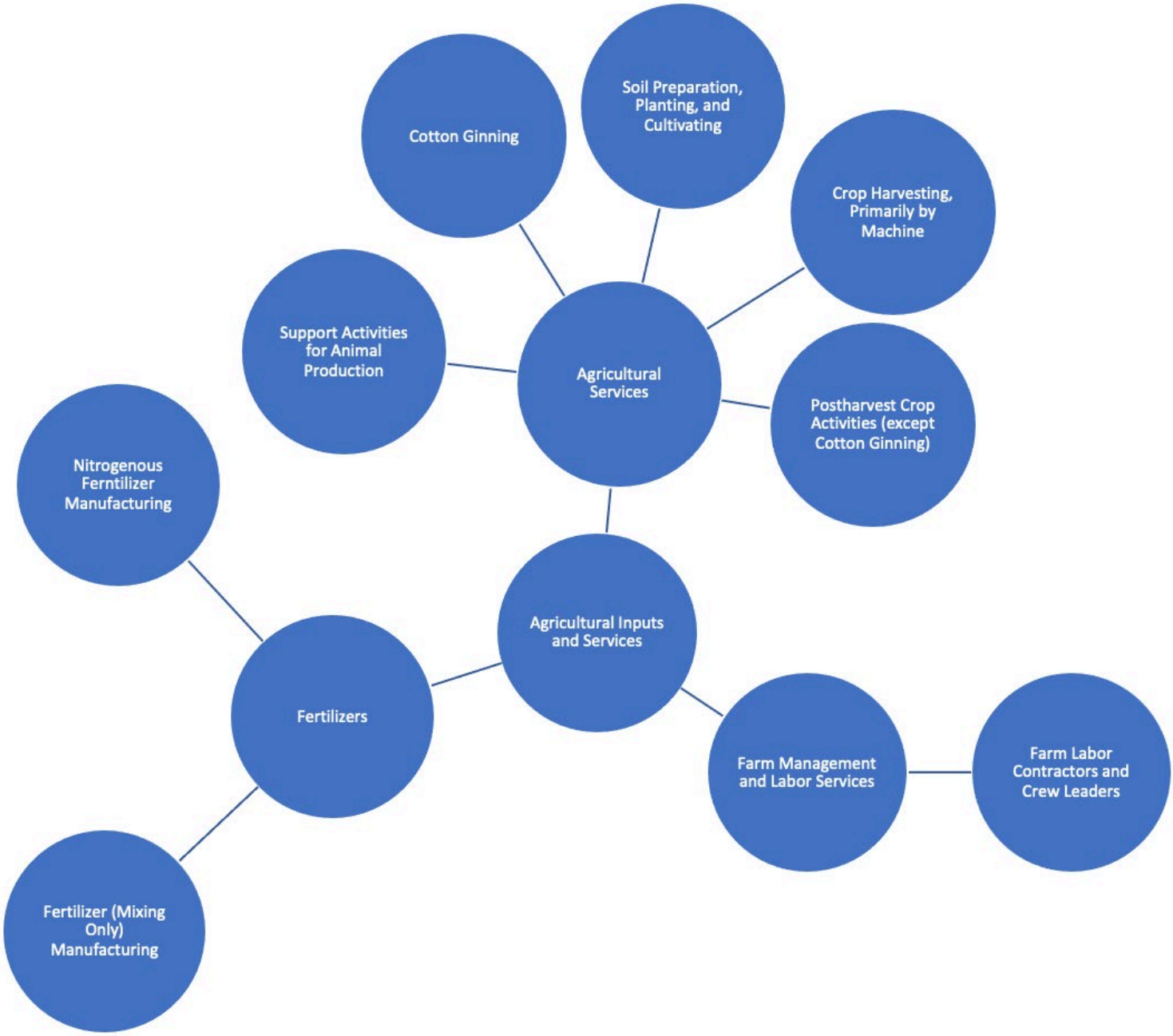


Figure 47. Related Industry Web For Landscaping Services

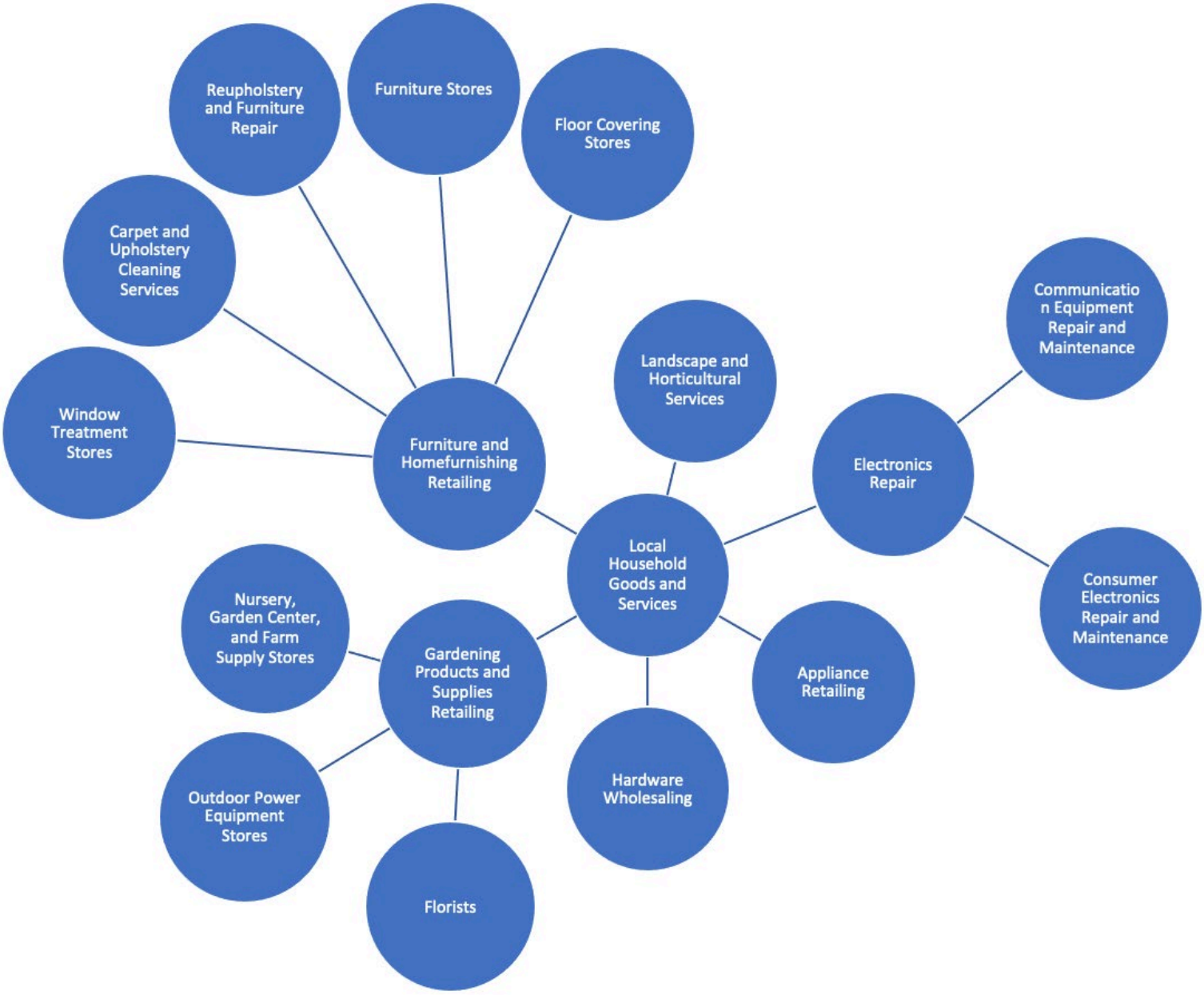


Figure 6. Related Industry Web For Hotels

Spectator sports in figure 48 includes the following sub-industries: sports teams and clubs, racetracks, and other spectator sports. Amusement parks and arcades includes arcades, and gambling facilities includes casinos (except casino hotels). Cultural and educational entertainment includes the following sub-industries: art dealers, museums, historical sites, zoos and botanical gardens, nature parks and other similar institutions. Other tourism attractions include the following sub-industries: hunting and trapping, skiing facilities, marinas, and recreational and vacation camps (except campgrounds). Accommodations and related services include the following sub-industries: convention and visitors bureaus, hotels (except casino hotels) and motels, casino hotels, bed-and-breakfast inns, all other traveler accommodation, RV (recreational vehicle) parks and campgrounds, and rooming and boarding houses. Lastly, tourism related services include the following sub-industries: scenic and sightseeing transportation, land, scenic and sightseeing transportation, water, scenic and sightseeing transportation, other, recreational goods rental, travel agencies, tour operators, all other travel arrangement and reservation services.

Regional Recommendations

Regions 9, 7, and 6 may be of particular interest in relation to region 10 (Citrus, Levy, and Marion). These areas have either a commute/geospatial relationship to region 10, common industry and occupational drivers, or common social components. Some share aspects of all three.

Region 9: Alachua and Bradford Counties

Alachua is not only a top inflow and outflow county for both Marion and Levy but also shares 17 out of 20 top occupations with Marion and Citrus (see heatmaps), and 7 out of 10 top industries. General medical and surgical hospitals, and offices of physicians are important industries for Citrus, Marion, and Alachua counties. Healthcare related jobs are a source of high pay and growth in the job market broadly for Marion and Citrus, making this an important commonality.

Bradford county shares a large number of top occupations with Levy (17 out of 20), and is one of the more compatible counties for Levy based on occupations. Levy, Citrus, and Marion all share industries in common, with 7 out of 10 top industries shared. In particular, elementary and secondary schools are an important industry for Bradford, Alachua, Marion, Levy, and Citrus, as well as local and state government, full and limited-service restaurants, supermarkets, and warehouse clubs, and supercenters. Alachua and Bradford also both fall within an hour drive time limit for parts of Marion county, and both Levy and Bradford are considered rural areas of opportunity.

Region 7: Gilchrist, Union, Columbia, and Dixie

Levy is connected to Dixie, Gilchrist, and Columbia through drive time, and was targeted along with Citrus, Marion, and Union by the Creating Connections fiber optic internet service program as all share similar limitations in the region. Both Levy and Columbia are considered rural areas of opportunity/catalyst zones.

Gilchrist is a top inflow and outflow county for Levy which makes sense given the reasonable driving distance, and shares 16 out of 20 top occupations in common with Levy and Marion. Union shares 6 out of 10 most important industries with Levy and Marion, including medical and surgical hospitals. It also shares 16 out of 20 most important occupations with Marion. Dixie shows a comparable amount of overlap, with 6 industries shared across Levy, Marion, and Citrus, as well as being a top inflow and outflow county for Levy commuters.

Lastly, Columbia has 18 occupations of importance in common with Marion, one of the highest numbers of overlap with Marion outside of 19 with Clay county. Columbia also overlaps 17 important occupations with Citrus, and 7 industries of importance with both Citrus and Levy.

Region 6: Madison, Suwannee, Taylor, Hamilton, and Lafayette

Madison, Hamilton, and Taylor are all North Central Opportunity Zones alongside Levy, and Hamilton, Taylor, and Madison were all part of the previously referenced Creating Connections program with Levy. Suwannee and Lafayette also have the advantage of being within a 60-minute commute of Levy

Levy in particular shares the greatest number of top occupations with two counties, Taylor and the previously mentioned Bradford counties, and has the most overlap in industry with Levy, Citrus, Suwannee, and Bradford of all counties assessed. An occupational connection can be drawn between Hamilton and other counties of regional interest, including Suwannee, Dixie, and Gilchrist. The same can be said of an occupation connection between Hamilton and Levy; when compared to Marion and Citrus, they have relatively fewer occupations in common.

Appendix:

Appendix 1. Top Inflow and Outflow Counties for Citrus

Citrus County

Top 5 Inflow Counties:	Average Percent of All Inflow Workers
Hernando	26.11%
Marion	25.26%
Levy	11.49%
Sumter	7.32%
Pasco	5.47%

Top 5 Outflow Counties:	Average Percent of All Outflow Residents
Marion	28.75%
Sumter	21.00%
Hernando	15.62%
Hillsborough	7.37%
Lake	6.02%

Appendix 2. Proportion of Incoming, Outgoing, and In-County Workers, Citrus

	Proportion
Incoming Workers	12.7%
Outgoing Residents	34.4%
Residents Working In-County	52.9%

Appendix 3. Top Inflow and Outflow Counties for Marion

Marion County

Top 5 Inflow Counties:	Average Percent of All Inflow Workers
Alachua	13.24%
Citrus	23.85%
Lake	10.52%
Sumter	7.84%
Levy	14.04%

Top 5 Outflow Counties:	Average Percent of All Outflow Residents
Sumter	25.21%
Alachua	20.54%
Orange	5.98%
Lake	19.28%
Citrus	6.34%

Appendix 4. Proportion of Incoming, Outgoing, and In-County Workers, Marion

	Proportion
Incoming Workers	15.6%
Outgoing Residents	29.0%
Residents Working In-County	58.5%

Appendix 5. Top Inflow and Outflow Counties for Levy

Levy County

Top 5 Inflow Counties:	Average Percent of All Inflow Workers
Alachua	22.41%
Gilchrist	20.89%
Marion	19.03%
Dixie	14.68%
Citrus	9.36%

Top 5 Outflow Counties:	Average Percent of All Outflow Residents
Alachua	54.09%
Marion	17.62%
Gilchrist	5.98%
Citrus	5.88%
Dixie	2.92%

Appendix 6. Proportion of Incoming, Outgoing, and In-County Workers, Levy

	Proportion
Incoming Workers	14.4%

Outgoing Residents	55.1%
Residents Working In-County	30.53%

Request for Regional Planning Area Identification	
Proposed Name of Planning Region: Southeast Florida Regional Planning Area	
Local Workforce Development Boards included (Two or more contiguous boards): CareerSource Broward and CareerSource South Florida	
Date of Submission:	
Contact Person Name(s): Carol Hylton, President/CEO Rick Beasley, Executive Director	**Phone:** (954) 202-3830 **Email Address:** chylton@careersourcebroward.com (305) 929-1501 **Email Address:** rick.beasley@careersourcesfl.com

The request for designation requires that the local workforce development boards have relevant relationships as evidenced by labor markets, economic development areas, education and training resources, population centers, commuting patterns, industrial composition, location quotients, labor force conditions, and geographic boundaries. By signing below, the local chief elected officials and the local workforce development board executive directors certify that the local areas request designation as a qualified regional planning area per CareerSource Florida Strategic Policy 2023.09.19.A.1.

If the request for designation is approved, the local workforce development boards within the regional planning area will be required to engage in a regional planning process that will produce a Regional Plan to be added as an addendum to each local workforce development board plan per FloridaCommerce Regional Planning Instructions.

Included within this request for designation are the following required documents:

- Chief local elected official signatures from CareerSource Broward and CareerSource South Florida
- Executive director signatures from CareerSource Broward and CareerSource South Florida
- Supportive documentation encompassing the required information for the regional planning area designation request.

Signature Page

CareerSource Broward Executive Director
Name: Carol Hylton
Signature: Carol Hylton
Date of Submission: 12/16/2024

Local Chief Elected Official – CareerSource Broward	
Name and Title: Josh Levy, Mayor, City of Hollywood	County: Broward
Signature:	Date: 12/17/2024

Signature Page

CareerSource South Florida Executive Director
Name: Rick Beasley
Signature:
Date of Submission: 1/6/25

Local Chief Elected Official – CareerSource South Florida	
Name and Title: Daniella Levine Cava, Mayor, Miami-Dade County	County: Miami-Dade
Signature: Daniella Levine Cava	Date: 1/9/2025

Support Documentation for the Request for Regional Planning Area Identification

Below is a narrative evidencing the current relationships amongst the counties and local workforce development areas within the proposed regional planning area (WIOA planning region). This supportive documentation follows requirements for regional planning area identification in line with FloridaCommerce's Administrative Policy "Regional Planning Area Identification and Requirements" approved by the CareerSource Florida State Board of Directors on December 12th, 2023.

CareerSource Broward (Broward County) and CareerSource South Florida (Miami-Dade County) are requesting identification as a regional planning area. Per the Florida Workforce Transformation Plan, CareerSource Florida in collaboration with the Governor's Reimaging Education and Career Help (REACH) Office, the Florida Department of Commerce (FloridaCommerce), and Local Workforce Development Boards, must ensure that all local areas in the state are a part of planning region. The Local Workforce Development Boards (LWDBs) identified in this proposed planning region are initiating the process to become an official regional planning area in the State of Florida.

Per the FloridaCommerce Administrative Policy, this supportive documentation includes the following information presented in the same order as the Administrative Policy:

1. Planning regions must include at least two contiguous local areas within Florida.
2. Information pertaining to the following for the proposed planning region:
    a. Shared labor market
    b. Shared common economic development area
    c. Possess federal and non-federal resources including appropriate education and training institutions to administer activities under WIOA subtitle B
    d. Population centers and population changes
    e. Commuting patterns
    f. Industrial composition and location quotients
    g. Labor force conditions
    h. Geographic boundaries
3. Signatures of all the pertinent CLEOs of the units of local government that will make up the proposed planning region to demonstrate consensus of all of the units of local government involved.

This request with supportive documentation will be submitted to FloridaCommerce via email at LWDBGovernance@commerce.fl.gov. Please reach out to any of the listed contacts if you have any questions regarding the information included in this request for designation as a planning region. In addition, the LWDB executive directors within this coalition understand the regional planning requirements outlined in CareerSource Florida Strategic Policy 2023.09.19.A.1 that would ensue if identified as a regional planning area. The executive directors of this coalition commit to a collaborative process to produce a regional plan.

Shared labor market: Below is a table of the most recent US Bureau of Labor Statistics' defined metropolitan statistical areas that are incorporated within the two counties in the proposed regional planning area.

County	LWDB	Metropolitan Statistical Area (MSA)
Broward	Broward	Miami-Fort Lauderdale-West Palm Beach (AND Fort Lauderdale-Pompano Beach-Deerfield Beach Metropolitan Division) – Excluding Palm Beach
Miami-Dade	South Florida	Miami-Fort Lauderdale-West Palm Beach (AND Miami-Miami Beach-Kendall, FL Metropolitan Division) – Excluding Palm Beach

CareerSource Broward serves all of Broward County, while CareerSource South Florida covers all of Miami-Dade County. Although the proposed regional planning area falls within the same Metropolitan Statistical Area (MSA) and consists of two distinct metropolitan divisions, there are connections between these local workforce development areas. These connections include shared economic development zones, similar industrial compositions, commuting patterns, and various geographic features that demonstrate a region well-suited for collaborative workforce development planning.

Common Economic Development Area:

Below is a table highlighting key economic development organizations represented in both local workforce development areas. It includes information on each county's Enterprise Florida Region, the U.S. Economic Development Administration (EDA) Economic Development Districts (EDDs), and additional economic development organizations (EDOs) active in these areas. While Enterprise Florida is undergoing a transition—having established SelectFlorida in 2023 as a Direct Support Organization for FloridaCommerce to enhance international trade and investment—the regional geographies remain consistent during this transition.

County	LWDB	Enterprise Florida Regions	EDA EDDs	Additional EDO	Second Additional EDO	Third Additional EDO
Broward	Broward	Southeast	South Florida Regional Planning Council	Greater Fort Lauderdale Alliance		
Miami-Dade	South Florida	Southeast	South Florida Regional Planning Council	Miami-Dade Beacon Council		

The two counties in the proposed regional planning area, covered by the local workforce development boards, are part of the Southeast Florida Regional Planning Area, which focuses exclusively on Broward and Miami-Dade Counties. This regional perspective highlights common economic development areas, while each county retains the capacity to address its own local projects and priorities.

Federal and Non-Federal Education and Training Providers:

The table below outlines the most recent publicly posted list of local eligible training providers within the workforce development areas. The CareerSource Florida State Board of Directors has approved the FloridaCommerce Administrative Policy "Eligible Training Providers List Requirements" (see page 116 of the September 19, 2023 Board Meeting). This policy establishes that local Eligible Training Provider Lists (ETPLs) will now be subsets of the state-level ETPLs, while allowing LWDBs to impose additional requirements for training providers, excluding registered apprenticeship programs.

The list includes 38 distinct training providers and their campuses, featuring four common training providers that offer a total of 380 training programs, ensuring a comprehensive range of training options within the proposed regional area.

{The rest of this page intentionally left blank. ETPL table for CareerSource Broward and CareerSource South Florida can be found on the following page.}

LWDB	Training Provider
CareerSource Broward	Academy of South Florida
CareerSource Broward	Apex Training Center
CareerSource Broward	Broward County Schools - Atlantic Technical College
CareerSource Broward	Broward College
CareerSource Broward	Concorde Career Institute
CareerSource Broward	Connecticut School of Broadcasting
CareerSource Broward	Dentrilogy Academy
CareerSource Broward	Florida Atlantic University
CareerSource Broward	Florida National University
CareerSource Broward	Florida Vocational Institute
CareerSource Broward	Galen College of Nursing
CareerSource Broward	HCI College
CareerSource Broward	Hollywood Career Institute
CareerSource Broward	Jersey College
CareerSource Broward	Broward County Schools - McFatter Technical College
CareerSource Broward	Miami Dade College
CareerSource Broward	Palm Beach Code School
CareerSource Broward	PC Professor - Boca
CareerSource Broward	Ruby's Academy for Health Occupations
CareerSource Broward	Broward County Schools - Sheridan Technical College
CareerSource Broward	South Florida Academy of Air Conditioning
CareerSource Broward	Southeastern College
CareerSource Broward	Universal Technical Institute
CareerSource South Florida	Academy, The (#3051) - Miami Campus
CareerSource South Florida	Academy, The (#3409) – Ft. Lauderdale Campus
CareerSource South Florida	Apex Training Center – 3971
CareerSource South Florida	Atlantis University
CareerSource South Florida	CBT Technology Institute- Cutler Bay
CareerSource South Florida	CBT Technology Institute- Flagler Campus
CareerSource South Florida	CBT Technology Institute- Hialeah Campus
CareerSource South Florida	Dade Institute of Technology
CareerSource South Florida	Gang Alternative, Inc. Community Center
CareerSource South Florida	Hollywood Career Institute LLC
CareerSource South Florida	MARS Contractors, Inc.- Miami Campus
CareerSource South Florida	MDCP SCHOOLS (ALL)
CareerSource South Florida	Miami Dade College
CareerSource South Florida	Miami Dade College (Various Campuses)
CareerSource South Florida	Miami Lakes Educational Center & Technical College
CareerSource South Florida	Robert Morgan Educational & Technical College
CareerSource South Florida	South Dade Skills Center
CareerSource South Florida	The Code Academy - Miami Campus
CareerSource South Florida	WH Training LLC

Population Centers and Changes:

The table below highlights the total population for the years 2017 and 2022, including the change in total population over that period and the corresponding percentage growth.

Following this, you will find another table presenting similar data, focusing specifically on the working-age population of residents aged 25 to 65. This information is sourced from the U.S. Census Bureau's American Community Survey and is organized at the county level.

After the tables, a brief narrative will outline key trends observed throughout the proposed regional planning area.

County	LWDB	2017 Total Population	2022 Total Population	2017-2022 Change	2017-2022 Growth
Broward	Broward	1,890,416	1,940,907	50,491	2.6%
Miami-Dade	South Florida	2,702,602	2,688,237	-14,365	-0.5%

County	LWDB	2017 Working Age Population (25-65)	2022 Working Age (25-65) Population	2017-2022 Working Age Change	2017-2022 Working Age Growth
Broward	Broward	1,032,212	1,047,643	15,431	1.5%
Miami-Dade	South Florida	1,491,977	1,472,278	-19,699	-1.3%

Working Age Population and Growth:

Between 2017 and 2022, the working-age population in Broward County increased by 1.5%, adding 15,431 individuals, primarily in the 55-65 age range. This growth rate was lower than the overall population growth of 2.6% and below Florida's state-wide working-age population growth of 5.6%.

In contrast, Miami-Dade County experienced a decrease of approximately 1.3% in its working-age population (ages 25-65), which translates to a loss of about 19,699 residents. The most significant decline occurred in the 35-44 age group. Despite the reduction in its working-age population, Miami-Dade County's total population saw a modest decline of around 0.5% from 2017 to 2022, while Florida's total population grew by 6.1% during the same period.

By 2022, the combined population of Broward and Miami-Dade counties surpassed 4.6 million, accounting for roughly 20.1% of Florida's total population.

Commuting Patterns:

The commuting patterns data is derived from the U.S. Census OnTheMap, providing insights into "Work" and "Home" destinations. The "Home" reports indicate where workers reside who are employed within the LWDB area, while the "Work" reports highlight where employees are working who live within the LWDB boundaries. These reports illustrate the commuting relationships within the proposed Regional Planning Area (RPA).

Major findings from the commuting pattern analysis include:

- Nearly 82% of Broward County residents work in either Broward or Miami-Dade counties.
- About 62% of workers employed in Broward County also live there.
- Approximately 15.6% of Broward County jobs are held by residents of Miami-Dade County.
- Broward County has 38,612 more residents commuting to Miami-Dade County for work than the reverse, and there are 5,124 more workers from Palm Beach County commuting to Broward than those from Broward commuting to Palm Beach.
- Around 89% of Miami-Dade County residents work within the two-county area of Miami-Dade and Broward.
- Approximately 78% of workers employed in Miami-Dade County reside there.
- In Miami-Dade County, 12.1% of jobs are filled by workers living in Broward County.
- There are 3,091 more Miami-Dade County residents commuting to Palm Beach County for work than those commuting from Palm Beach to Miami-Dade County.

{The rest of this page intentionally left blank. Commuting pattern reports are presented on the next two pages for each of the LWDBs in the proposed RPA.}

CareerSource Broward

The commuting patterns are split by "Work" and "Home" destinations. The "Home" destination reports showcase where workers live who are employed within the LWDB. The "Work" destination reports showcase where workers are employed who live within the borders of the LWDB.

Home Destination - Full LWDB

Total All Jobs

	2021	
	Count	**Share**
Total All Jobs	828,812	100.0%

Jobs Counts by Counties Where Workers Live - All Jobs

	2021	
County	**Count**	**Share**
Broward	509,869	61.5%
Miami-Dade	129,202	15.6%
Palm Beach	82,014	9.9%
Orange	11,263	1.4%
Hillsborough	10,477	1.3%
Lee	8,100	1.0%
St. Lucie	6,735	0.8%
Collier	5,392	0.7%
Pinellas	5,142	0.6%
Polk	4,822	0.6%
All Other Locations	55,796	6.7%

Work Destination - Full LWDB

Total All Jobs

	2021	
	Count	**Share**
Total All Jobs	828,529	100.0%

Jobs Counts by Counties Where Workers are Employed - All Jobs

	2021	
County	**Count**	**Share**
Broward	509,869	61.5%
Miami-Dade	167,814	20.3%
Palm Beach	76,890	9.3%
Orange	11,604	1.4%
Hillsborough	9,616	1.2%
Lee	5,297	0.6%
Duval	5,001	0.6%
Pinellas	4,086	0.5%
Collier	3,092	0.4%
St. Lucie	2,595	0.3%
All Other Locations	32,868	4.0%

CareerSource South Florida

The commuting patterns are split by "Work" and "Home" destinations. The "Home" destination reports showcase where workers live who are employed within the LWDB. The "Work" destination reports showcase where workers are employed who live within the borders of the LWDB.

Home Destination - Full LWDB

Total All Jobs

	2021	
	Count	**Share**
Total All Jobs	1,063,392	100%

Jobs Counts by Counties Where Workers Live - All Jobs		
	2021	
County	**Count**	**Share**
Miami-Dade	827,963	77.9%
Broward	129,202	12.1%
Palm Beach	31,315	2.9%
Orange	10,253	1.0%
Hillsborough	8,665	0.8%
Lee	6,179	0.6%
Monroe	6,108	0.6%
Collier	4,801	0.5%
St. Lucie	4,508	0.4%
Polk	3,322	0.3%
All Other Locations	31,076	2.9%

Work Destination - Full LWDB

Total All Jobs

	2021	
	Count	**Share**
Total All Jobs	1,122,367	100%

Jobs Counts by Counties Where Workers are Employed - All Jobs		
	2021	
County	**Count**	**Share**
Miami-Dade	827,963	73.8%
Broward	167,814	15.0%
Palm Beach	34,406	3.1%
Orange	9,995	0.9%
Hillsborough	8,940	0.8%
Lee	8,306	0.7%
Monroe	6,203	0.6%
Collier	4,466	0.4%
St. Lucie	4,309	0.4%
Polk	4,039	0.4%
All Other Locations	45,926	4.1%

Industrial Composition and Location Quotients:

The analysis includes a county-level breakdown of location quotients (LQs) for each county in the initially requested RPA. LQs measure the industrial specialization of counties relative to the entire U.S., based on population and the number of jobs. An LQ of 1 indicates an average industry concentration, while an LQ greater than 1 indicates specialization, and an LQ less than 1 indicates a lack of industry concentration. The data is presented at the 2-digit NAICS level for 2022, sourced from Lightcast. Location quotients are a measure of the concentration of industry employment in a given geography relative to the total population. For this analysis, the LQs are broken down by county and at the highest NAICS level (2 digits). The primary analysis highlights industry strengths for each county, while the secondary analysis highlights shared industry strengths for future collaboration.

County	LWDB	Agriculture, Forestry, Fishing and Hunting	Mining, Quarrying, and Oil and Gas Extraction	Utilities	Construction	Manufacturing	Wholesale Trade	Retail Trade	Transportation and Warehousing	Information	Finance and Insurance	Real Estate and Rental and Leasing1	Professional, Scientific, and Technical Services1	Management of Companies and Enterprises	Administrative and Support and Waste Management and Remediation Services	Educational Services	Health Care and Social Assistance	Arts, Entertainment, and Recreation	Accommodation and Food Services	Other Services (except Public Administration)	Government	Unclassified Industry
Broward	Broward	0.09	0.03	0.28	1.14	0.43	1.40	1.22	1.09	1.00	1.20	1.88	1.11	0.58	1.49	1.03	0.81	1.02	1.07	1.12	0.78	0.80
Miami-Dade	South Florida	0.69	0.11	.02	.84	0.81	1.34	1.15	1.41	0.89	1.04	1.44	1.28	1.01	1.15	1.01	0.71	0.94	0.87	0.96	0.41	1.10

{The rest of this page intentionally left blank. Narrative on industry composition is on the following page.}

County-Level Industrial Strengths:

- **Broward County (CareerSource Broward):** Industries with LQs greater than 1 include Construction (1.14), Wholesale Trade (1.40), Retail Trade (1.22), Transportation and Warehousing (1.09), Finance and Insurance (1.20), Real Estate (1.88), Professional, Scientific, and Technical Services (1.11), Administrative Support (1.49), Educational Services (1.03), Arts, Entertainment, and Recreation (1.02), Accommodation and Food Services (1.07), and Other Services (1.12).

- **Miami-Dade County (CareerSource South Florida):** Industries with LQs greater than 1 include Wholesale Trade (1.34), Retail Trade (1.15), Transportation and Warehousing (1.41), Finance and Insurance (1.04), Real Estate (1.44), Professional, Scientific, and Technical Services (1.28), Management of Companies and Enterprises (1.01), Administrative Support (1.15), Educational Services (1.01), and Unclassified Industry (1.10).

Shared Industry Strengths:

Out of the 21 industry areas analyzed, Broward County has 12 industries with an LQ greater than 1, and Miami-Dade County has 10. Both counties share 8 industry areas with LQs greater than 1, demonstrating a strong concentration of common labor force and industry strengths. These industries are:

1. **Wholesale Trade:** Both counties have LQs exceeding 1.3, showing a strong role in the economy. Employment growth in the Utilities, Transportation, and Trade sectors indicates opportunities for collaborative strategies.

2. **Retail Trade:** High relative employment in Retail Trade, with Broward slightly ahead but both counties showing strong employment representation.

3. **Transportation and Warehousing:** Strong employment in this sector, with Miami-Dade showing higher specialization.

4. **Finance and Insurance:** Notable employment in this sector, with Broward slightly higher.

5. **Real Estate and Rental and Leasing:** LQs greater than 1.4 in both counties, indicating strong employment and supporting continued development.

6. **Professional, Scientific, and Technical Services:** Strong employment base in both counties, with Miami-Dade having a somewhat stronger representation.

7. **Administrative Support/Back Office:** Both counties have LQs greater than 1, reflecting strong employment and potential for placing job seekers in entry-level positions.

8. **Educational Services:** Nearly equal strength in this industry in both counties.

Industries with Less Mutual Specialization:

1. **Healthcare:** Both counties have LQs slightly below 1, but demand for healthcare services is expected to increase with the aging population.

2. **Recreation/Entertainment and Accommodation/Food Services:** Broward is slightly above 1.0 LQ, and Miami-Dade slightly below. These industries will remain strong due to the region's status as a tourist destination.

3. **Agriculture/Forestry/Fishing:** Both counties have low LQs in this sector (0.09 in Broward and 0.69 in Miami-Dade). Agriculture is a vital part of Miami-Dade's economy, with diverse production and significant contributions to the U.S. agricultural market, while it has minimal impact on Broward's economy.

Labor force conditions:

The next three tables provide a comprehensive view of labor force conditions from 2017 to 2022, focusing on:

1. **Labor Force Size and Unemployment Rate (2017-2022)**: Data sourced from the U.S. Bureau of Labor Statistics (BLS) at the county level.

2. **Earnings for Full-Time Workers (2017-2022)**: Including 2022 earnings broken down by select education levels.

3. **Additional Labor Market Indicators (2022)**: Labor force participation rate for ages 20-64, unemployment rate by race, total population below the poverty line, and educational attainment rates.

Table 1: Labor Force Size and Unemployment Rate (2017-2022)

This table presents data on the size of the labor force and the unemployment rate for each county over the five-year period, highlighting trends in labor market participation and unemployment.

Table 2: Earnings for Full-Time Workers (2017-2022)

This table provides data on earnings for full-time workers from 2017 to 2022, with detailed information on 2022 earnings by education levels, illustrating wage trends and the impact of educational attainment on earnings.

Table 3: Additional Labor Market Indicators (2022)

This table includes data on various labor market indicators for 2022, such as:

- Labor Force Participation Rate (Ages 20-64)
- Unemployment Rate by Race
- Total Population Below the Poverty Line
- Educational Attainment Rates.

		2017				2022			
County	**LWDB**	**Labor Force**	**Employed**	**Unemployed**	**Unemployment Rate**	**Labor Force**	**Employed**	**Unemployed**	**Unemployment Rate**
Broward	Broward	1,014,014	973,134	40,880	4.0%	1,059,496	1,028,099	31,397	3.0%
Miami-Dade	South Florida	1,407,480	1,323,889	83,591	5.9%	1,408,809	1,360,305	48,504	3.4%

		Earnings					
County	**LWDB**	**2017 Earnings (Median earnings (dollars) for full-time, year-round workers with earnings)**	**2022 Earnings (Median earnings (dollars) for full-time, year-round workers with earnings)**	**2017-2022 Change in Earnings (Median for full time)**	**2017-2022 Growth (Median for full time)**	**2022 Median Earnings Less than High School**	**2022 Earnings Some College/Associates**
Broward	Broward	$ 41,941	$ 51,157	$ 9,216	22.0%	$ 26,211	$ 41,147
Miami-Dade	South Florida	$ 35,390	$ 46,237	$ 10,847	30.7%	$ 26,929	$ 40,503

		Labor Force Conditions				**Poverty**	**Education**		
County	LWDB	LFPR 20-64 (2022)	Unemployment Rate - White Alone - 2022	Unemployment Rate - Black Alone 2022	Unemployment Rate - Hispanic Alone 2022	Total below poverty line	Pop 25-64 w/out high school	Pop 25-64 with only high school	Pop 25-64 with some college and above
Broward	Broward	81.6%	4.4%	8.0%	5.3%	118,453	87,330	268,940	307,333
Miami-Dade	South Florida	76.7%	3.6%	8.2%	3.9%	403,997	157,090	528,420	245,678

Narrative Analysis:

The analysis reveals several key commonalities among the counties in the proposed Regional Planning Area, which could inform future planning:

1. **Unemployment Conditions**:
    - Both Miami-Dade and Broward counties have seen significant improvements in unemployment rates between 2017 and 2022. Miami-Dade County's unemployment rate decreased from 5.9% to 3.4%, while Broward County's rate dropped from 4.0% to 3.0%. Despite Miami-Dade's slightly higher rate, both counties exhibit economic resilience and increased job opportunities.

2. **Labor Force Participation Rates**:
    - Both counties experienced marginal increases in their labor forces from 2017 to 2022. Miami-Dade County's workforce grew from 1,407,480 to 1,408,809, and Broward County's labor market expanded from 1,014,014 to 1,059,496. This reflects a significant working-age population actively participating in the labor market in both counties.

3. **Median Earnings**:
    - Both counties saw substantial growth in median earnings for full-time, year-round workers between 2017 and 2022. Broward County experienced a 22.0% increase, with median earnings rising from $41,941 to $51,157. Miami-Dade County had a larger percentage increase of 31.0%, with median earnings growing from $35,390 to $46,237. Despite this growth, median earnings in both counties remain below national and state averages, with income disparities and pockets of poverty persisting.

4. **Poverty**:
    - Both Broward and Miami-Dade counties face challenges related to high poverty rates and income disparities. Broward County has 118,453 residents living below the poverty line, while Miami-Dade County has 403,997 residents in this category. Both counties need to address issues related to educational disparities, employment opportunities, and affordable housing.

5. **Educational Attainment**:
    - Educational attainment levels vary between the counties, but both have significant portions of their working-age population with a high school diploma or less, limiting their earning potential. In Miami-Dade County, 157,090 residents aged 25-64 have not completed high school, 528,420 have only a high school diploma, and 245,678 have some college or higher. In Broward County, 87,330 residents aged 25-64 have not completed high school, 268,940 have only a high school diploma, and 307,333 have some college or higher.

Relevant Geographic Boundaries:

The final section identifies major geographic boundaries, waterways, and ports that offer economic opportunities and are shared among the LWDBs:

Geographic Boundaries:

- **Broward County**: Located north of Miami-Dade County, bordered by the Atlantic Ocean to the east and the Everglades to the west. Key cities include Fort Lauderdale, Hollywood, and Pompano Beach.

- **Miami-Dade County**: Located south of Broward County, also bordered by the Atlantic Ocean to the east and the Everglades to the west. Key cities include Miami, Miami Beach, Hialeah, and Coral Gables.

Waterways:

- **Intracoastal Waterway**: Connects local waterways and serves as a key route for commercial and recreational vessels, providing direct access to both counties' ports.

- **New River (Fort Lauderdale)**: Flows through downtown Fort Lauderdale, offering access to the Intracoastal Waterway and is essential for local marine businesses, including boatyards and marinas.

- **Miami River**: Supports various economic activities and provides access to Biscayne Bay.

- **Biscayne Bay**: Crucial for Miami's cruise industry and tourism, with access points to PortMiami.

- **Everglades**: Significant for its environmental impact and ecotourism opportunities.

Major Ports:

- **Port Everglades (Broward County)**: One of the busiest cargo and cruise ports in the United States, it is a major hub for containerized cargo, petroleum products, and cruise passengers, serving as a gateway for trade with Latin America and the Caribbean.

- **PortMiami (Miami-Dade County)**: Known as the "Cruise Capital of the World," it handles significant cargo traffic and has a deep-water capacity for large vessels.

Economic Opportunities:

- **Cruise Industry**: Drives tourism, hospitality, and related sectors in both counties.
- **Trade and Logistics**: The ports facilitate international trade, benefiting logistics, warehousing, and transportation industries.
- **Marine Industry**: Fort Lauderdale's marine industry, known as the "Maritime Capital of the World," generates significant economic activity.
- **Real Estate and Development**: High demand for waterfront properties supports residential, commercial, and mixed-use development.
- **Tourism and Hospitality**: The region's attractions offer diverse economic growth opportunities.

Transportation Infrastructure:

- **Airports**: Fort Lauderdale-Hollywood International Airport (FLL) and Miami International Airport (MIA) support tourism and trade.
- **Highways**: Major highways like I-95, I-595, Florida's Turnpike, and State Road 826 facilitate the movement of goods and people.

Overall, the strategic location, major ports, navigable waterways, and robust infrastructure provide substantial economic opportunities for Broward and Miami-Dade counties, making them a strong workforce development and regional planning area for the state.

CAREERSOURCE CITRUS LEVY MARION
Consortium

MINUTES

DATE: January 22, 2025
PLACE: CareerSource CLM – 14 Street Career Center
TIME: 3:30 p.m.

MEMBERS PRESENT	MEMBERS ABSENT
Commissioner Barek	
Commissioner Hodge	
Commissioner Zalak	

OTHER ATTENDEES

Rusty Skinner, CSCLM	Cira Schnettler, CSCLM
Dale French, CSCLM	Bob Stermer, CSCLM Attorney
Arno Proctor, Ancorp	

CALL TO ORDER
The meeting was called to order by Commissioner Zalak, Chair, at 3:38 p.m.

ROLL CALL
Cira Schnettler called roll and a quorum was declared present.

APPROVAL OF MINUTES
Commissioner Hodge made a motion to approve the minutes from the September 30, 2024, meeting. Commissioner Barek seconded the motion. Motion carried.

ACTION ITEMS
Election of Chair
Rusty Skinner explained that when there is a new appointment to the Consortium, the members may choose a different Chair if they would like. The members agreed to keep the same Chair. Commissioner Barek made a motion to have Commissioner Zalak continue to be the Chair of the Consortium. Commissioner Hodge seconded the motion. Motion carried.

Authority of Chair
Rusty Skinner explained that the State is requiring formal documentation that the Consortium Chair has been authorized to sign documents.
Commissioner Barek made a motion to grant the Consortium Chair (the Chief Local Elected Official) the permission to sign any approved documents. Commissioner Hodge seconded the motion. Motion carried.

Board Member Appointments
Commissioner Hodge made a motion to appoint Jennifer Roach and Edward Suor as new members of the CLM board. Commissioner Barek seconded the motion. Motion carried.

Federal Performance Negotiated Goals
Dale French reviewed the negotiated goals.
Commissioner Barek made a motion to approve the negotiated performance goals. Commissioner Hodge seconded the motion. Motion carried.

Interlocal Agreement Renewal
Rusty Skinner explained the importance of the Interlocal Agreement and renewal timelines.
Commissioner Hodge made a motion to renew the Interlocal Agreement and allow for submission to each County Commission for review and action. Commissioner Barek seconded the motion. Motion carried.

Agreement to Establish CLMRWDB
Memorandum of Agreement CLMRWDB and CLMRWDC
Rusty Skinner explained these documents establish agreements between the Consortium and the CLM board. These documents should be approved and signed after the Interlocal Agreement is signed by all three counties. The Commissioners agreed to defer action until the Interlocal Agreement is signed.

Regional Planning Intent Agreement / Supporting Documentation
Rusty Skinner stated that the formal regional planning request will be considered by CareerSource Florida at their February 2025 meeting. Commissioner Hodge approved the Request for Regional Planning Area Identification to be signed and submitted to CareerSource Florida for consideration. Commissioner Barek seconded the motion. Motion carried.

DISCUSSION ITEMS

Board Membership Status
Rusty Skinner explained that after the member approvals from earlier in the meeting there will be two vacancies left to fill. A veteran vacancy from Citrus County and an education vacancy from Levy. Rusty Skinner will be meeting with the Levy County Superintendent of Levy County Schools next week to discuss a potential nomination. He encouraged everyone to explore their networks for the Citrus vacancy. It was also noted that the Marion economic development position will become vacant at the end of January.

DEO Performance Presentation
Rusty Skinner reviewed the monitoring presentation noting all findings and observations.

PUBLIC COMMENT

None

PROJECT UPDATES

Disaster Recovery Grant / Broadband Grant

Dale French provided an update on the grant activities.

- Disaster Recover: The efforts to assist the aquaculture businesses in Levy County have been successful. The program is currently undergoing monitoring.
- Broadband Grant: The program has been successful. There are 29 enrolled participants. Eighteen are now employed in the industry. The others are finishing their certifications.

Performance: Letter Grade and Quarterly Reports

Dale French reviewed the criteria of the goals and the outcomes. Noting challenges in finding dislocated workers to meet the goal.

New Projects: Citrus, Levy, Marion

Dale French stated that efforts will continue to assist dislocated workers from the hurricanes in Citrus and Levy. There are active requests through US DOL and Florida Commerce for additional funding to assist dislocated workers affected by the hurricane in other industries.

He was happy to announce that CLM has been awarded another grant for Youth Build funding.

Board Member Agenda – 12/11/2024

The board agenda was available for review.

MATTERS FROM THE FLOOR

None

ADJOURNMENT

There being no further business, the meeting was adjourned at 4:29 p.m.

APPROVED: _____

Request for Regional Planning Area Identification	
Proposed Name of Planning Region: Nature Coast Regional Planning Area	
Local Workforce Development Boards included (Two or more contiguous boards): LWDB 6 CareerSource North Florida LWDB 26 CareerSource North Central Florida LWDB 10 CareerSource Citrus Levy Marion	
Date of Submission:	
Contact Person Name(s): Rusty Skinner	Phone: 352-538-5445 Email Address: rskinner@careersourceclm.com

The request to be identified as a regional planning area (planning region) requires that the local workforce development boards have relevant relationships as evidenced by labor markets, economic development areas, education and training resources, population centers, commuting patterns, industrial composition, location quotients, labor force conditions, and geographic boundaries. By signing below, the chief local elected officials and the local workforce development board executive directors certify that the local areas request designation as a qualified regional planning area per CareerSource Florida Strategic Policy 2023.09.19.A.1. If the request for designation is approved, the local workforce development boards within the regional planning area will be required to engage in a regional planning process that will produce a Regional Plan to be added as an addendum to each local workforce development board plan per FloridaCommerce Regional Planning Instructions.

{Remainder of page intentionally left blank.}

Signature Page

Local Workforce Development Board Executive Director "C"
Name: Thomas E. Skinner Jr.
Signature:
Date of Submission:

Chief Local Elected Official - LWDB "C"	
Name and Title: Carl Zalak, Chair	County: Citrus Levy Marion Workforce Develoipment Consortium
Signature:	Date:

Chief Local Elected Official - LWDB "C"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "C"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "C"	
Name and Title:	County:
Signature:	Date:

Signature Page

Local Workforce Development Board Executive Director "B"
Name: Phyllis Marty
Signature: Phyllis Marty
Date of Submission:

Chief Local Elected Official - LWDB "B"	
Name and Title: Ken Cornell, Alachua County BoCC Chair of CSNCFL Council	County: Alachua
Signature: Ken Cornell	Date: 1/30/25

Chief Local Elected Official - LWDB "B"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "B"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "B"	
Name and Title:	County:
Signature:	Date:

Signature Page

Local Workforce Development Board Executive Director "A"
Name: Diane Head
Signature: Diane Head
Date of Submission: 1/17/25

Chief Local Elected Official - LWDB "A"	
Name and Title: Commissioner Ronnie Moore, Consortium Chair	County: Madison
Signature: Ronnie L Moore	Date: 1/17/25

consortium chair has authority to sign on behalf of consortium.

Chief Local Elected Official - LWDB "A"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "A"	
Name and Title:	County:
Signature:	Date:

Chief Local Elected Official - LWDB "A"	
Name and Title:	County:
Signature:	Date:

Supporting Documentation for the Request for Regional Planning Area Identification

Please provide information on the proposed regional planning area (planning region) to document relevant relationships between the local workforce development areas (local areas).

Single labor market:

Describe any labor market relationships amongst the local areas within the proposed planning region. Per the U.S. Bureau of Labor Statistics, labor markets can be described as metropolitan statistical areas (MSAs) or micropolitan statistical areas (μSAs). Describe those areas located within the proposed planning region and any MSAs/μSAs that cross over multiple local areas, if applicable.

Common economic development areas:

Describe any economic development area relationships amongst the local areas within the proposed planning region. Florida's economic development regions are an option for defining those economic development areas, but if your planning region has well-established regional economic development organizations, those are also acceptable to describe.

Education and training resources to administer activities under the Workforce Innovation and Opportunity Act:

Utilizing the eligible training providers available amongst the local areas in the proposed planning region, describe any training providers that cross local area lines and their capacity.

Population centers:

Describe the population centers within the planning region and any relevant relationships amongst those population areas as desired. The U.S. Census Bureau, American Community Survey is a potential data source for these population estimates.

Commuting patterns:

Describe the commuting patterns between counties within the proposed planning region. This does not need to be comprehensive amongst all counties in the planning region; however, describe any major notable relationships amongst these counties. The U.S. Census Bureau, OnTheMap data is a potential data source for these commuting pattern estimates.

Industrial composition and location quotients:

Describe the industrial composition of the local workforce development areas or counties included within the proposed planning region. A full breakdown of industrial composition for the regional planning area by county is not required; however, please highlight any major relationships or similarities in industrial composition. When possible, please indicate the location quotient at the county level for any highlighted industries. The industry share of county employment at a 2-digit NAICS level from the U.S. Bureau of Labor Statistics is an acceptable data source for these estimates.

Labor force conditions:

Describe any current labor force conditions that may be present across the proposed planning region. This can include disaggregated unemployment rates, labor force participation rates, or any other pertinent labor force conditions that the proposed regional planning area would like to consider. The U.S. Bureau of Labor Statistics is an acceptable data source for these estimates.

Geographic boundaries:

Describe any pertinent geographic boundaries present within the planning region, including major waterways, ports, or other natural boundaries. Confirm that the proposed planning region is made up of two or more contiguous local areas.

REGIONAL PLANNING AREA:
CareerSource Citrus Levy Marion (CLM)
CareerSource North Central Florida (NCF)
CareerSource North Florida (NF)

Supporting Documentation

Single Labor Market:

Three Metropolitan Statistical Areas (MSA) are included in the proposed regional planning area (RPA). These are:

- Gainesville MSA (Alachua, Bradford, and Levy Counties),
- Ocala MSA (Marion County); and
- Homosassa Springs MSA (Citrus County).

Lake City is a micropolitan statistical area covering Columbia County

The key Labor markets within the proposed region include the Ocala, Gainesville, Lake City, and Crystal River/Homosassa. The Ocala and Gainesville labor markets are the most diverse in terms of industry sectors. The Lake City micropolitan area also serves Live Oak/Suwannee County area. Levy County resident workforce commutes between Gainesville and Ocala. Madison County shows an influx and outflow of workers with Suwannee County. The inter-relationships of the workforce can be seen in the attached "*Inflow and Outflow Report for North Central Florida*."

The" Top *Sectors Report for North Central Florida*" displays the top employers and targeted sectors for all counties within the proposed regional planning area. The chart shows the industry sector linkages for each county.

For the CareerSource Citrus Levy Marion Board and our Consortium elected officials to make an informed decision, CareerSource Citrus Levy Marion (CLM) issued an RFP to perform and analysis of the requirements for regional planning areas in WIOA. The firm Insytanalytics with Josh D. Shapiro, PhD., as the principal, was chosen. The report, dated September 2023, is attached and has been shared with CareerSource North Florida, and CareerSource North Central Florida for their review and consideration as we moved toward partnering in a regional planning area.

Common Economic Development Areas:

The proposed RPA is covered by two major regional economic development organizations.

- The North Florida Economic Development Partnership (NFEDP) is a rural county organization which includes all of the counties in the proposed RPA, except Alachua, Marion, and Citrus (former member).
- The Florida Economic Development Council (FEDC) is a statewide economic development organization. Its North Central Region includes all proposed RPA counties except Citrus.

CLM and NF are members of NFEDP and CLM is a member of FEDC. In addition, each local workforce board works closely with the local EDOs in each county. This includes support on a less formal basis, such as the provision of LMI and workforce training for economic development prospects to more formal relationships where the EDO is part of their business outreach strategy. EDOs are represented on each of the local workforce boards.

NF works with the Hamilton County Development Authority, the Madison County Development Council, the Suwanee County Development Council, and the Taylor County Development Authority.

NCF works closely with the Greater Gainesville Chamber of Commerce and the North Florida Regional Chamber of Commerce. NCF contracts with both chambers as a vendor in providing Intermediary business Services, which includes providing information to all Chamber Members, all businesses seeking LMI, newly locating businesses and “selling” Work Based Learning to eligible businesses.

Education and Training Resources: Public

- University of Florida

- College of Central Florida
- North Florida College
- Gateway College
- Santa Fe College
- Big Bend Technical College
- RiverOak Technical College
- Withlacoochee Technical College
- Marion Technical College

- Alachua County School Board
- Bradford County School Board
- Citrus County School Board
- Columbia County School Board
- Dixie County School Board
- Gilchrist County School Board
- Hamilton County School Board
- Lafayette County School Board
- Levy County School Board
- Madison County School Board
- Marion County School Board
- Union County School Board
- Suwanee County School Board
- Taylor County School Board

- Rasmussen University

- North Florida Technical College

Population Centers: *(data source– U.S. Census, ACS, 2022 estimated population)*

- Madison, pop. 2,960, and Perry, pop. 6,970, are the two key population and industrial centers in the NF workforce region. Perry has Big Bend Technical College and a satellite campus of North Florida College, which is based in Madison.
- Live Oak is the home of RiverOak Technical College.
- Suwannee County is the largest county in CSNF area.
- Lake City, pop. 12,449, and Live Oak, pop. 7,034, are separated by I 75 and share workforce dynamics which also link NF. Both have strong manufacturing sectors. They also share a state rural incubator site.
- Jasper, the county seat of Hamilton County, has a population of 3,661.
- Mayo is the largest city, pop. 1089, and the county seat of Lafayette County.
- Dixie County is a coastal county in the proposed RPA. Cross City serves as its county seat and has a population of 1,743.
- Trenton is the county seat of Gilchrist County and has a population of 2,070.
- Union County's county seat is Lake Butler, pop. 1,950
- Chiefland, pop. 2,382, Bronson, pop. 1,196, and Williston, pop. 3,089, form the three population centers of Levy County. Chiefland's retail and service growth

draws residents of both Gilchrist and Dixie County both as consumers and employees. Bronson is the county seat, mid-way between Williston and Chiefland. Williston's airport and adjacent industrial park serve as the industrial hub for Levy County.

- Starke, pop. 5,864, serves as the key center in Bradford County also drawing consumers from Union County. Starke is the center of two major north-south and east-west highways, US 301, and State Road 16.
- Gainesville and Alachua are key cities within Alachua County. Gainesville, pop. 145,214, home of the University of Florida. The University is an employment magnet for workers in all the surrounding counties- serving education, agriculture, healthcare, and manufacturing industries in both the surrounding counties as well as statewide. Alachua, pop. 10,773, adjacent to I 75 has both manufacturing and logistics employers.
- Inverness, pop. 7,766, Crystal River, pop. 3,485, are the key cities of Citrus County. Inverness, the county seat, is the governmental center. It is dissected by US41, a key north/south thoroughfare that also connects it to State Road 200, the key eastern highway to Marion County. Crystal River is the hub of the Nature Coast eco-tourism, fishing, and aquaculture sectors.
- Ocala, pop. 65,478, the county seat of Marion County is also the center of its manufacturing, logistics, healthcare, and other industry sectors. It is the major commercial/retail center for Marion County. The equine industry, which is spread through Marion County, is also served by businesses housed in the Ocala area.

Except for Alachua County, Citrus County and Marion County, the counties within the proposed RPA are rural and included in the *rural area of opportunity* designated counties of Florida.

Commuting Patterns:

The attached report by Dr. Shapiro and the visual maps details the commuting patterns between all the counties involved in the proposed regional planning area. A review of the map data shows how the commuting patterns interlace with workforces of the counties.
Relationships discussed in relevant sections.

Industrial Composition and Location Quotients:

See attached sector maps and Shapiro Report.

In addition to these designations, we have on-going collaborations that deal with common emerging labor market issues.

Broadband Grant
CLM is the lead organization in a training grant that supports the rural broadband infrastructure funding in regions 6 and 7, and Levy County (Region 10), covering eleven rural counties in total. The implantation of this project along with the installation of high-speed fiber in these rural counties increases the capacity of telecommuting for these areas and provides residents access to more and better quality jobs.

Clam Farmer Disaster Re-employment Grant
As a result of Hurricane Idalia, the clam industry, a subsector of the agriculture industry, off Dixie and Levy counties has been devastated. The Location Quotients for Agriculture in Dixie and Levy counties are 5.18 and 7.17 respectively (source: JobsEQ). CLM and NCF are working to assist the workers and growers affected through a National Dislocated Worker Grant. For Dixie County, CLM is providing grant management and coordination of employment services. While Levy County has 110 growers (leaseholders) Dixie County has thirteen according to data provided by FDACS. provides outreach support but collaborates with CLM to reduce administrative costs and create a more efficient and consistent approach to employment services.

Industry Composition: Each of the regions in the proposed planning area have identified targeted sectors based on local industry composition, demand, and future workforce needs. Feedback from businesses in these industries, along with partnerships with education providers, help us develop local talent and implement solutions for the workforce needs in each of our areas.

As expected, there is significant overlap in these sectors due to geographical similarities and shared commuting patterns. The chart below highlights where targeted sectors are shared and shows the competitiveness of each local area:

Labor Force Conditions:

Industry	NAICS	Location Quotient (LQ)		
		CSNF (6)	CSCLM (10)	CSNCF (26)
Agriculture	11	6.87	1.97	1.69
Mining	21	0.50	0.50	0.32
Utilities	22	1.55	0.85	0.46
Construction	23	1.09	1.50	0.85

Manufacturing	31, 32, 33	1.63	0.79	0.50
Wholesale Trade	42	0.50	0.76	0.54
Retail Trade	44	1.31	1.59	1.07
Transportation, Warehousing and Logistics	48, 49	0.55	0.88	0.73
Finance and Insurance	52	0.41	0.50	0.56
Real Estate/Rental Leasing	53	0.40	1.07	0.98
Professional, Sci, Tech Services	54	0.30	0.52	0.67
Admin Support/Waste Mgmt/ Re-medication	56	0.74	0.92	0.88
Healthcare	62	0.72	1.05	1.39
Arts, Entertainment and Recreation	71	0.63	1.17	0.74
Hospitality	72	0.87	1.10	1.06
Public Administration	92	2.72	1.17	1.43

Areas in yellow denote a shared targeted sector between areas.

Manufacturing and Logistics are shared sectors of strength for the regions in the proposed planning area due largely to our ideal placement along the I-75 distribution route. Large distribution centers continue to seek space along this “industrial” zone which has led to an increased need for qualified candidates in these sectors, a need which continues to grow as more businesses move to the area.

Construction has boomed recently across the state of Florida, and particularly in this northern Florida corridor where lower home prices and reduced hurricane danger has many looking to relocate to this area both from South Florida and from out of State.

Healthcare and Professional/Scientific/Technical Services are also important industries in the proposed planning area, with each region having significant inflow/outflow to support the high-demand Healthcare sector in the metro areas through the north Florida corridor.

Source: Location Quotient data by industry is derived by Chmura JobsEQ using the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics. Data is updated through 2023Q2 with preliminary estimates by Chmura updated to 2023Q3.

Geographic Boundaries:

Key highways in the proposed region are Interstate 10(I 10) and Interstate 75 (I 75) which provide critical East-West and North-South transportation corridors. In addition to

this US 441/301 provides north-south travel through the region's center. US 19 is the north-south roadway skirting the Gulf coastal area of the region. US 41provides an east-west throughfare into Citrus County before turning north through Levy and into Alachua and Columbia County. State Road 40 links Florida's East and West Coasts, cutting through Ocala.

Gainesville Regional Airport provides convenient air service for residents in the eastern and central sections of the region. Ocala International airport provides service to the executive and equine needs of Marion County.

The eastern edge of the region is bounded by the St. Johns River, fed by springs in Marion County through its Silver River. The Suwanee River approximately dissects the region of its journey to the Gulf of Mexico, fed by the Santa Fe River. At the southern end of the region, the Withlacoochee River travels west exiting at the boundary of Citrus and Levy County near the former Cross-Florida Barge Canal site. Port Citrus is located at the mouth of the Barge Canal/Withlacoochee River.

The RPA is home to a number of natural freshwater springs that connect to the rivers that flow through the area and create tourist and recreational sites.

Special Relationships:

CLM and NF have had an on-going relationship that reduces administrative and overall staff costs since 2011. CLM provides financial management for NF reducing the need for NF to have a finance staff. CLM costs cover the costs of CLM to provide those services, enabling CLM to have a stronger finance team while reducing its own finance costs. While exploring this arrangement, both CLM and NF determined that staff benefit costs, primarily driven by healthcare costs, could be significantly reduced by allowing CLM to be the employer of record for its staff. This would also allow CLM, because of the group size, to gain better data to manage its healthcare costs.

The management team of CLM has, over the years, worked with the governments and boards of NCF as they have worked on transitioning their local management teams and boards.

These relationships have created natural working relationships that have also resulted in joint career fairs and on-going staff training situations.

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TOP SECTORS BY COUNTY

Key/Source

Healthcare = Healthcare and Social Assistance (NAICS 62)
Hospitality = Accommodation and Food Services (NAICS 72)
Admin/Support = Administrative and Support and Waste Mgmt and Remediation Services (NAICS 56)
Public Admin = Public Administration (NAICS 92)
Pro/Sci/Tech = Professional, Scientific, and Technical Services (NAICS 54)
NAICS = North American Industry Classification System

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TOP SECTORS BY COUNTY

	Top 5 Sectors/Empl		RWB Targeted Sectors
Alachua	Healthcare	30,190	Logistics/Advanced Mfg
	Education	24,218	Construction
	Retail	14,207	Healthcare
	Hospitality	12,592	Technology
	Admin/Support	8,430	Hospitality
Bradford	Public Admin	1,744	Logistics/Advanced Mfg
	Retail	1,064	Construction
	Distribution	772	Healthcare
	Hospitality	755	Technology
	Healthcare	526	Hospitality
Citrus	Healthcare	7,352	Mfg/Transport/Distrib.
	Retail	6,093	Professional/IT
	Hospitality	3,993	Healthcare
	Construction	3,601	Hospitality
	Admin/Support	2,599	Construction
Columbia	Healthcare	4,567	Manufacturing
	Retail	3,900	Logistics
	Hospitality	2,916	Admin/Hospitality
	Education	2,225	Healthcare
	Manufacturing	2,160	Construction
Dixie	Public Admin	644	Manufacturing
	Manufacturing	523	Logistics
	Retail	318	Admin/Hospitality
	Hospitality	257	Healthcare
	Agriculture	226	Construction
Gilchrist	Agriculture	708	Manufacturing
	Public Admin	650	Logistics
	Healthcare	421	Admin/Hospitality
	Education	405	Healthcare
	Manufacturing	369	Construction
Hamilton	Public Admin	688	Mfg/Transport/Distrib
	Manufacturing	571	Healthcare
	Retail	341	Ag/Mining/Utilities
	Agriculture	299	Retail/Hospitality
	Education	296	Public Admin

	Top 5 Sectors/Empl		RWB Targeted Sectors
Lafayette	Public Admin	360	Mfg/Transport/Distrib.
	Agriculture	240	Healthcare
	Healthcare	181	Ag/Mining/Utilities
	Education	172	Retail/Hospitality
	Retail	155	Public Admin
Levy	Retail	1,559	Mfg/Transport/Distrib.
	Construction	1,417	Information Technology
	Hospitality	996	Healthcare
	Agriculture	968	Hospitality
	Manufacturing	937	Construction
Madison	Healthcare	916	Mfg/Transport/Distrib
	Public Admin	689	Healthcare
	Retail	594	Ag/Mining/Utilities
	Education	528	Retail/Hospitality
	Manufacturing	498	Public Admin
Marion	Healthcare	18,019	Mfg/Transport/Distrib.
	Retail	17,884	Information Technology
	Hospitality	10,350	Healthcare
	Construction	10,215	Hospitality
	Manufacturing	10,040	Construction
Suwannee	Retail	2,003	Mfg/Transport/Distrib
	Manufacturing	1,596	Healthcare
	Public Admin	1,463	Ag/Mining/Utilities
	Healthcare	1,170	Retail/Hospitality
	Agriculture	1,124	Public Admin
Taylor	Manufacturing	1,489	Mfg/Transport/Distrib
	Retail	1,010	Healthcare
	Public Admin	703	Ag/Mining/Utilities
	Healthcare	663	Retail/Hospitality
	Hospitality	523	Public Admin
Union	Public Admin	1,160	Manufacturing
	Distribution	397	Logistics
	Retail	270	Admin/Hospitality
	Healthcare	268	Healthcare
	Construction	244	Construction

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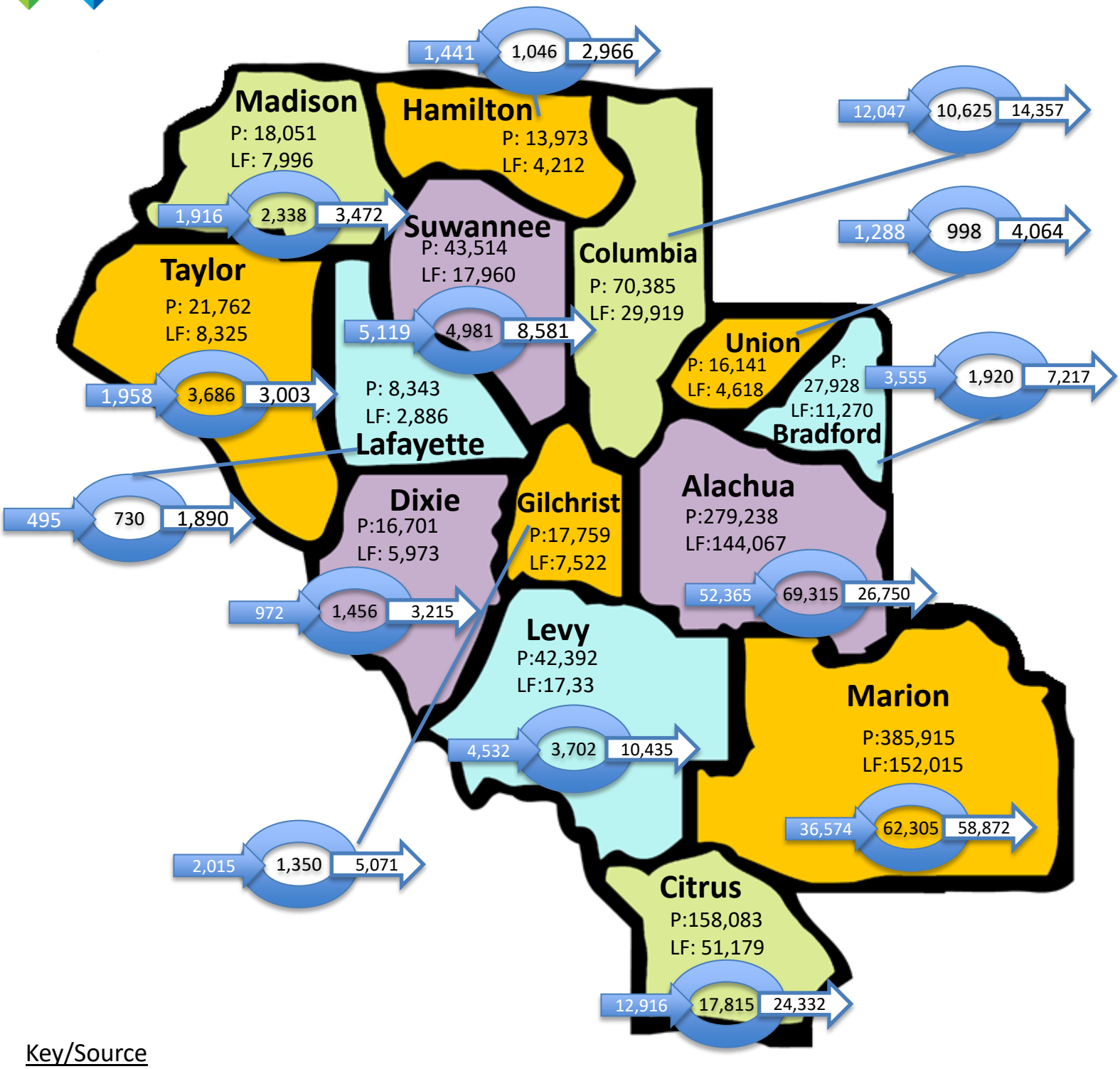
WORKFORCE INFLOW/OUTFLOW PATTERNS



Key/Source

P: Population – 2021: American Community Survey 1-Year Estimates (5-Year Est for Populations Under 65,000) Table DP05

LF: Labor Force – Local Area Unemployment Statistics May 2023 (not seasonally adjusted)

Inflow: Employed in the county but living outside (Census on the map, 2020 – Primary Jobs)

Outflow: Living in the county, but employed outside (Census on the map, 2020 – Primary Jobs)

Employed and living in the county (Census on the map, 2020 – Primary Jobs)

Updated: 7/10/2023

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WORKFORCE INFLOW/OUTFLOW PATTERNS

	Top 5 Inflow		Top 5 Outflow	
Alachua	Marion	5,871	Duval	3,881
	Columbia	3,907	Marion	2,218
	Duval	3,767	Orange	2,176
	Levy	3,743	Hillsborough	1,808
	Clay	2,404	Leon	1,117
Bradford	Clay	764	Alachua	2,114
	Alachua	376	Duval	1,520
	Duval	314	Clay	743
	Union	249	Union	256
	Putnam	203	Columbia	223
Citrus	Marion	2,207	Marion	4,349
	Hernando	1,713	Hernando	2,418
	Pasco	864	Hillsborough	1,855
	Hillsborough	747	Orange	1,855
	Pinellas	685	Lake	1,768
Columbia	Suwannee	2,127	Alachua	3,907
	Alachua	999	Duval	2,844
	Duval	916	Suwannee	925
	Marion	520	Orange	582
	Hamilton	494	Hillsborough	446
Dixie	Levy	187	Alachua	635
	Gilchrist	117	Levy	292
	Taylor	63	Gilchrist	287
	Alachua	57	Duval	204
	Suwannee	45	Columbia	195
Gilchrist	Levy	441	Alachua	2,216
	Alachua	366	Levy	388
	Dixie	287	Columbia	290
	Suwannee	122	Duval	231
	Columbia	120	Marion	208
Hamilton	Suwannee	378	Columbia	494
	Columbia	300	Suwannee	490
	Lowndes (GA)	170	Alachua	287
	Echols (GA)	53	Duval	181
	Madison	47	Lowndes (GA)	153

	Top 5 Inflow		Top 5 Outflow	
Lafayette	Suwannee	167	Suwannee	385
	Taylor	45	Alachua	212
	Columbia	36	Columbia	185
	Madison	22	Taylor	160
	Gilchrist	18	Duval	119
Levy	Marion	855	Alachua	3,743
	Alachua	662	Marion	1,518
	Citrus	405	Duval	524
	Gilchrist	388	Citrus	510
	Dixie	292	Gilchrist	441
Madison	Suwannee	218	Leon	697
	Lowndes (GA)	172	Lowndes (GA)	425
	Taylor	155	Suwannee	393
	Hamilton	143	Taylor	254
	Jefferson	123	Jefferson	143
Marion	Citrus	4,349	Orange	7,101
	Lake	2,971	Sumter	6,419
	Orange	2,261	Lake	6,132
	Alachua	2,218	Alachua	5,871
	Duval	1,910	Hillsborough	4,548
Suwannee	Columbia	925	Columbia	2,127
	Hamilton	490	Alachua	1,136
	Madison	393	Duval	512
	Lafayette	385	Marion	393
	Lowndes (GA)	274	Hamilton	378
Taylor	Madison	254	Leon	797
	Leon	250	Duval	156
	Lafayette	160	Madison	155
	Suwannee	122	Bay	106
	Dixie	102	Hillsborough	99
Union	Bradford	256	Alachua	1,138
	Columbia	223	Duval	655
	Alachua	141	Columbia	475
	Clay	99	Bradford	249
	Baker	83	Orange	119

Updated: 7/10/2023

COMMUTER PATTERN & OCCUPATIONAL ANALYSIS

September 2023

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Report prepared by:

insytanalytics

Commuter Pattern and Occupational Overlap Analysis

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Executive Summary

Most residents of Citrus, Levy, and Marion county commute to work, though a small but significant percentage work from home (6 to 9.2 percent). Of those that commute, 75.3 percent in Citrus and 80.5 percent in Marion stay in-county for their employment, while relatively few in Levy remain in-county for work (42.7 percent). For those that leave their county of resident to find employment, important inflow/outflow counties include Hernando, Sumter, Alachua, Gilchrist, and Lake, although a number of other counties nearby share a relationship as well.

Twenty-nine counties have been identified with important spatial or social connection to Citrus, Levy, and Marion. Top occupations and industries for employment and pay in Marion, Citrus and Levy overlap significantly, as well as overlapping a great deal with the other 29 counties of interest. Broadly speaking industry clusters focus on areas of local education/training, hospitality, health services, local retail, agriculture, and household goods and services. Those industries with a current foothold in the area can be expanded into other fields with enough overlap in skills, technology, and other capabilities.

Key Findings:

Commute:

- Most in Citrus, Levy, and Marion commute by car, truck or van
- Between 6 and 9.2 percent work from home
- Average commute time < 30 minutes, but many spend 30-60 minutes, particularly Levy county
- 75.3 percent of Citrus residents don't leave their county for work, 80.5 percent for Marion, and 42.7 percent for Levy
- Citrus and Levy have a large inflow and outflow to/from Marion
- Other important inflow/outflow counties include Hernando, Sumter, Alachua, Gilchrist, and Lake

Jobs Providers in Citrus/Marion/Levy:

- Top job providers for Citrus, Marion, and Levy include Sales, Office and Administrative Support, Food Preparation And Serving, Transportation And Moving
- Healthcare and technical occupations provide many jobs and pay comparatively well in Citrus and Marion counties
- Top industries within a 60-minute drive of Marion, Citrus, and Levy overlap considerably and include Retail Salespersons, Customer Service Representatives, Stockers and Order Fillers, Registered Nurses, Cashiers, Office Clerks, General, General and Operations Managers, Fast Food and Counter Workers, and Waiters and Waitresses

Commonalities Between 29 Associated Counties:

- There are 29 counties with important spatial or cultural relationships with Citrus, Levy, and Marion
- Top occupations overlapping across those 29 counties include Retail Sales Workers, Material Moving Workers, Food And Beverage Serving Workers, Management Occupations, Installation, Maintenance, And Repair Occupations, Cooks And Food Preparation Workers, Healthcare Diagnosing Or Treating Practitioners, Top Executives, and Health Technologists And Technicians
- All three counties show a substantial occupational and industry overlap
    - Levy has comparatively low overlap across the 29 counties, but shares the greatest number of top occupations with Taylor and Bradford counties
    - Marion shows overlap with Clay, Putnam, Columbia, Hernando, Pasco, Lake, Citrus, Flagler, and Volusia counties
    - Citrus shows overlap with Nassau, Clay, Marion, Lake, Flagler, and Volusia counties
- Overarching industry clusters include Local Education/Training, Hospitality, Health Services, Local Retail, Agriculture, and Household Goods and Services and these can be expanded into other fields with enough overlap in capabilities

Regions

Specific regions chosen for proximity, common occupations/industries, and similar social and cultural components include regions 6, 7, and 9 (as illustrated in figure 1). All regions also benefit from an important interstate travel corridor in common, I-75, shown running through all regions in figure 2.

Specific relationships between Citrus, Levy, and Marion to each individual county within regions 6, 7, and 9 can be found in the “Regional Recommendations” section at the end of this report. These counties include Madison, Suwannee, Taylor, Hamilton, Lafayette, Gilchrist, Union, Columbia, Dixie, Alachua, and Bradford.

Figure 1. Important Regions Within Florida

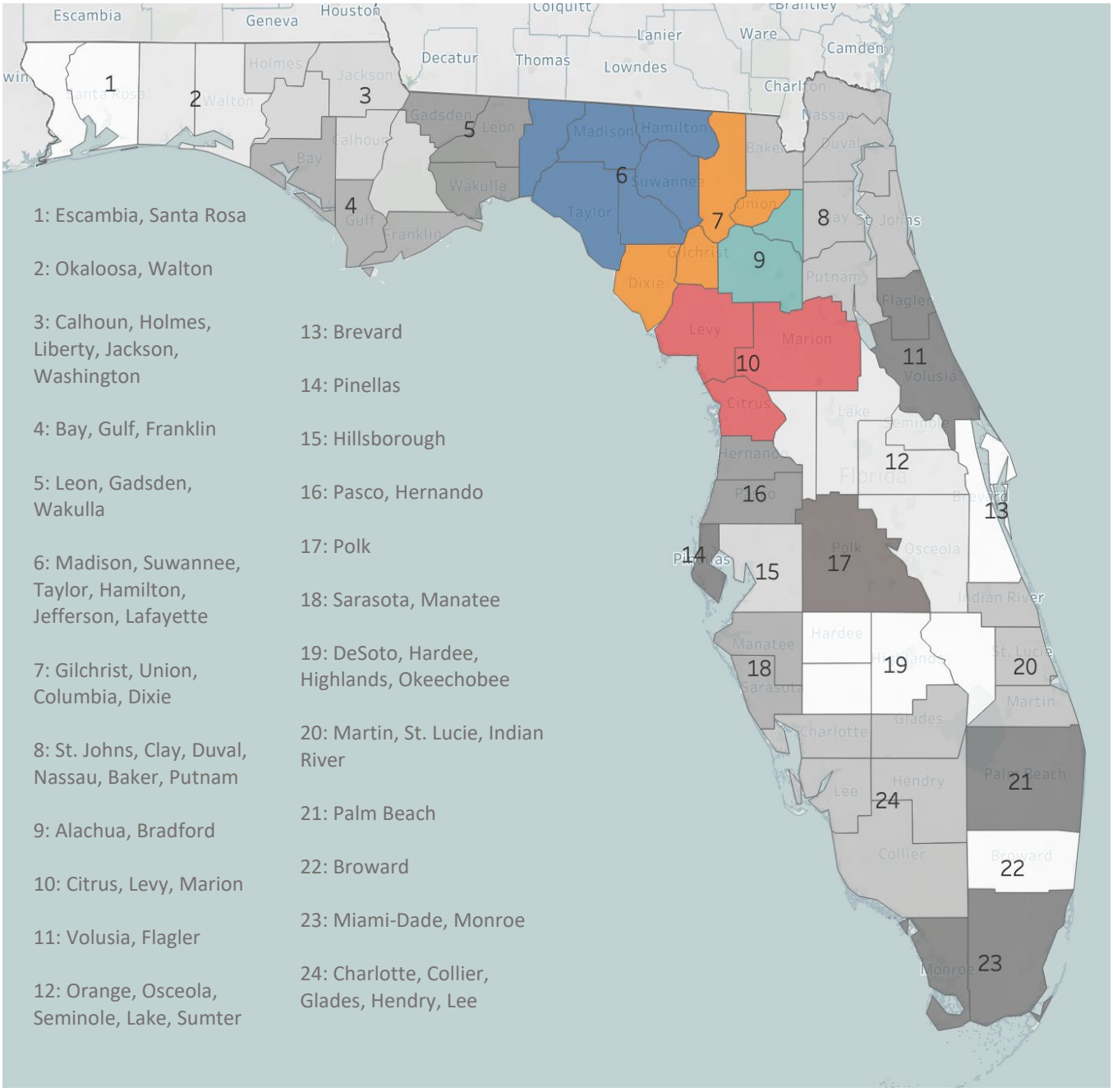
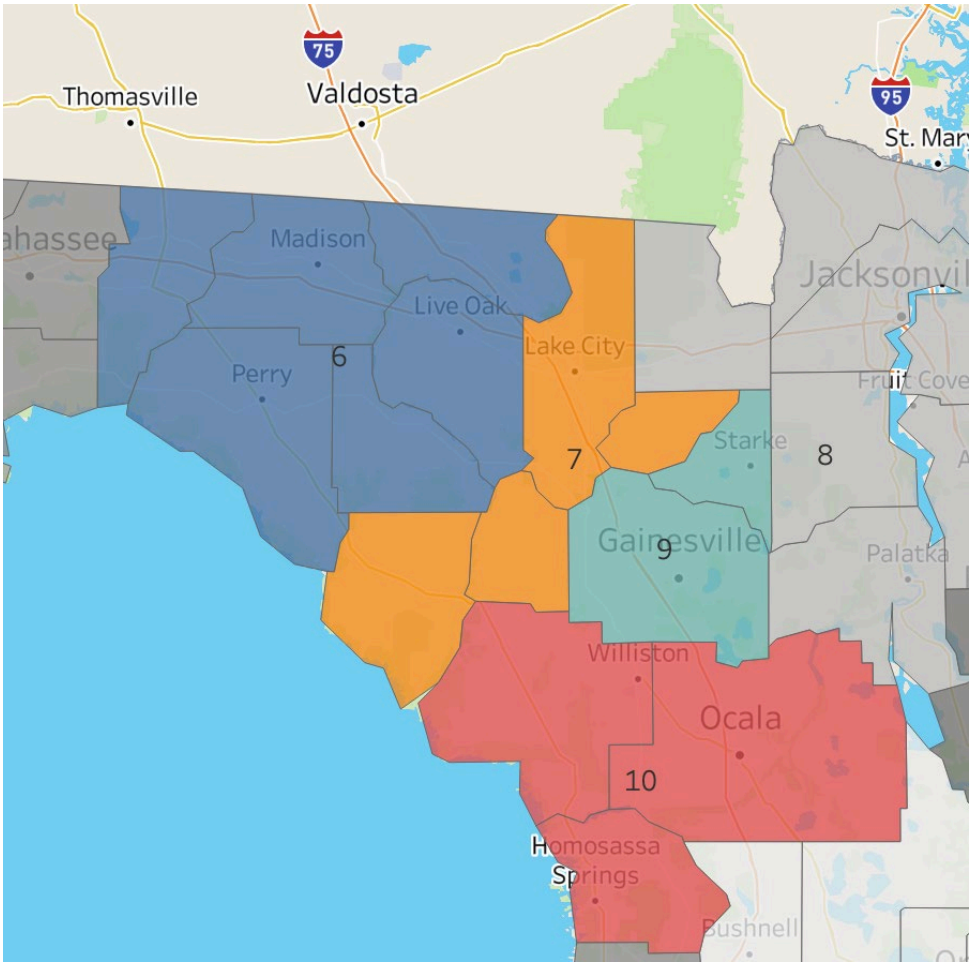


Figure 2. I-75 Route Through Regions 6, 7, 9, and 10



Commuter Pattern and Occupational Overlap Analysis

The following analysis seeks to accomplish three main goals. First, it provides an analysis of commuting patterns around Citrus, Levy, and Marion counties; how individuals work, where they work, and how they get there. Second, it outlines occupations of importance for those regions based on a few different metrics (growth, number of jobs, pay, etc.) and pulls out major occupations for any area within reasonable driving distance.

The final goal of this report is to flesh out occupations and industries shared in common amongst regions with a relationship to Levy, Marion, or Citrus, and expand on this list into related occupations that could be important. This is accomplished via a cross comparison of top listed occupations and industries, use of a Kmodes clustering algorithm on ranked occupational data, and application of a system of industry clusters and subclusters.

The findings indicate that there are many similarities across the counties of interest, but a few key differences in certain counties as well. Considered broadly, Levy tends to differ from

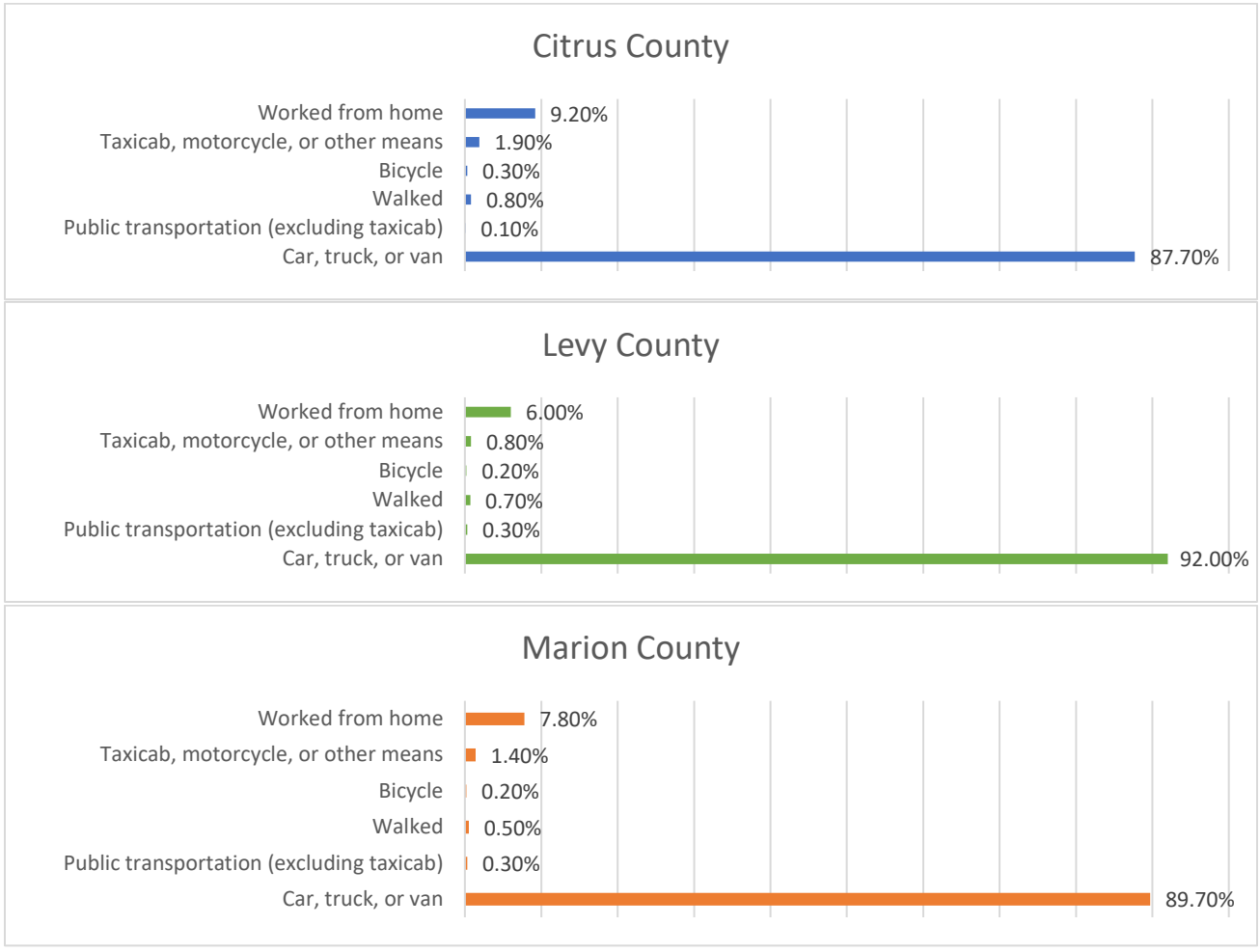
Marion and Citrus more than the two differ from one another, however amongst all considered counties there are many occupations and industries that overlap, and those skills and abilities can be applied in multiple similar industries.

Distance and Mode of Transit

Commute Method[1]:

The following figures illustrate differences and similarities in commuting methodology across all three counties of interest. A majority of all 3 counties commute by car, truck, or van. All three have a small percentage that carpool (8.1, 11.4, and 10.2% for Citrus, Levy, and Marion counties respectively).

Figure 3. Commute Method By County



[1] US Census Bureau 5 Year Estimates: S0801
https://data.census.gov/table?q=S0801:+COMMUTING+CHARACTERISTICS+BY+SEX&g=050XX00US12017,12075,12083&tid=ACSST5Y2021.S0801&moe=false

Commute Time:

Mean travel time for all 3 counties was just under 30 minutes at 27.7, 29.5, and 26.2 minutes for Citrus, Levy, and Marion counties.

Figure 4. Time of Commute By County

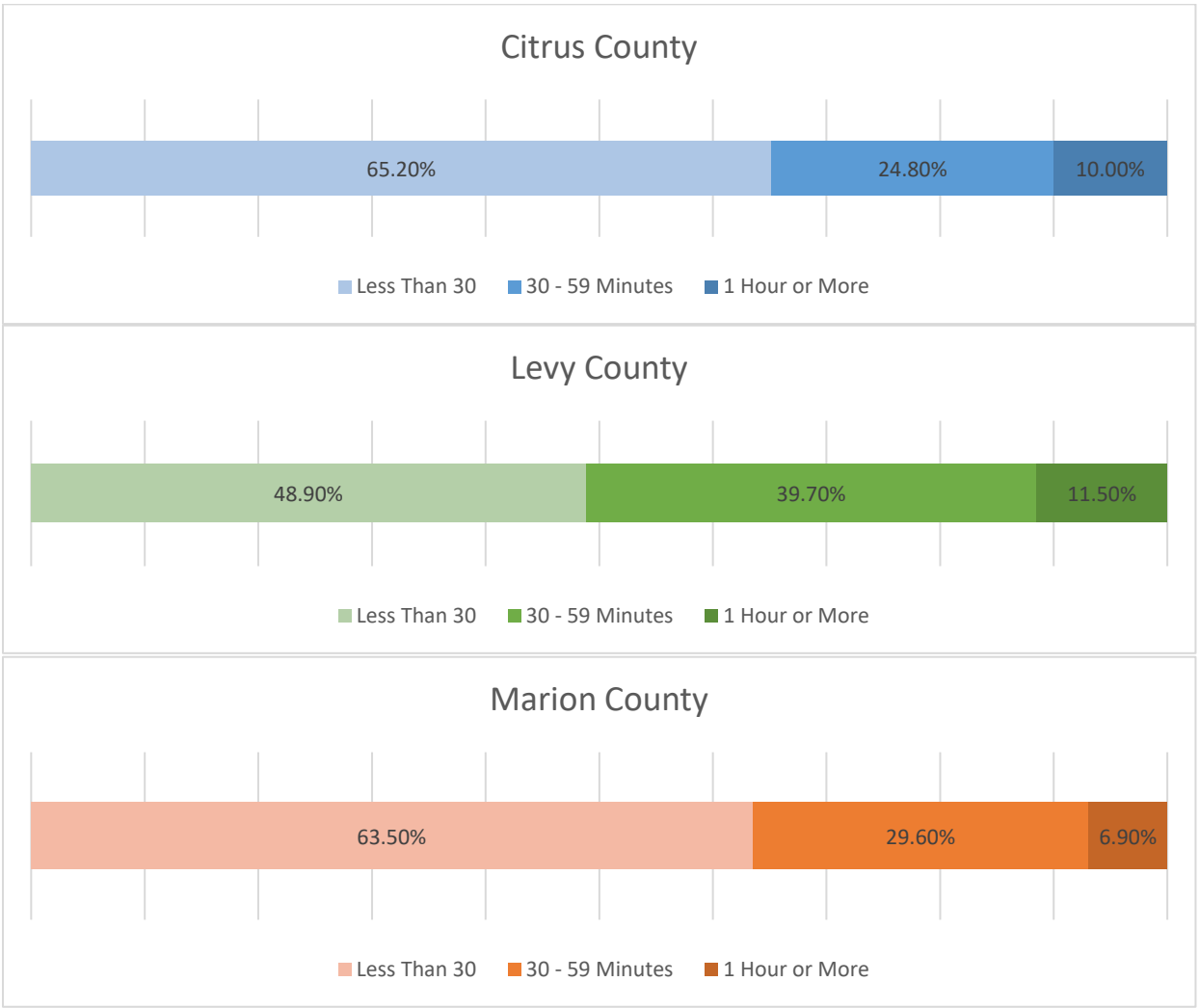


Table 1. Percent Working In County of Residence

	Citrus County	Levy County	Marion County
Worked in state of residence	98.70%	99.60%	99.10%
Worked in county of residence	75.30%	42.70%	80.50%
Worked outside county of residence	23.40%	56.90%	18.60%

Commuting Patterns and County Connections:

Commuting patterns were examined across 5 different datasets, including LODES8[2], CareerSource Labor Shed data[3], 2016-2020 5-Year ACS Commuting Flows[4], FloridaCommerce County-to-County Worker Flow[5], and Census Transportation Planning Product data (CTPP)[6]. Each data set presents advantages and downsides in terms of size, error, and time frame; by cross comparing the goal is to reduce errors and take advantage of all available insights. Figures 5 through 10 show top counties of worker inflow and outflow for Citrus, Levy, and Marion counties. Top counties were determined by first ranking counties in each dataset, and then cross comparing. Percentages represent averages across all data sets.

Citrus

Citrus sees the greatest inflow from Hernando and Marion counties, and the greatest outflow out of Citrus into Marion and Sumter counties. However, a majority of its residents work within Citrus rather than commuting outside.

[2] LEHD Origin-Destination Employment Statistics (LODES8, enumerated by 2020 census blocks): https://lehd.ces.census.gov/data/#lodes

[3] CareerSource Labor Shed data (2023 update): https://www.floridajobs.org/workforce-statistics/data-center/florida-census-data-center/labor-shed-reports

[4] Table 1, 5-year estimates: https://www.census.gov/data/tables/2020/demo/metro-micro/commuting-flows-2020.html

[5] Florida Commerce Summary Tables, "Where Do Workers Live" and "Where Do Workers Work" via Florida Census Data Center: https://floridajobs.org/workforce-statistics/data-center/florida-census-data-center/florida-census-data/county-to-county-worker-flow-files

[6] Census Transportation Planning Product (2012-2016 5 Year Data): http://ctpp.beyond2020.com/ctpp1216/Browse/ErrorMessage.aspx?ErrMsg=Unpublished&PerspectiveLanguage=en&PerspectiveUserId=&PerspectivePassword=

Figure 5. Top 5 Inflow and Outflow for Citrus County By Percent of Worker/Resident

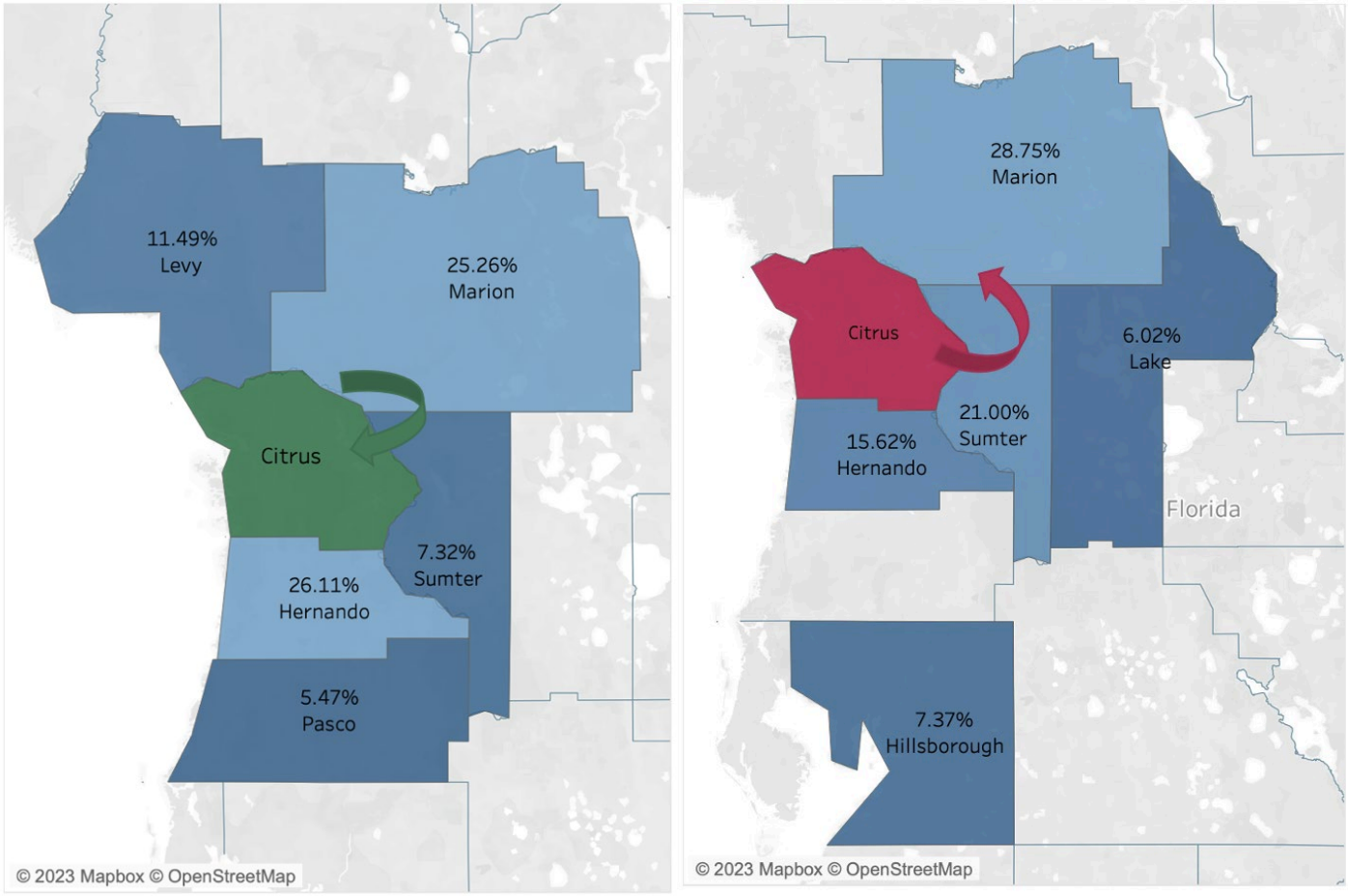
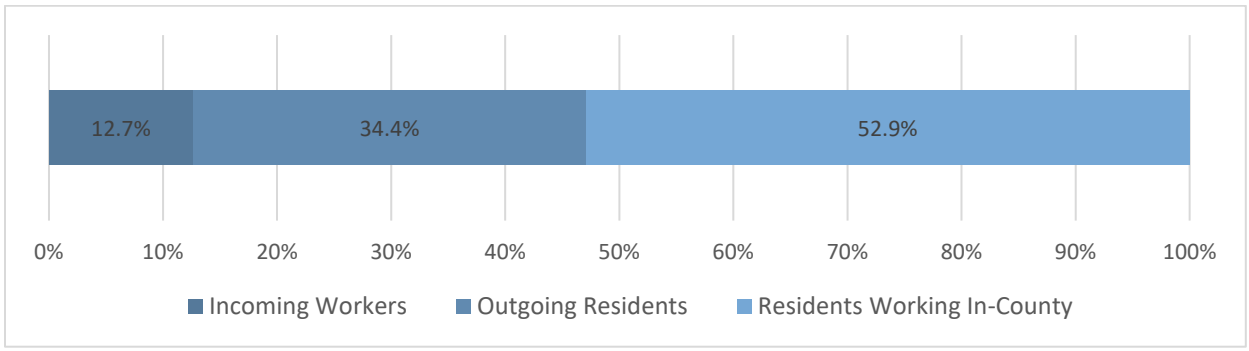


Figure 6. Proportion of Incoming, Outgoing, and In-County Workers



Levy

Levy sees the greatest inflow from Alachua, Gilchrist, and Marion counties, and the greatest outflow out of Levy into Alachua and Marion counties. Unlike Citrus, a majority of its residents leave their home county for work.

Figure 7. Top 5 Inflow and Outflow for Citrus County By Percent of Worker/Resident

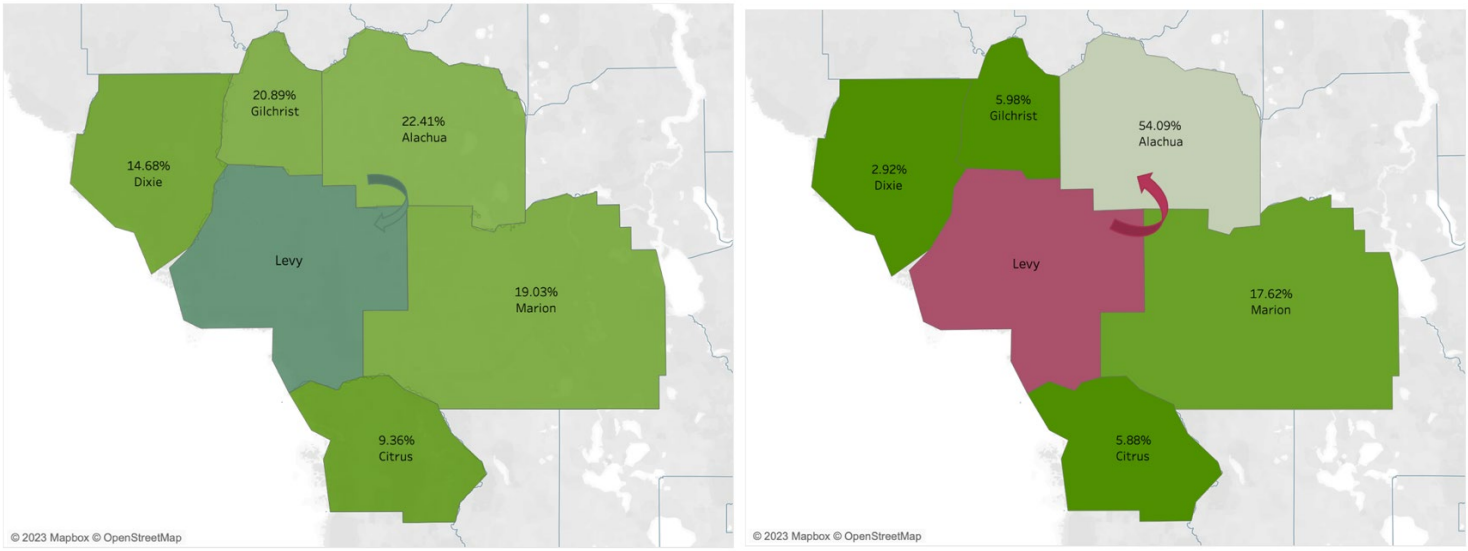
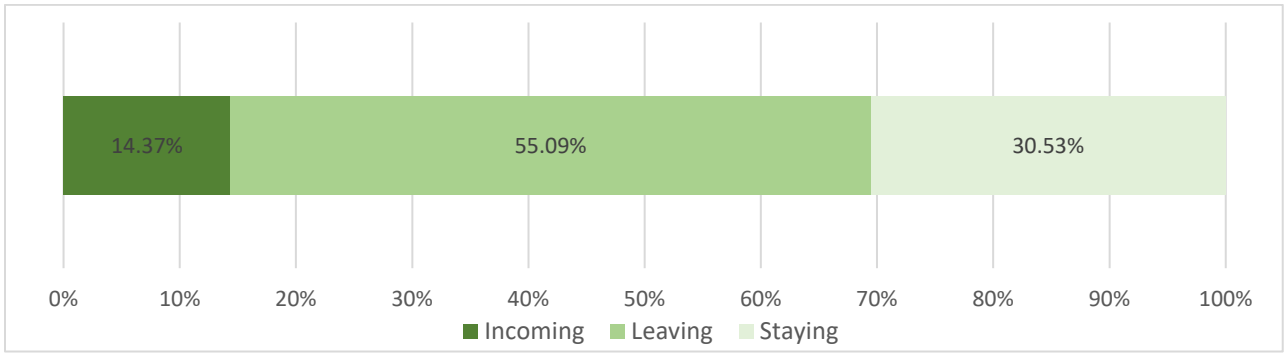


Figure 8. Proportion of Incoming, Outgoing, and In-County Workers



Marion

Most workers coming into Marion are coming from Citrus, Levy, and Alachua counties, and the greatest number leaving are going to work in Sumter, Alachua, and Lake counties. Similarly to Citrus, a majority of its residents remain within their home county for work (a total of 58.48 percent compared to 28.95 percent leaving).

Figure 9. Top 5 Inflow and Outflow for Marion County By Percent of Worker/Resident

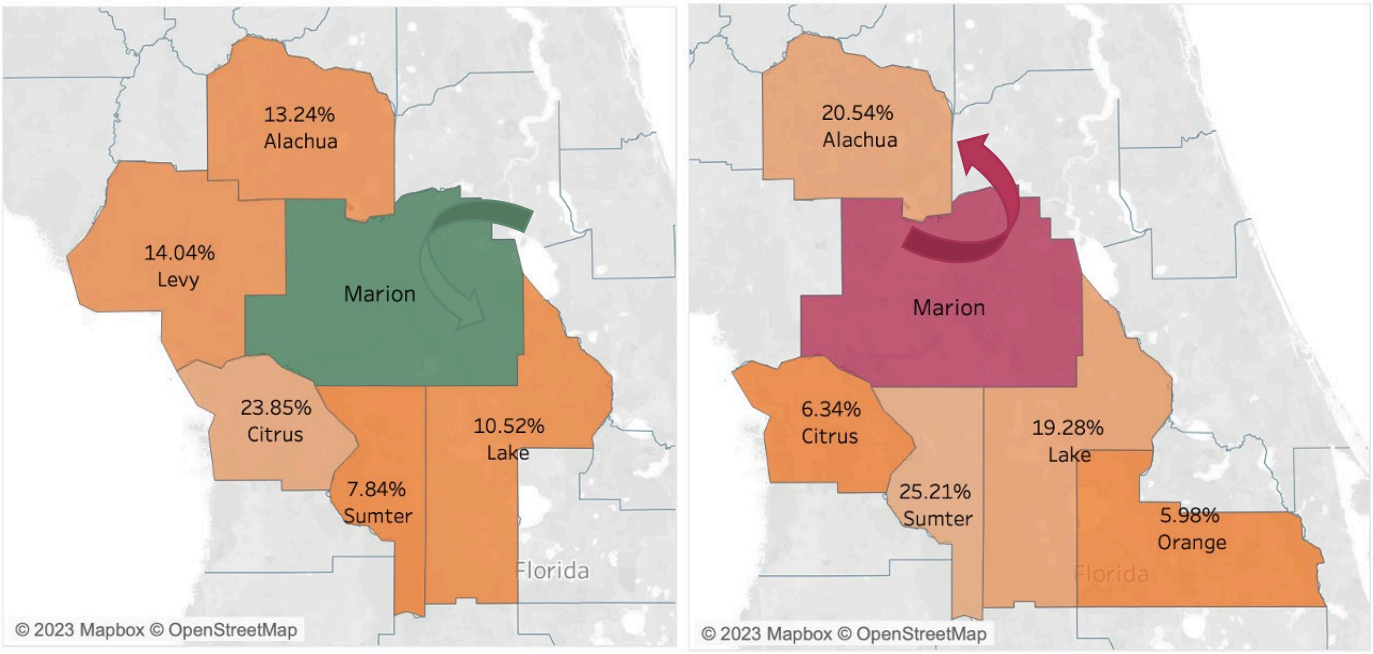
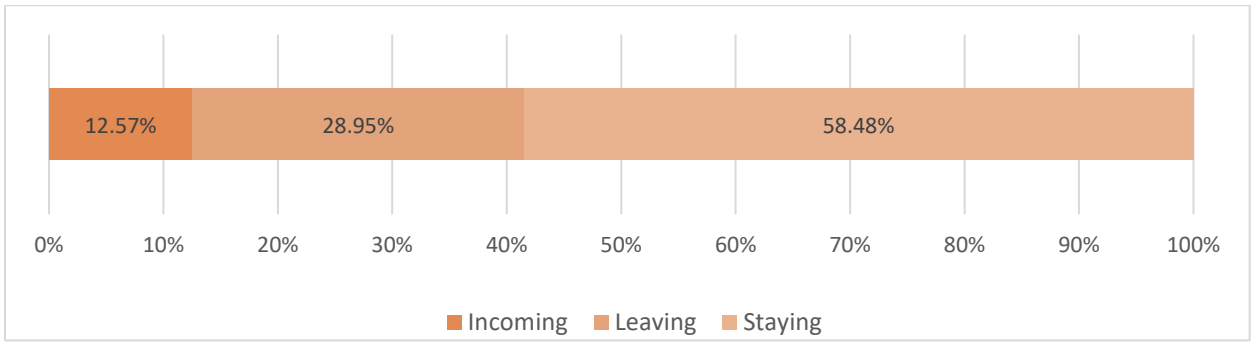


Figure 10. Proportion of Incoming, Outgoing, and In-County Workers



Occupations and Job Postings for Citrus, Levy, and Marion Counties

Graphics below illustrate leading occupations for Citrus, Levy, and Marion Counties at the 2-digit SOC level based on jobs, pay, growth, competitive effect (i.e. which jobs had much higher growth than expected) and employment concentration.

Citrus

In Citrus county top job producing occupations include those related to food preparation and serving, office and administrative support, and sales (figure 11), while best paying occupations for Citrus include those related to management, computers and mathematics, and architecture and engineering (figure 12). The best paying occupation that still provides a high number of jobs is in healthcare practitioners and technical occupations; this field also is the fastest growing in Citrus county over the last five years (figure 13). Those occupations with high concentration overlap with competitive effect for Citrus, with sales and office and administrative support leading beside food preparation and serving (figure 14). Educational instruction and library, and construction and extraction both also lead in competitive effect for the region.

Figure 11. Largest Occupations (2018-2023) In Citrus: 2022 Median Hourly Earnings | 2023 Jobs

Figure 12. Highest Paying Occupations (2018-2023) In Citrus: 2022 Median Hourly Earnings | 2023 Jobs

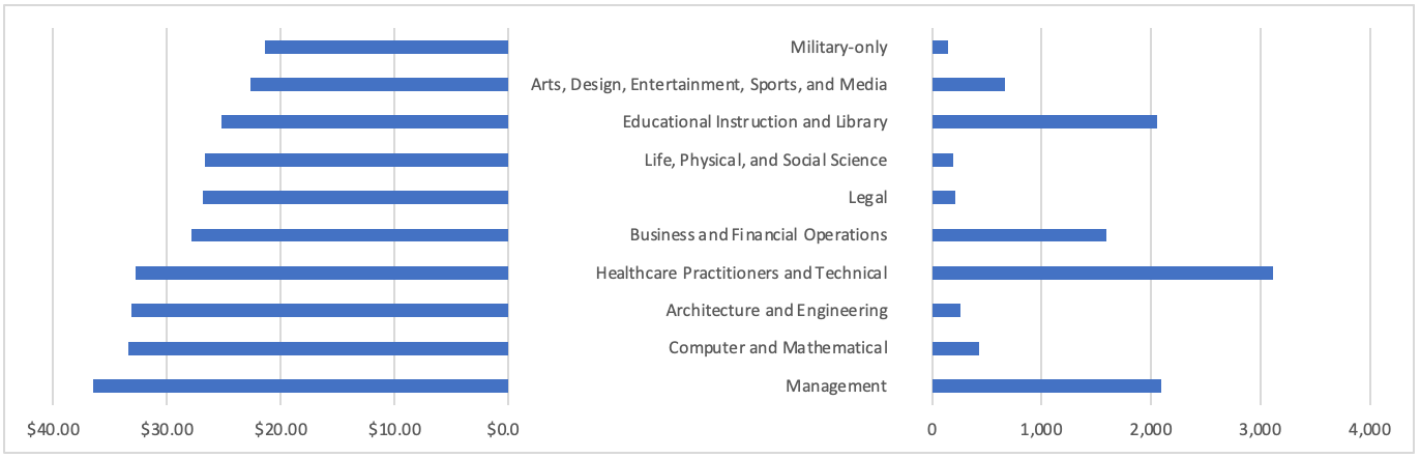


Figure 13. Fastest Growing Occupations (2018-2023) In Citrus

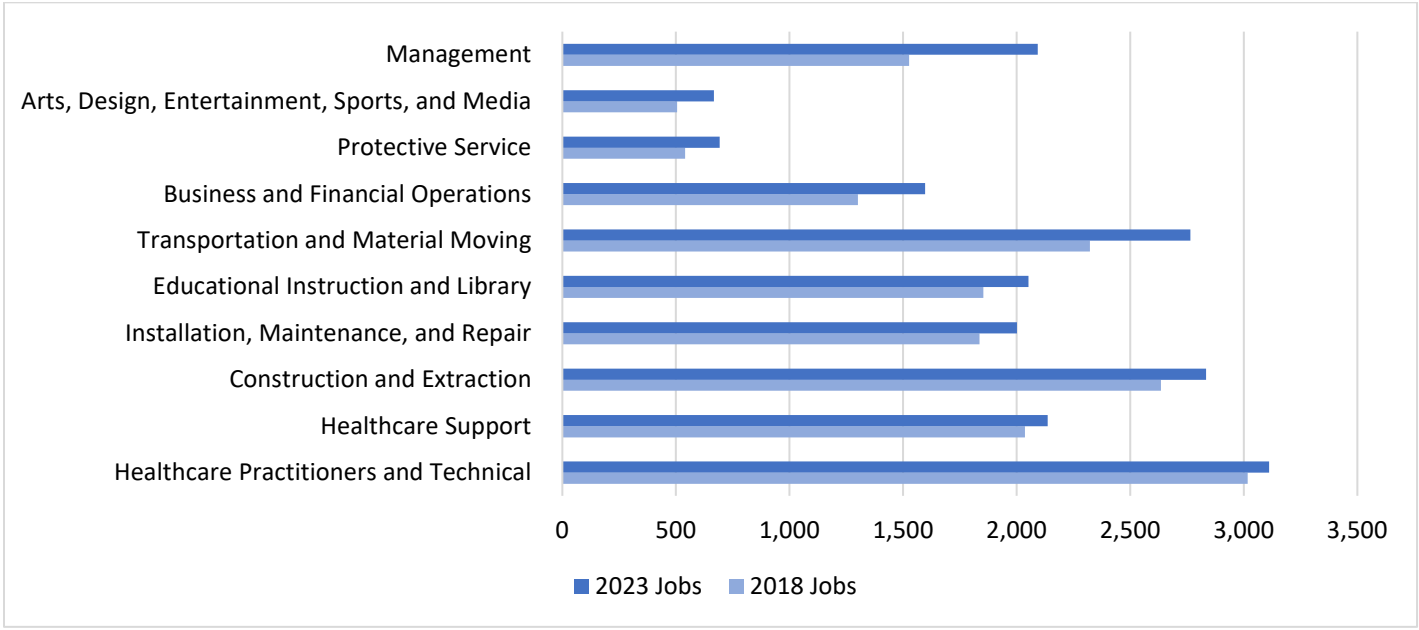
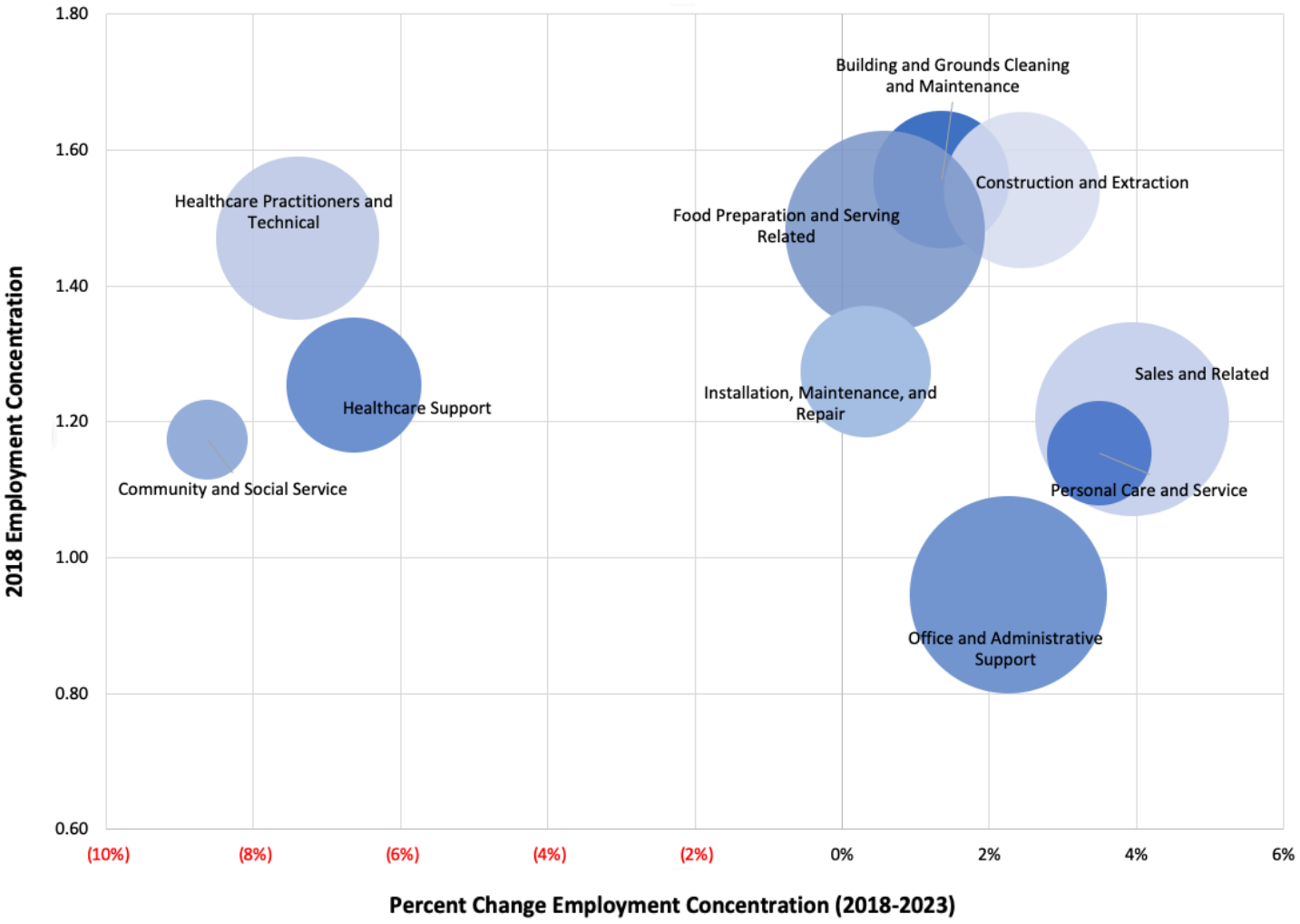


Figure 14. Highest Occupation Employment Concentration In Citrus



Occupation	2018 Jobs	2023 Jobs	% Change	2018 Employment Concentration	2023 Employment Concentration	% Change Employment Concentration	2022 Median Hourly Earnings
Building and Grounds Cleaning and Maintenance Occupations	2,125	2,179	3%	1.56	1.58	1%	$13.48
Construction and Extraction Occupations	2,636	2,834	8%	1.54	1.58	2%	$18.56
Food Preparation and Serving Related Occupations	4,556	4,624	1%	1.48	1.49	1%	$12.40
Healthcare Practitioners and Technical Occupations	3,018	3,111	3%	1.47	1.36	(7%)	$32.72
Installation, Maintenance, and Repair Occupations	1,837	2,002	9%	1.27	1.28	0%	$18.64

Healthcare Support Occupations	2,037	2,136	5%	1.25	1.17	(7%)	$14.07
Sales and Related Occupations	4,317	4,352	1%	1.20	1.25	4%	$14.04
Community and Social Service Occupations	748	746	(0%)	1.17	1.07	(9%)	$20.80
Personal Care and Service Occupations	1,312	1,265	(4%)	1.15	1.19	3%	$12.60
Office and Administrative Support Occupations	4,488	4,544	1%	0.95	0.97	2%	$16.48

Top Companies Posting in Citrus county include HCA Healthcare, Citrus Memorial Hospital, Non-Federal Agency, Community Health Systems Professional Services Corporation, Bravera Health Seven Rivers, CoreCivic, Hernando County School District, state of Florida, Walgreens Boots Alliance, and Lowe's.

Figures 15 and 16 show top skills found in job postings for the area. The top specialized skill of nursing, and the top common skill of customer service reflects the two top posted occupations, registered nurses and retail salespersons (table 2).

Figure 15. Specialized Skills In Citrus Job Postings

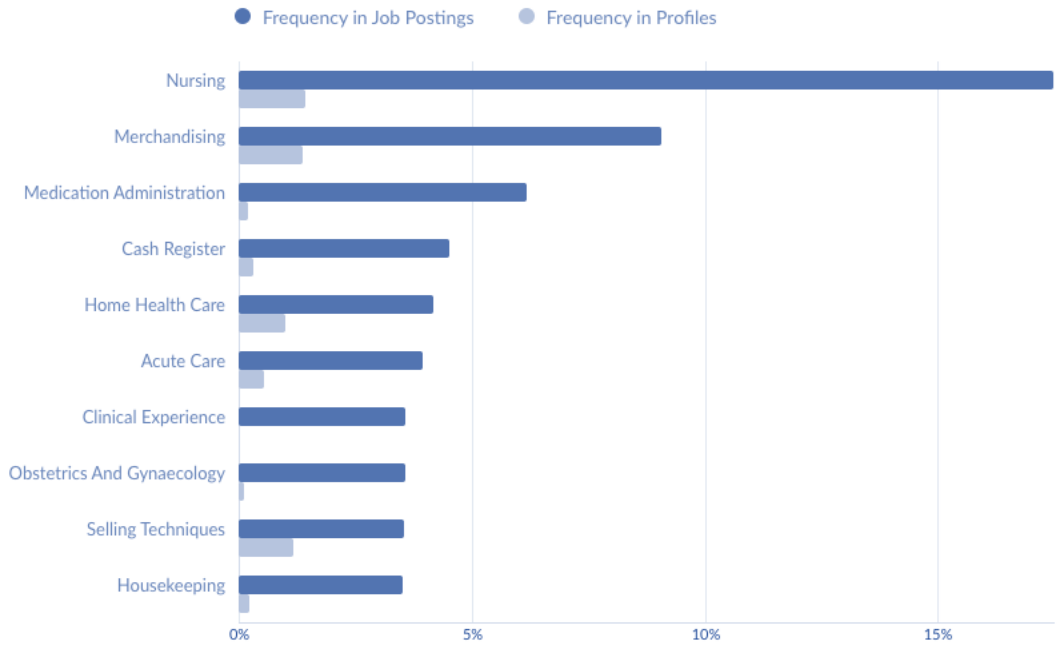


Figure 16. Common Skills In Citrus Job Postings

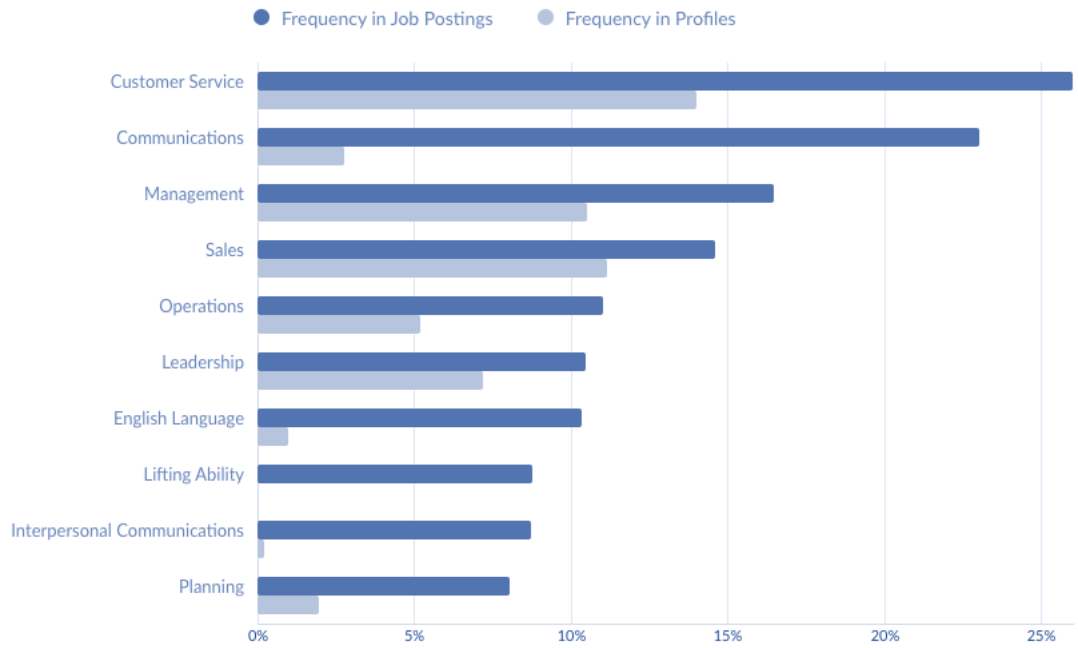


Table 2. Top Posted Occupations and Industries in Citrus

Top Posted Occupations (4-digit)	Unique Posts (Jan 2018 - Dec 2022)	Top Posted Job Titles	Unique Posts	Top Industries	Unique Posts
Registered Nurses	3,239	Registered Nurses	279	General Medical and Surgical Hospitals	2,965
Retail Salespersons	854	Licensed Practical Nurses	266	Employment Placement Agencies	893
Driver/Sales Workers and Truck Drivers	682	Certified Nursing Assistants	246	Nursing Care Facilities (Skilled Nursing Facilities)	853
Nursing Assistants, Orderlies, and Psychiatric Aides	649	Medical Surgical Registered Nurses	229	Home Health Care Services	642
Therapists	647	Crystal Managers	176	Farm Supplies Merchant Wholesalers	601
Laborers and Material Movers	622	Telemetry Registered Nurses	174	Other General Government Support	520
First-Line Supervisors of Sales Workers	572	Customer Service Associates	160	Elementary and Secondary Schools	507
Licenses Practical and Licenses Vocational Nurses	553	Correctional Officers	160	Limited-Service Restaurants	471
Home Health and Personal Care Aides	534	Customer Service Representatives	142	Offices of Physicians (except Mental Health Specialists)	395
Customer Service Represenatatives	517	Pharmacy Technicians	141	Executive Offices	383

Marion

Very similarly to Citrus county, Marion county's occupations producing the largest number of jobs include those related to transportation and moving, office and administrative support, and sales (figure 17). Best paying occupations for Marion include those related to management, computers and mathematics, and architecture and engineering, and the best paying occupations still providing a high number of positions is in healthcare practitioners and technical occupations (figure 18).

Office and administration and transportation and material moving are the fastest growing occupations for Marion (figure 19). Occupations with jobs created above or below the expected (competitive effect) for Marion include those related to transportation and material moving, office and administrative support, installation, maintenance, and repair, management, and business and financial operations.

Based on concentration, transportation and material moving has also seen significant growth in the last five years, on top of being one of the largest job producers (figure 20).

Figure 17. Largest Occupations (2018-2023) In Marion: 2022 Median Hourly Earnings | 2023 Jobs

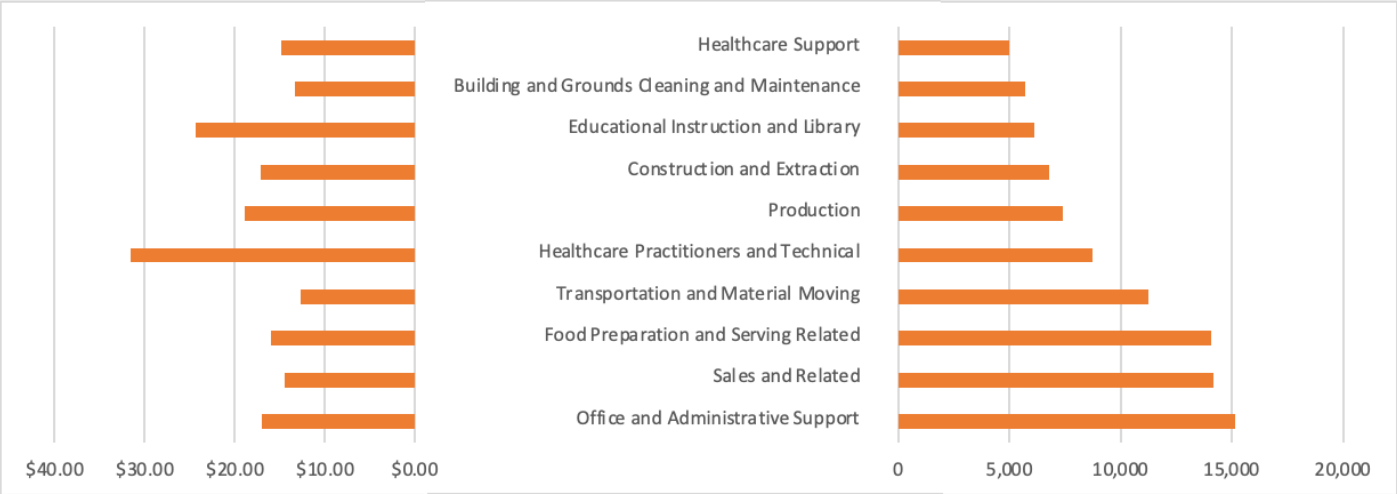


Figure 18. Highest Paying Occupations (2018-2023) In Marion: 2022 Median Hourly Earnings | 2023 Jobs

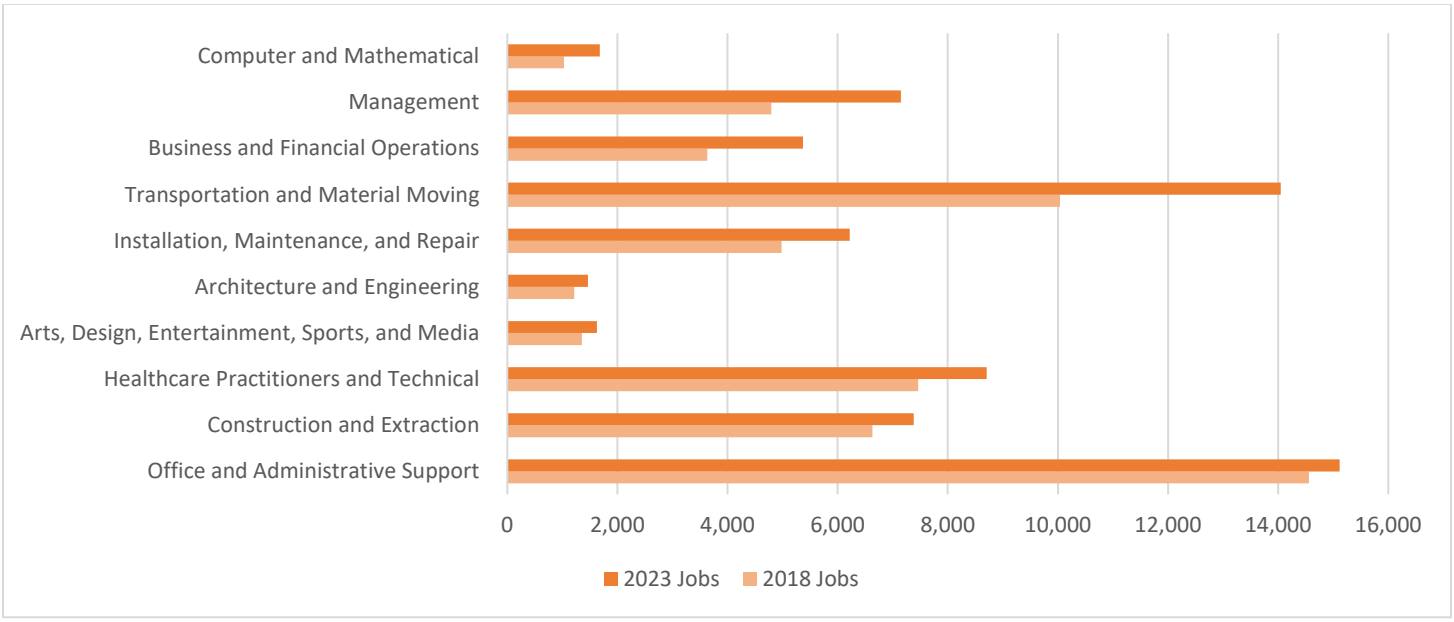


Figure 19. Fastest Growing Occupations (2018-2023) In Marion

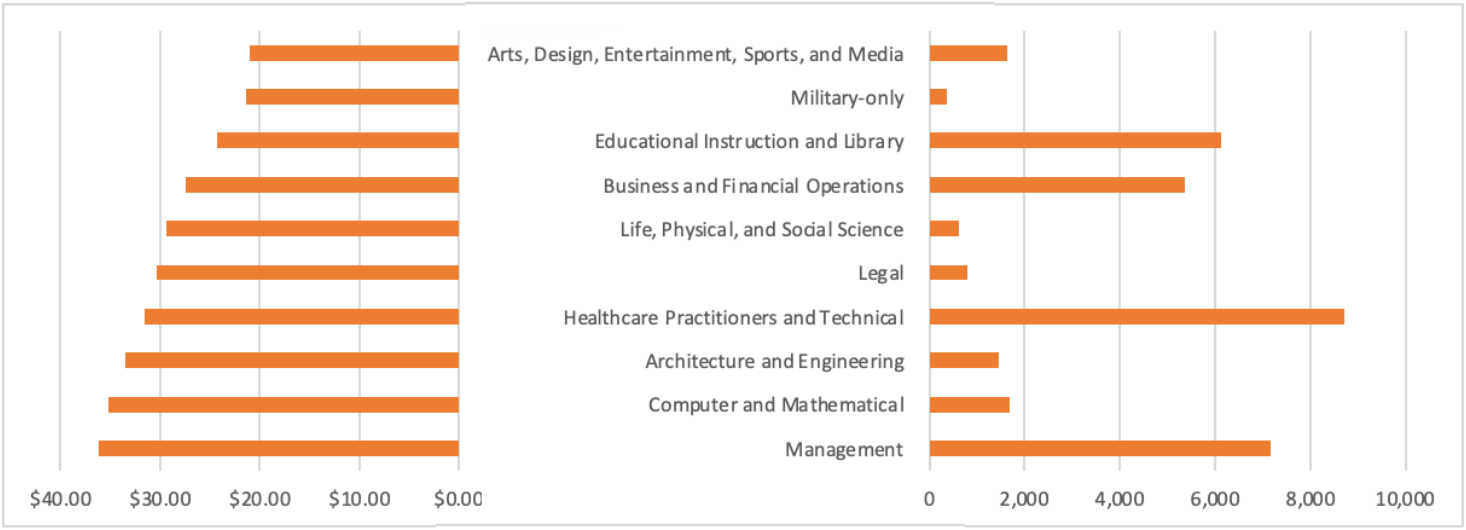
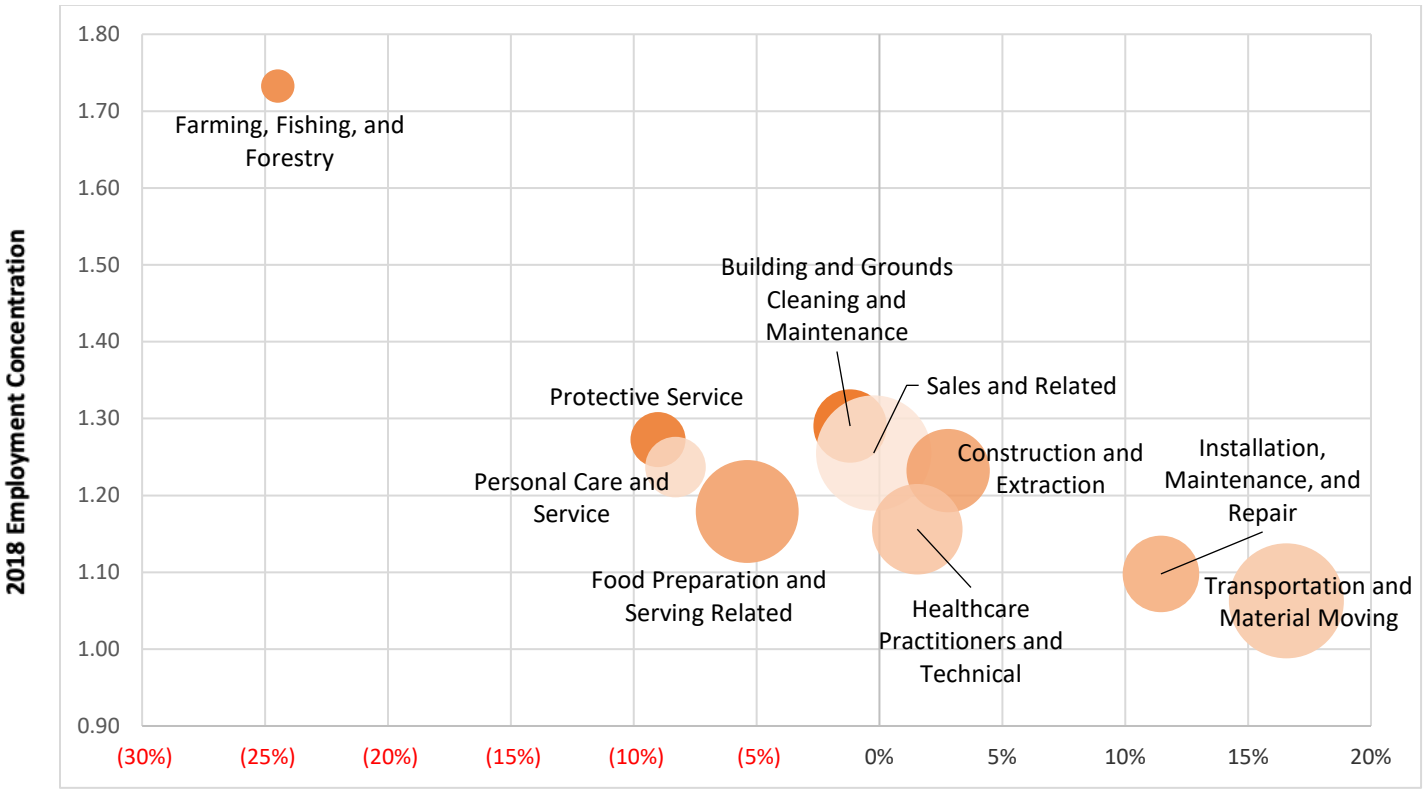


Figure 20. Highest Occupation Employment Concentration In Marion



Occupation	2018 Jobs	2023 Jobs	% Change	2018 Employment Concentration	2023 Employment Concentration	% Change Employment Concentration	2022 Median Hourly Earnings
Farming, Fishing, and Forestry Occupations	1,540	1,184	-0.23	1.73	1.31	-0.24	$14.15
Building and Grounds Cleaning and Maintenance Occupations	5,541	5,715	0.03	1.29	1.27	-0.01	$13.35
Protective Service Occupations	3,283	3,219	-0.02	1.27	1.16	-0.09	$19.74
Sales and Related Occupations	14,159	14,137	0.00	1.26	1.25	0.00	$14.47
Personal Care and Service Occupations	4,427	3,900	-0.12	1.24	1.13	-0.08	$13.03

Construction and Extraction Occupations	6,631	7,380	0.11	1.23	1.27	0.03	$18.91
Food Preparation and Serving Related Occupations	11,414	11,242	-0.02	1.18	1.12	-0.05	$12.67
Healthcare Practitioners and Technical Occupations	7,465	8,706	0.17	1.16	1.17	0.02	$31.51
Installation, Maintenance, and Repair Occupations	4,980	6,221	0.25	1.10	1.22	0.11	$20.35
Transportation and Material Moving Occupations	10,038	14,050	0.40	1.06	1.24	0.17	$16.04

Top Companies Posting in Marion county include AdventHealth, Elevance Health, HCA Healthcare, the state of Florida, Ocala Regional Medical Center, Lowe's, Lockheed Martin, Adventist Health, Hospice of Marion County, and Chewy.

Figure 21 and 22 show top skills found in job postings for the area and a similar nursing and sales focus to Citrus county in both skills and top job posting occupations (table 3).

Figure 21. Specialized Skills In Marion Job Postings

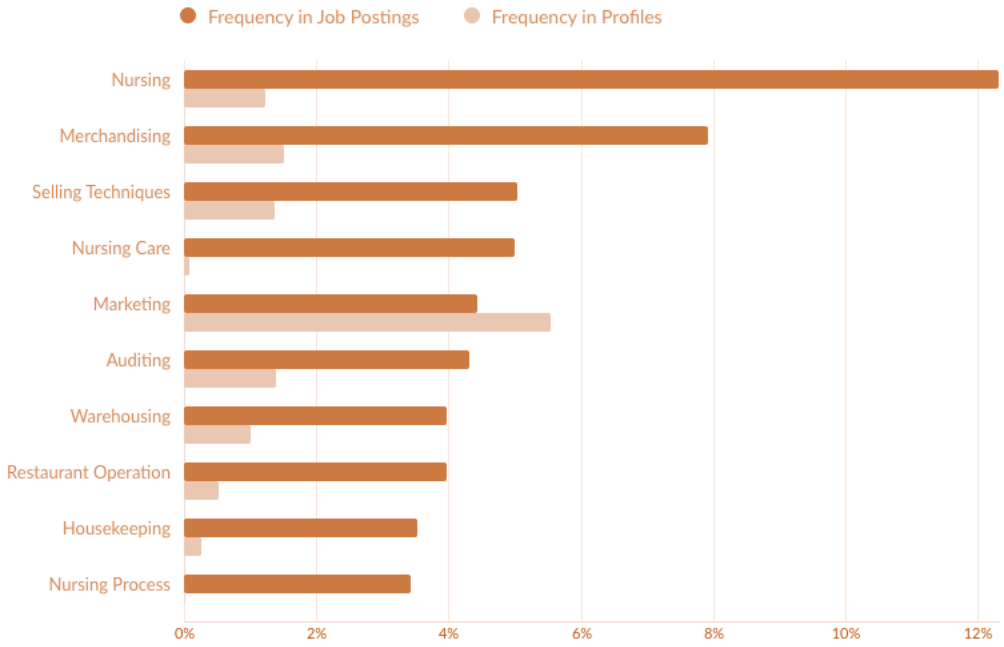


Figure 22. Common Skills In Marion Job Postings

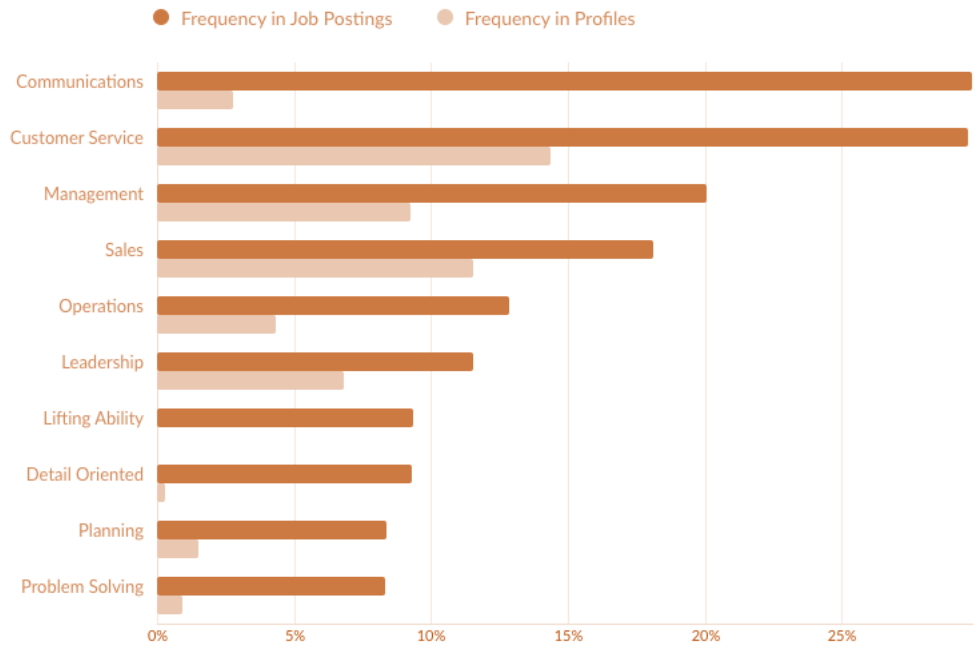


Table 3. Top Posted Occupations and Industries in Marion

Top Posted Occupations (4-digit)	Unique Posts (Jan 2018 - Dec 2022)	Top Posted Job Titles	Unique Posts	Top Industries	Unique Posts
Registered Nurses	10,032	Medical Surgical Registered Nurses	887	General Medical and Surgical Hospitals	12,210
Retail Salespersons	4,240	Registered Nurses	737	Direct Health and Medical Insurance Carriers	4,668
Driver/Sales Workers and Truck Drivers	3,586	Customer Service Representatives	566	Employment Placement Agencies	2,943
Laborers and Material Movers	3,526	Licensed Practical Nurses	564	Offices of Physicians (except Mental Health Specialists)	2,248
Sales Representatives, Wholesale and Manufacturing	3,086	Assistant Managers	528	Full-Service Restaurants	2,159
First-Line Supervisors of Sales Workers	2,898	Sales Associates	521	Home Health Care Services	1,989
Secretaries and Administrative Assistants	2,571	Certified Nursing Assistants	508	Limited-Service Restaurants	1,823
Customer Service Representatives	2,287	Maintenance Technicians	499	Executive Offices	1,745
Medical and Health Services Managers	2,179	Housekeepers	481	Nursing Care Facilities (Skilled Nursing Facilities)	1,650
Nursing Assistants, Orderlies, and Psychiatric Aides	2,115	Delivery Drivers	477	Temporary Help Services	1,445

Levy

Levy county's top occupations that produce the largest number of jobs include those related to Sales, office and administrative support, and food preparation and serving (figure 23).

Best paying occupations for Levy include those related to management, computers and mathematics, and architecture and engineering, and the best paying occupations still providing a high number of positions is in educational instruction and library occupations (figure 24).

Sales, food preparation and serving, and transportation and material moving occupations are the fastest growing for Levy (figure 25), overlapping with many of the occupations with greatest competitive effect (sales, business and financial operations, food preparation and serving, production, installation, maintenance, and repair occupations). Farming fishing and forestry have been a highly concentrated set of occupations in previous years but have decreased in percent growth over the last five years, whereas sales and food preparation have grown in concentration in recent years.

Figure 23. Largest Occupations (2018-2023) In Levy: 2022 Median Hourly Earnings | 2023 Jobs

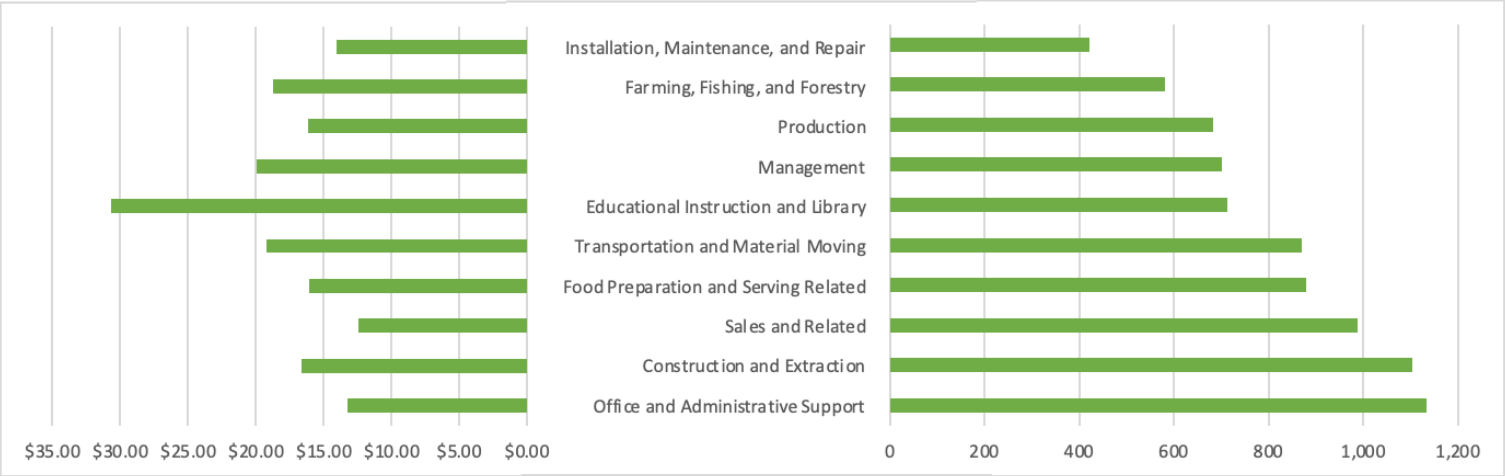


Figure 24. Highest Paying Occupations (2018-2023) In Levy: 2022 Median Hourly Earnings | 2023 Jobs

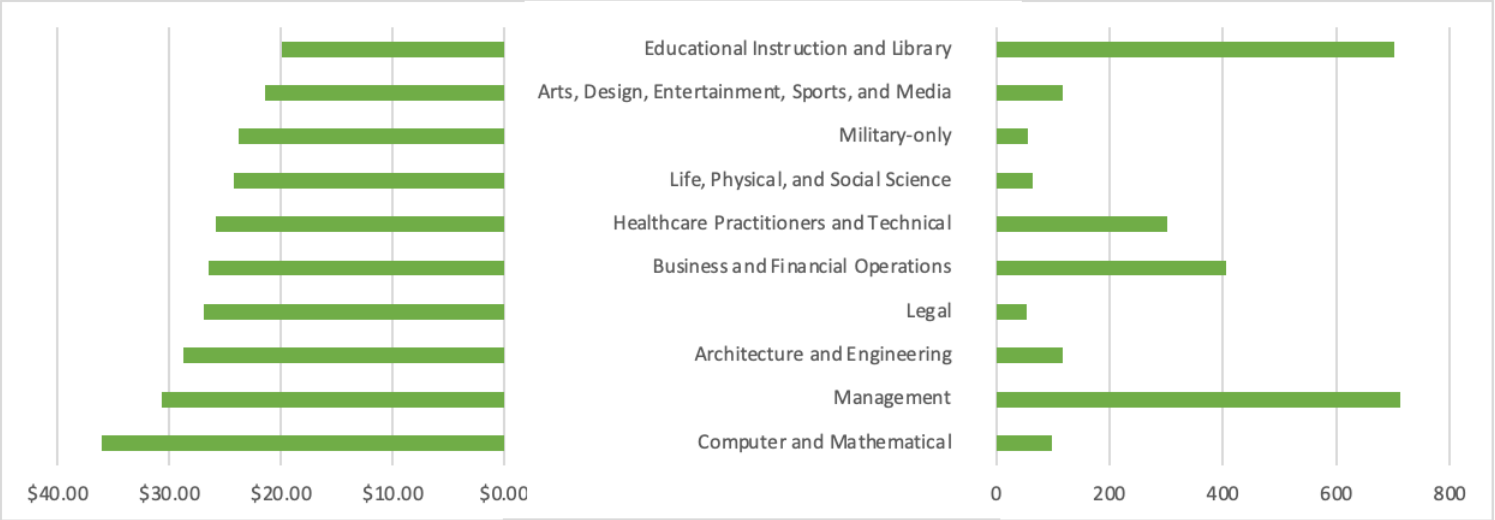


Figure 25. Fastest Growing Occupations (2018-2023) In Levy

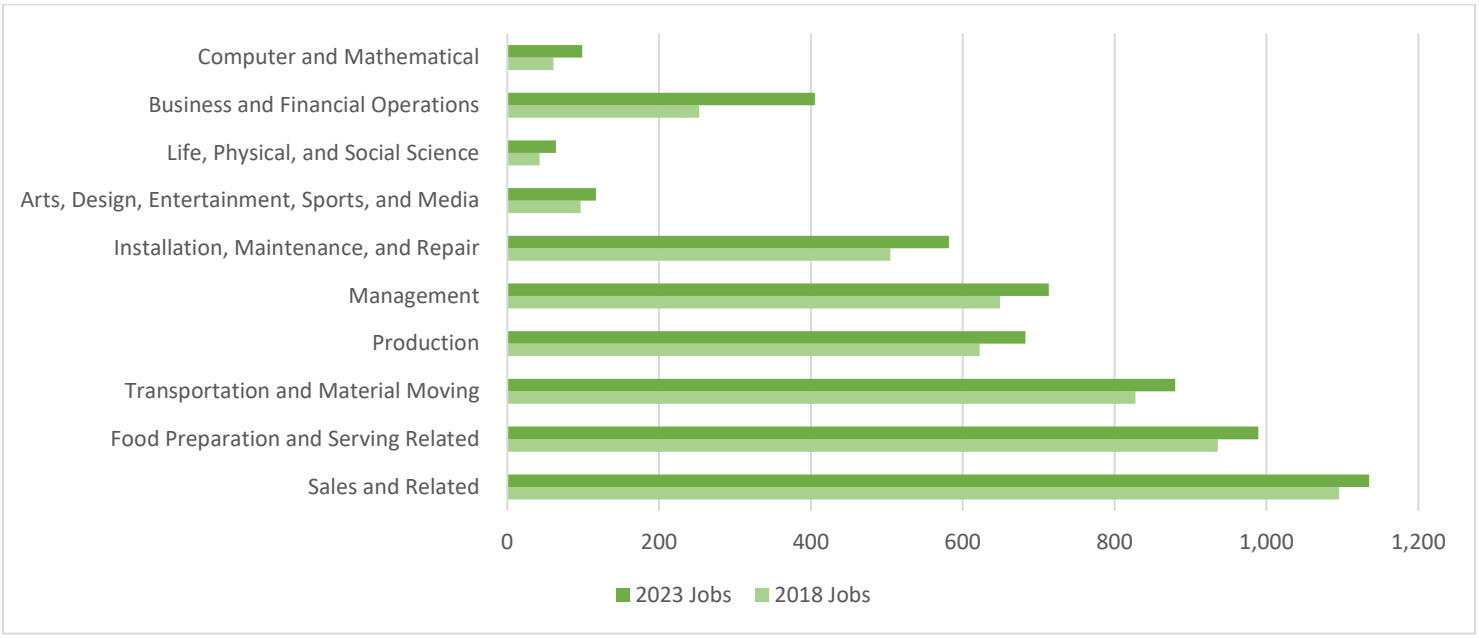
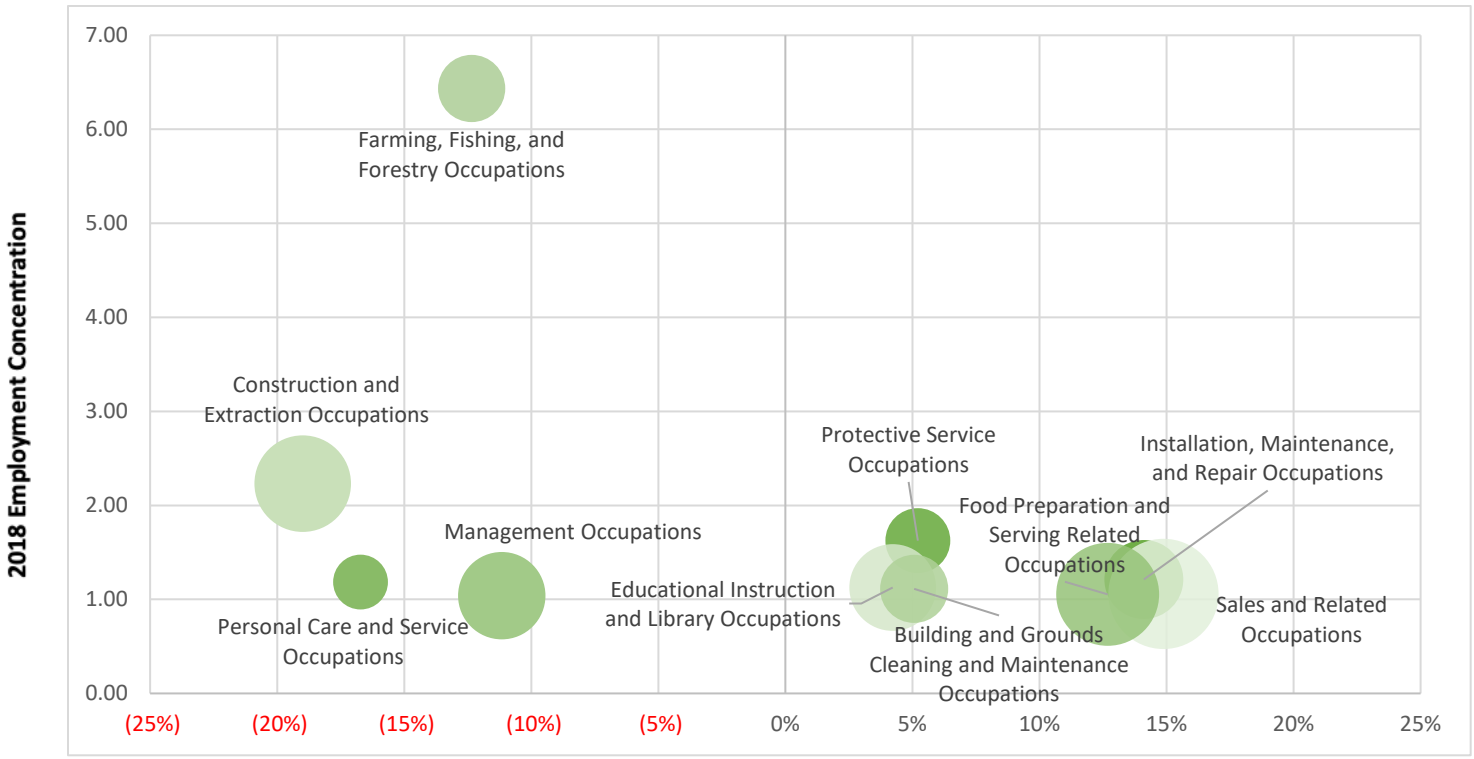


Figure 26. Highest Occupation Employment Concentration In Levy



Occupation	2018 Jobs	2023 Jobs	% Change	2018 Employment Concentration	2023 Employment Concentration	% Change Employment Concentration	2022 Median Hourly Earnings
Farming, Fishing, and Forestry Occupations	525	422.02	-0.20	6.43	5.64	-0.12	$14.09
Construction and Extraction Occupations	1,102	871	-0.21	2.23	1.81	-0.19	$19.20
Protective Service Occupations	385	393	0.02	1.63	1.71	0.05	$17.47
Installation, Maintenance, and Repair Occupations	504	581	0.15	1.21	1.38	0.14	$18.71
Personal Care and Service Occupations	389	281	-0.28	1.18	0.99	-0.17	$12.86
Educational Instruction and Library Occupations	712	702	-0.01	1.13	1.17	0.04	$19.91
Building and Grounds Cleaning and Maintenance Occupations	438	433	-0.01	1.11	1.17	0.05	$13.02
Sales and Related Occupations	1,096	1,135	0.04	1.06	1.22	0.15	$13.29

Food Preparation and Serving Related Occupations	936	989	0.06	1.05	1.19	0.13	$12.46
Management Occupations	649	713	0.10	1.04	0.92	-0.11	$30.65

Top Companies Posting in Marion county include the state of Florida, Winn-Dixie, Dollar General, Southeaster Grocers, School Board of Levy county, Walgreens Boots Alliance, Advance Auto Parts, Tractor Supply, ANCORP, and Walmart.

Figures 27 and 28 show top skills found in job postings for the area. Merchandising and customer service skills are highly posted, and top posting occupations include drivers/sales workers and truck drivers as well as retail salespersons (table 4).

Figure 27. Specialized Skills In Levy Job Postings

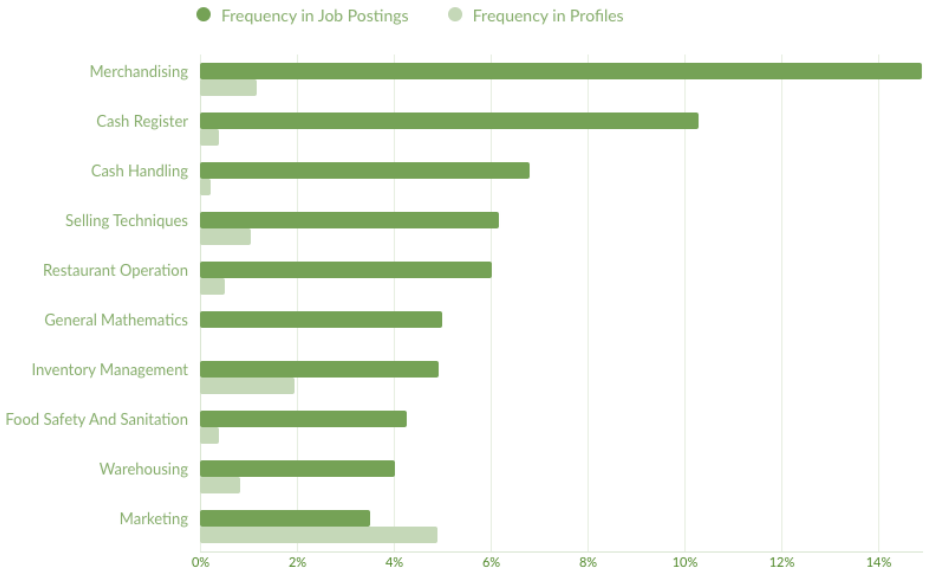


Figure 28. Common Skills In Levy Job Postings

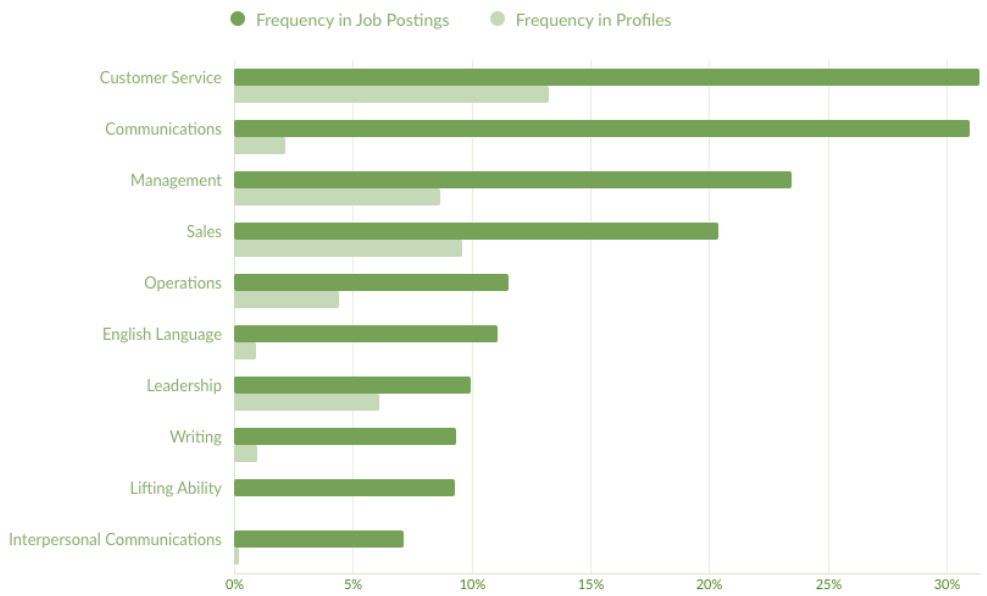


Table 4. Top Posted Occupations and Industries in Levy

Top Posted Occupations (4-digit)	Unique Posts (Jan 2018 - Dec 2022)	Top Posted Job Titles	Unique Posts	Top Industries	Unique Posts
Driver/Sales Workers and Truck Drivers	453	CDL-A Truck Drivers	101	Supermarkets and Other Grocery Retailers (except Convenience Retailers)	377
Retail Salespersons	310	Customer Service Representatives	73	Limited-Service Restaurants	279
First-Line Supervisors of Sales Workers	306	Delivery Drivers	67	Executive Offices	265
Laborers and Material Movers	246	Assistant Store Managers	65	Full-Service Restaurants	124
Customer Service Representatives	217	Retail Merchandisers	59	Employment Placement Agencies	110
Food Service Managers	189	Assistant Managers	59	General Freight Trucking,	109
Registered Nurses	166	Customer Service Associates	57	Home Health Care Services	107
Fast Food and Counter Workers	139	Correctional Officers	45	Commercial Banking	106
Designers	137	Pharmacy Technicians	44	Temporary Help Services	90
Therapists	119	Registered Nurses	40	Offices of Physicians (except Mental Health Specialists)	89

Top Occupations Within a 60 Minute Drive Time

Top occupations (ranked by number of jobs within a 60-minute drive) for Citrus, Marion, and Levy counties were collected in this part of the regional analysis. This includes entire counties, so long as *part* of the region is within a 60-minute driving distance. It is distinct from commuting patterns as it doesn't indicate where most individuals currently travel for work, but rather shows where individuals could commute with a reasonable commute time. From Citrus, this includes Levy, Hernando, Marion, Hillsborough, Pasco, Lake, and Sumter counties. From Marion, this includes Alachua, Bradford, Flagler, Citrus, Clay, Hernando, Lake, Levy, Putnam, Sumter, and Volusia counties. From Levy this included Alachua, Citrus, Columbia, Dixie, Gilchrist, Lafayette, Marion, and Suwannee county.

Top ten industries at the 5 digit level for regions around Marion, Citrus, and Levy were highly similar, all three regions listing:

- Retail Salespersons
- Customer Service Representatives
- Stockers and Order Fillers
- Registered Nurses
- Cashiers, Office Clerks, General
- General and Operations Managers
- Fast Food and Counter Workers
- Waiters and Waitresses

Both Citrus and Marion regions listed Janitors and Cleaners, Except Maids and Housekeeping Cleaners, while regions surrounding Levy listed Postsecondary Teachers.

The 2 digit level has similarly shared top occupations, all three regions listing:

- Office and Administrative Support Occupations
- Sales and Related Occupations
- Food Preparation and Serving Related Occupations
- Transportation and Material Moving Occupations
- Business and Financial Operations Occupations
- Healthcare Practitioners and Technical Occupations
- Management Occupations
- Construction and Extraction Occupations
- Educational Instruction and Library Occupations

Both Marion and Levy regions listed 'Building and Grounds Cleaning and Maintenance Occupations, while regions surround Citrus listed Installation, Maintenance, and Repair Occupations.

Citrus

Figure 29. Counties Within a 60 Minute Drive Time of Citrus

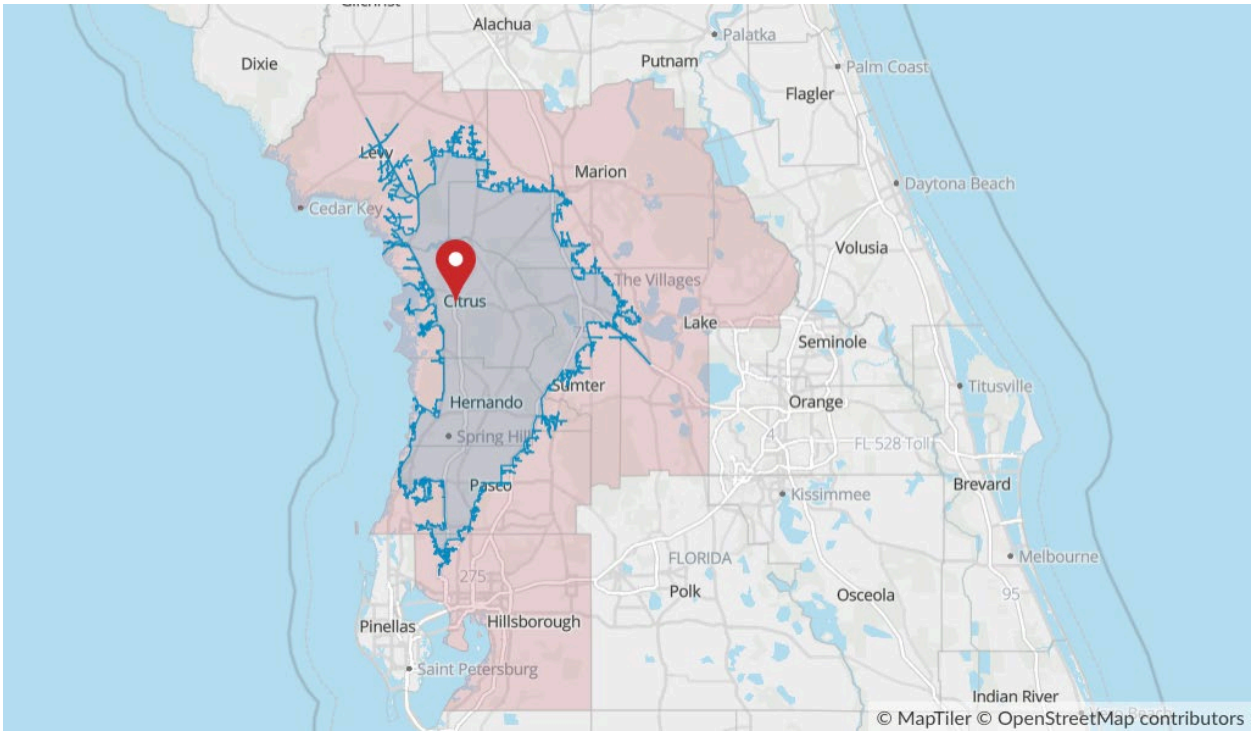


Table 5. Top 5-Digit Occupations Within 60 Minute Drive of Citrus County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Retail Salespersons	40,303	$28,705
Customer Service Representatives	36,882	$37,554
Stockers and Order Fillers	34,528	$31,912
Registered Nurses	30,372	$75,781
Cashiers	29,942	$25,775
Office Clerks, General	27,436	$37,866
General and Operations Managers	25,920	$90,155
Fast Food and Counter Workers	25,218	$24,506
Waiters and Waitresses	23,930	$27,573
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	19,502	$27,897

Table 6. Top 2-Digit Occupations Within 60 Minute Drive of Citrus County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Office and Administrative Support Occupations	188,545	$39,619
Sales and Related Occupations	146,894	$33,515
Food Preparation and Serving Related Occupations	122,381	$28,382

Transportation and Material Moving Occupations	120,048	$34,346
Business and Financial Operations Occupations	99,611	$69,714
Healthcare Practitioners and Technical Occupations	94,753	$72,317
Management Occupations	87,386	$93,708
Construction and Extraction Occupations	78,454	$43,281
Educational Instruction and Library Occupations	60,958	$53,748
Installation, Maintenance, and Repair Occupations	59,102	$45,558

Marion

Figure 30. Counties Within a 60 Minute Drive Time of Marion

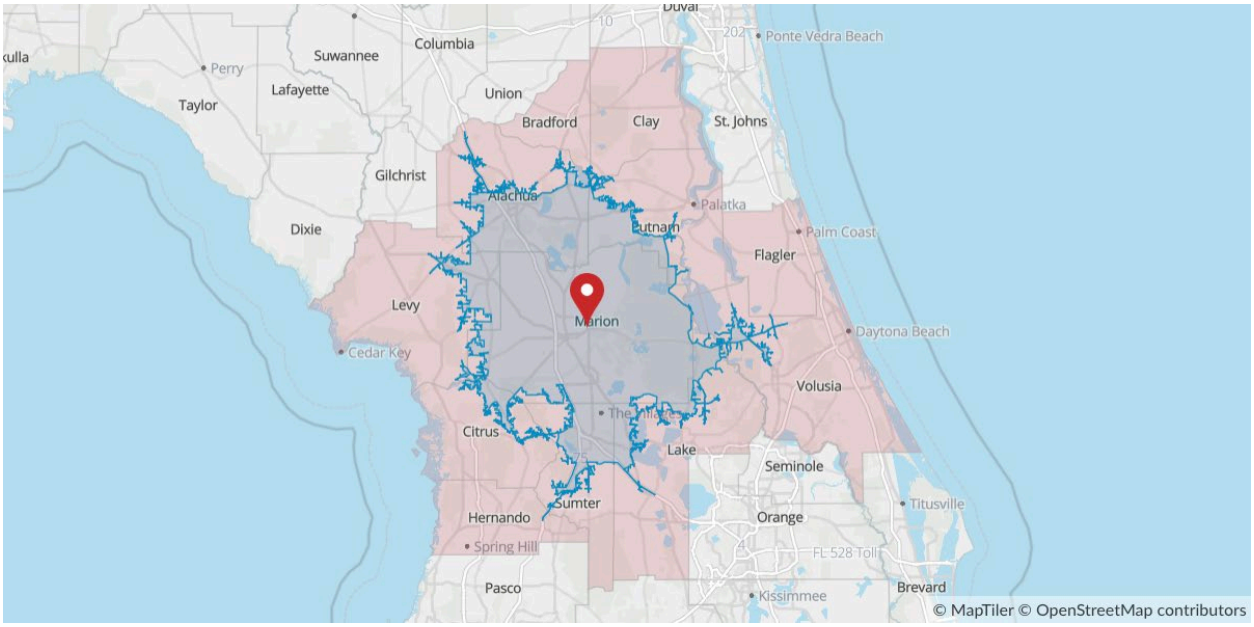


Table 7. Top 5-Digit Occupations Within 60 Minute Drive of Marion County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Retail Salespersons	28,921	$27,767
Stockers and Order Fillers	23,601	$31,915
Cashiers	22,791	$25,331
Registered Nurses	22,790	$71,579
Fast Food and Counter Workers	20,521	$23,241
Waiters and Waitresses	19,090	$26,877

Office Clerks, General	18,792	$35,442
Customer Service Representatives	15,052	$34,122
General and Operations Managers	14,124	$81,095
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	13,316	$27,548

Table 8. Top 2-Digit Occupations Within 60 Minute Drive of Marion County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Office and Administrative Support Occupations	106,859	$36,559
Food Preparation and Serving Related Occupations	92,835	$27,055
Sales and Related Occupations	92,020	$29,870
Transportation and Material Moving Occupations	72,862	$33,433
Healthcare Practitioners and Technical Occupations	66,513	$68,185
Construction and Extraction Occupations	50,746	$40,843
Management Occupations	50,405	$81,637
Educational Instruction and Library Occupations	49,693	$51,088
Business and Financial Operations Occupations	41,965	$61,427
Building and Grounds Cleaning and Maintenance Occupations	39,777	$28,880

Levy

Figure 31. Counties Within a 60 Minute Drive Time of Levy

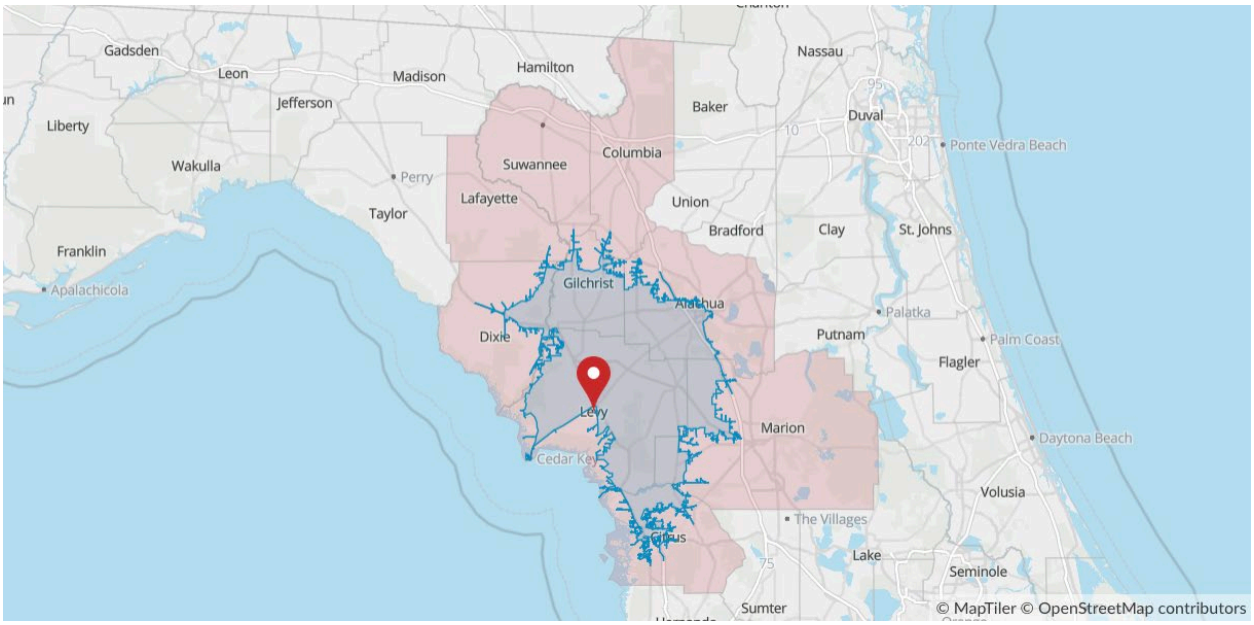


Table 9. Top 5-Digit Occupations Within 60 Minute Drive of Levy County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Retail Salespersons	11,084	$28,782
Registered Nurses	10,670	$74,499
Stockers and Order Fillers	9,065	$32,168
Cashiers	8,980	$25,840
Fast Food and Counter Workers	8,671	$24,502
Office Clerks, General	8,079	$36,421
Postsecondary Teachers	7,314	$73,393
Waiters and Waitresses	6,817	$26,848
General and Operations Managers	5,993	$84,148
Customer Service Representatives	5,903	$35,170

Table 10. Top 2-Digit Occupations Within 60 Minute Drive of Levy County By Number of Jobs

Description	2023 Jobs	COL Adjusted Median Annual Earnings
Office and Administrative Support Occupations	47,613	$37,539
Sales and Related Occupations	36,504	$30,664
Food Preparation and Serving Related Occupations	34,786	$27,498
Transportation and Material Moving Occupations	31,913	$34,427
Healthcare Practitioners and Technical Occupations	29,791	$70,296
Educational Instruction and Library Occupations	24,438	$52,497
Management Occupations	22,718	$83,226
Construction and Extraction Occupations	18,873	$40,789
Business and Financial Operations Occupations	18,086	$59,879
Building and Grounds Cleaning and Maintenance Occupations	16,689	$29,110

Occupational Clusters and Commonalities For Related Counties of Interest

Occupations in Common

Commute analysis and drive-time analysis produce a list of counties with ties to Citrus, Levy, and Marion that overlap a great deal – though not entirely. While fairly comprehensive, it is also worthwhile to include a few additional regions that share common ground with Citrus, Levy, and Marion based on other metrics. Citrus, Levy, and Marion are connected to Dixie, Gilchrist, Suwanee, Lafayette, and Columbia through drive time and commute patterns, and also share limitations in terms of internet service. Creating Connections targeted many of these areas for fiber optic internet service, along with Union, Hamilton, Taylor, Madison, and

Jefferson, which will also be included in the following analysis. Many of these counties (Madison, Hamilton, Taylor, Bradford, Columbia, etc.) are also North Central Florida Opportunity Zones, including Levy, and are considered to be rural areas of opportunity (catalyst sites). There are also a number of shared occupational drivers as shown in the following analysis.

In total, 29 counties were included and the top 20 occupations[7] from each collected for a total of 580 data points. Of those, only 42 occupations were unique among them, meaning large overlap in every listed occupation but 6. Top common occupations include retail sales workers, material moving workers, food and beverage serving workers, management occupations, installation, maintenance, and repair occupations, cooks and food preparation workers, healthcare diagnosing or treating practitioners, top executives, and health technologists and technicians. Figure 32 shows occupations that are also top ten occupations in Citrus county in blue. Figures 33 and 34 do the same for Marion and Levy county respectively in orange and green. All three show a great deal of overlap, with Levy differing from the other two the most (figure 34).

[7] Data Source: Lightcast 2023, based on number of jobs provided between 2018 and 2023 at the 3-digit SOC level

Figure 32. Overlapping Top Occupations In Counties of Interest With Citrus Top Occupations

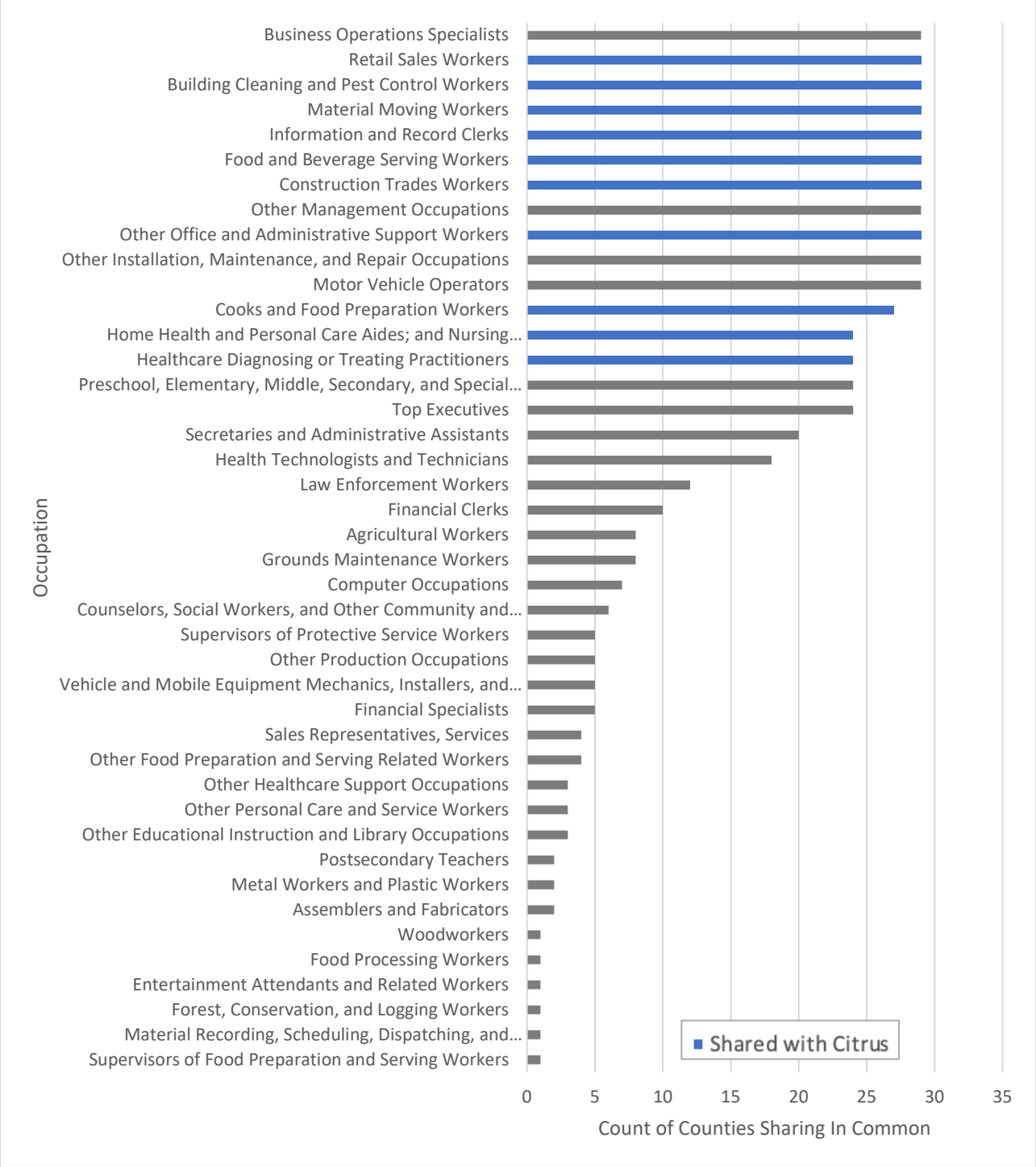


Figure 33. Overlapping Top Occupations In Counties of Interest With Marion Top Occupations

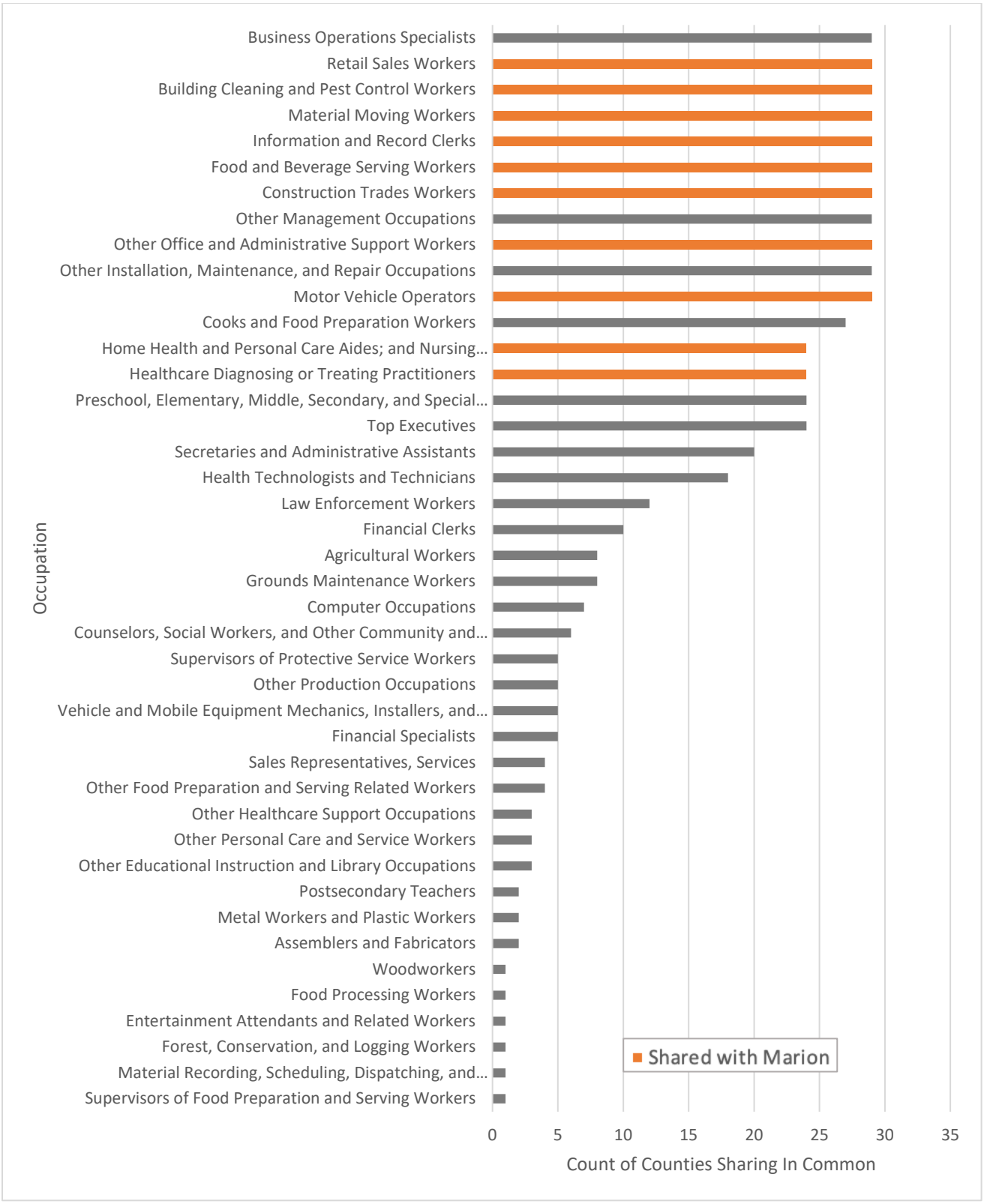
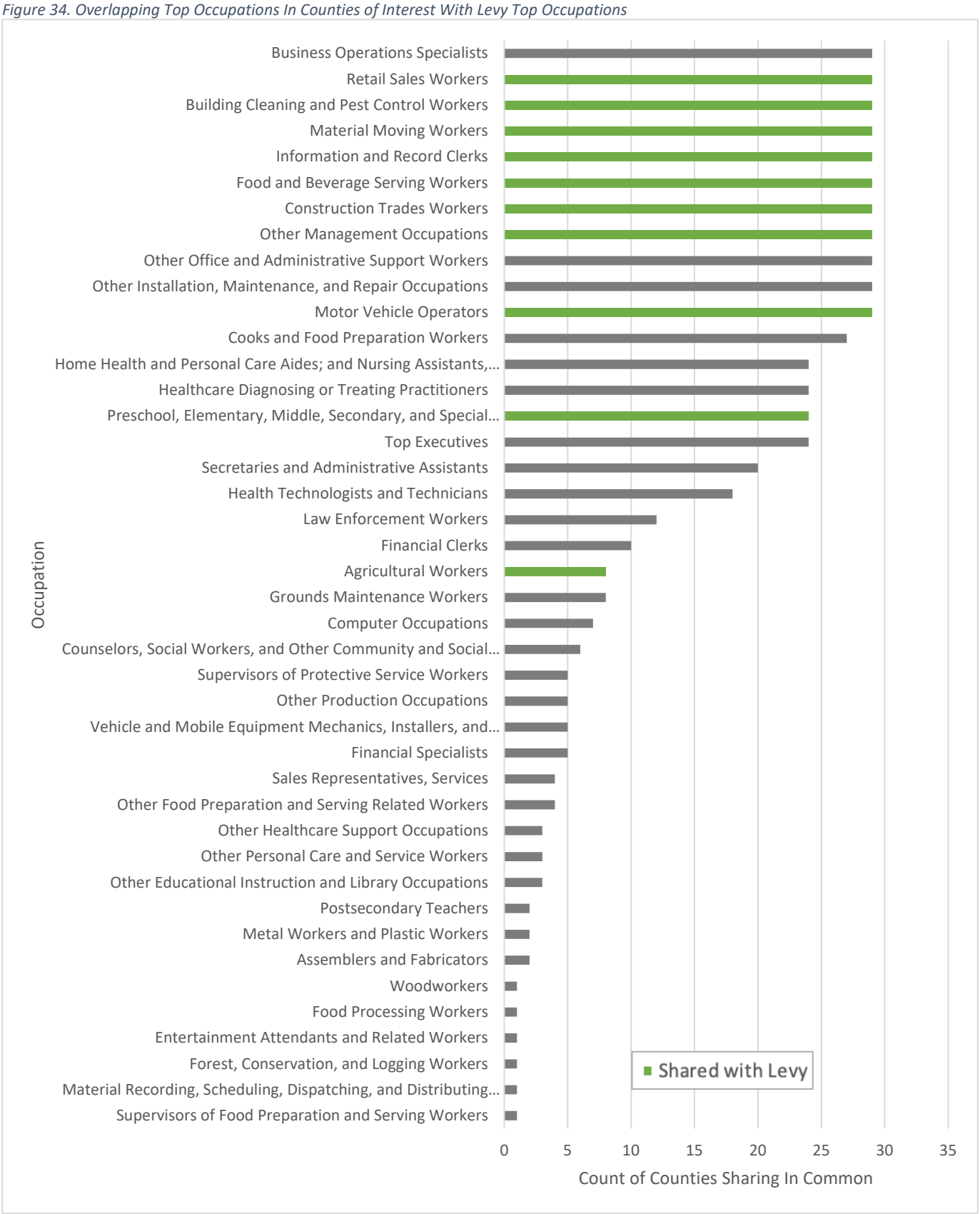


Figure 34. Overlapping Top Occupations In Counties of Interest With Levy Top Occupations



Kmode Analysis

Using Kmode clustering in python, three groupings of relevant counties were determined (figure 35). Kmode is very similar to Kmeans clustering (a common unsupervised learning algorithm that works by grouping items based on distance from each other) except it works on categories of data (in this case, categories of occupations). Kmode clustering[8] works by identifying the modes or most frequent values within each cluster. Here, it is examining the ranked occupations for all counties of interest based on similarity of ranking, not amount of overlap. Perhaps these counties do not share the most occupations in common, but the occupations they do share are of similar importance.

It's important to consider the simplicity of this clustering model and highlight all that it does not include. There are many social, historical, and economic factors that can have enormous impact on how regions relate to one another that are missing from this calculation -- which is why it should be used as a method that provides insight rather than taken as explicit truth or the sole correct answer for how one might group counties.

Figure 35. Kmode Clustering Results

[8] For more on how Kmodes functions: https://www.analyticsvidhya.com/blog/2021/06/kmodes-clustering-algorithm-for-categorical-data/#89b0

Heatmaps

Finally, a cross comparison of top occupations across counties can be seen in figure 36, and specifically narrowed down to comparisons with Citrus, Levy, and Marion in figure 37. This comparison shows how many of each county's top 20 occupations[9] are shared for each related county.

Levy has comparatively low overlap but shares the greatest number of top occupations with Taylor and Bradford counties. Marion has significant overlap with many counties, particularly Clay, Putnam, Columbia, Hernando, Pasco, Lake, Citrus, Flagler, and Volusia. Citrus similarly has a great deal of overlap, mostly seen in Nassau, Clay, Marion, Lake, Flagler, and Volusia.

[9] Data Source: Lightcast 2023, based on number of jobs provided between 2018 and 2023 at the 3-digit SOC level

Figure 36. Cross Comparison of Top Occupations By County

	Orange	Jefferson	Madison	Taylor	Hamilton	Union	Duval	Nassua	Baker	St. Johns	Suwannee	Lafayette	Dixie	Gilchrist	Columbia	Bradford	Alachua	Putnam	Clay	Levy	Hernando	Marion	Hillsborough	Pasco	Lake	Sumter	Citrus	Flagler	Volusia
Orange		16	14	14	13	14	19	15	15	17	13	13	13	14	16	13	16	16	17	13	17	16	19	17	16	16	15	16	16
Jefferson	16		15	15	16	15	16	17	15	17	15	14	15	17	16	14	15	16	16	14	16	16	16	16	18	17	16	17	16
Madison	14	15		17	16	15	14	15	16	15	17	17	15	17	17	15	17	17	16	15	16	16	14	16	17	16	16	16	16
Taylor	14	15	17		16	16	15	16	15	16	17	16	16	17	18	17	15	18	16	17	16	16	15	16	16	16	15	17	17
Hamilton	13	16	16	16		15	13	15	13	14	17	15	17	17	15	16	13	15	14	16	14	14	13	14	16	15	14	15	14
Union	14	15	15	16	15		14	16	17	16	16	17	16	17	17	17	16	16	16	14	16	16	14	16	16	16	15	16	16
Duval	19	16	14	15	13	14		15	15	17	13	14	13	14	17	14	16	17	17	14	17	16	20	17	16	16	15	17	17
Nassua	15	17	15	16	15	16	15		16	18	15	14	16	16	17	15	16	17	17	14	17	17	15	17	18	17	18	18	18
Baker	15	15	16	15	13	17	15	16		16	15	16	14	16	17	15	18	17	17	13	17	17	15	17	17	16	17	17	17
St. Johns	17	17	15	16	14	16	17	18	16		15	14	15	16	17	15	17	17	17	14	18	17	17	18	17	16	17	17	18
Suwannee	13	15	17	17	17	16	13	15	15	15		15	16	18	16	17	15	16	15	16	15	15	13	15	16	15	14	15	15
Lafayette	13	14	17	16	15	17	14	14	16	14	15		15	16	17	16	15	16	15	15	15	15	14	15	16	15	15	16	16
Dixie	13	15	15	16	17	16	13	16	14	15	16	15		16	16	17	14	15	15	15	15	15	13	15	16	16	15	16	15
Gilchrist	14	17	17	17	17	17	14	16	16	16	18	16	16		17	17	16	16	16	16	16	16	14	16	17	16	15	16	16
Columbia	16	16	17	18	15	17	17	17	17	17	16	17	16	17		17	17	19	18	16	18	18	17	18	18	18	17	19	19
Bradford	13	14	15	17	16	17	14	15	15	15	17	16	17	17	17		15	16	16	17	15	16	14	15	15	15	15	16	16
Alachua	16	15	17	15	13	16	16	16	18	17	15	15	14	16	17	15		17	17	13	18	17	16	18	17	16	17	17	17
Putnam	16	16	17	18	15	16	17	17	17	17	16	16	15	16	19	16	17		18	15	18	18	17	18	18	17	17	19	19
Clay	17	16	16	16	14	16	17	17	17	17	15	15	15	16	18	16	17	18		15	18	19	17	18	18	17	18	18	18
Levy	13	14	15	17	16	14	14	14	13	14	16	15	15	16	16	17	13	15	15		14	16	14	14	15	14	14	15	15
Hernando	17	16	16	16	14	16	17	17	17	18	15	15	15	16	18	15	18	18	18	14		18	17	20	18	18	17	18	18
Marion	16	16	16	16	14	16	16	17	17	17	15	15	15	16	18	16	17	18	19	16	18		16	18	18	17	18	18	18
Hillsborough	19	16	14	15	13	14	20	15	15	17	13	14	13	14	17	14	16	17	17	14	17	16		17	16	16	15	17	17
Pasco	17	16	16	16	14	16	17	17	17	18	15	15	15	16	18	15	18	18	18	14	20	18	17		18	18	17	18	18
Lake	16	18	17	16	16	16	16	18	17	17	16	16	16	17	18	15	17	18	18	15	18	18	16	18		18	18	19	18
Sumter	16	17	16	16	15	16	16	17	16	16	15	15	16	16	18	15	16	17	17	14	18	17	16	18	18		17	18	17
Citrus	15	16	16	15	14	15	15	18	17	17	14	15	15	15	17	15	17	17	18	14	17	18	15	17	18	17		18	18
Flagler	16	17	16	17	15	16	17	18	17	17	15	16	16	16	19	16	17	19	18	15	18	18	17	18	19	18	18		19
Volusia	16	16	16	17	14	16	17	18	17	18	15	16	15	16	19	16	17	19	18	15	18	18	17	18	18	17	18	19	

Figure 37. Cross Comparison of Top Occupations By County For Citrus, Marion, Levy

	Orange	Jefferson	Madison	Taylor	Hamilton	Union	Duval	Nassua	Baker	St. Johns	Suwannee	Lafayette	Dixie	Gilchrist	Columbia	Bradford	Alachua	Putnam	Clay	Levy	Hernando	Marion	Hillsborough	Pasco	Lake	Sumter	Citrus	Flagler	Volusia
Levy	13	14	15	17	16	14	14	14	13	14	16	15	15	16	16	17	13	15	15	20	14	16	14	14	15	14	14	15	15
Marion	16	16	16	16	14	16	16	17	17	17	15	15	15	16	18	16	17	18	19	16	18	20	16	18	18	17	18	18	18
Citrus	15	16	16	15	14	15	15	18	17	17	14	15	15	15	17	15	17	17	18	14	17	18	15	17	18	17	20	18	18

Industry Analysis and Industry Clusters[10]

A similar cross comparison of top 10 industries[11] across all relevant regions can be seen in Figure 38 and 39, with top industries shared across counties shown in figure 40. Of those commonly shared across multiple counties as a top job providing industry, all but hotels, landscaping, and nursing care facilities were present in one or all of Citrus, Marion, and Levy.

Figure 38. Cross Comparison of Top Industry By County

	Citrus	Levy	Marion	Orange	Jefferson	Madison	Taylor	Hamilton	Union	Duval	Nassau	Baker	St. Johns	Suwannee	Lafayette	Dixie	Gilchrist	Columbia	Bradford	Alachua	Putnam	Clay	Hernando	Hillsborough	Pasco	Lake	Sumter	Flagler	Volusia
Citrus		7	10	6	5	5	5	4	6	5	6	7	6	6	4	6	5	7	7	7	7	8	8	7	8	8	7	7	8
Levy	7		7	4	6	5	5	4	5	3	5	6	5	7	5	6	6	5	7	5	6	6	6	5	6	6	6	6	6
Marion	10	7		6	5	5	5	4	6	5	6	7	6	6	4	6	5	7	7	7	7	8	8	7	8	8	7	7	8
Orange	6	4	6		3	5	4	4	4	6	6	5	6	4	2	4	4	6	4	6	5	6	6	7	6	6	5	6	6
Jefferson	5	6	5	3		5	4	4	5	3	4	4	5	6	6	6	8	4	5	4	5	4	4	4	4	4	4	4	4
Madison	5	5	5	5	5		4	4	5	4	4	5	3	5	5	5	6	5	4	4	5	4	4	5	4	4	3	4	4
Taylor	5	5	5	4	4	4		5	4	3	4	5	4	6	3	6	5	5	5	4	5	4	4	4	4	4	4	4	4
Hamilton	4	4	4	4	4	4	5		4	2	4	4	4	5	3	4	4	4	4	3	4	3	3	3	3	3	3	4	3
Union	6	5	6	4	5	5	4	4		3	5	5	5	5	4	5	5	5	5	5	4	5	5	5	6	6	4	5	5
Duval	5	3	5	6	3	4	3	2	3		4	5	4	3	2	3	3	6	3	7	4	5	6	8	5	5	5	4	5
Nassau	6	5	6	6	4	4	4	4	5	4		5	7	5	4	5	4	5	6	6	4	7	6	6	6	7	5	9	7
Baker	7	6	7	5	4	5	5	4	5	5	5		4	5	3	5	5	6	6	6	6	6	7	5	6	6	5	6	6
St. Johns	6	5	6	6	5	3	4	4	5	4	7	4		5	3	5	5	5	5	6	5	7	6	6	6	7	6	7	8
Suwannee	6	7	6	4	6	5	6	5	5	3	5	5	5		5	6	6	5	6	5	5	5	5	5	5	5	5	5	5
Lafayette	4	5	4	2	6	5	3	3	4	2	4	3	3	5		5	6	3	6	3	4	3	3	4	3	3	3	4	3
Dixie	6	6	6	4	6	5	6	4	5	3	5	5	5	6	5		6	5	6	5	6	5	5	5	5	5	5	5	5
Gilchrist	5	6	5	4	8	6	5	4	5	3	4	5	5	6	6	6		5	5	4	6	4	4	4	4	4	4	4	4
Columbia	7	5	7	6	4	5	5	4	5	6	5	6	5	5	3	5	5		5	7	6	6	6	7	6	6	6	5	6
Bradford	7	7	7	4	5	4	5	4	5	3	6	6	5	6	6	6	5	5		5	6	6	6	5	7	6	6	7	6
Alachua	7	5	7	6	4	4	4	3	5	7	6	6	6	5	3	5	4	7	5		6	7	8	8	7	7	7	6	7
Putnam	7	6	7	5	5	5	5	4	4	4	4	6	5	5	4	6	6	6	6	6		6	6	5	6	6	6	5	6
Clay	8	6	8	6	4	4	4	3	5	5	7	6	7	5	3	5	4	6	6	7	6		6	8	7	8	9	7	8	9
Hernando	8	6	8	6	4	4	4	3	5	6	6	7	6	5	3	5	4	6	6	8	6	8		7	8	8	7	7	8
Hillsborough	7	5	7	7	4	5	4	3	5	8	6	5	6	5	4	5	4	7	5	8	5	7	7		7	7	7	6	7
Pasco	8	6	8	6	4	4	4	3	6	5	6	6	6	5	3	5	4	6	7	7	6	8	8	7		9	7	7	8
Lake	8	6	8	6	4	4	4	3	6	5	7	6	7	5	3	5	4	6	6	7	6	9	8	7	9		7	8	9
Sumter	7	6	7	5	4	3	4	3	4	5	5	5	6	5	3	5	4	6	6	7	6	7	7	7	7	7		6	7
Flagler	7	6	7	6	4	4	4	4	5	4	9	6	7	5	4	5	4	5	7	6	5	8	7	6	7	8	6		8
Volusia	8	6	8	6	4	4	4	3	5	5	7	6	8	5	3	5	4	6	6	7	6	9	8	7	8	9	7	8	

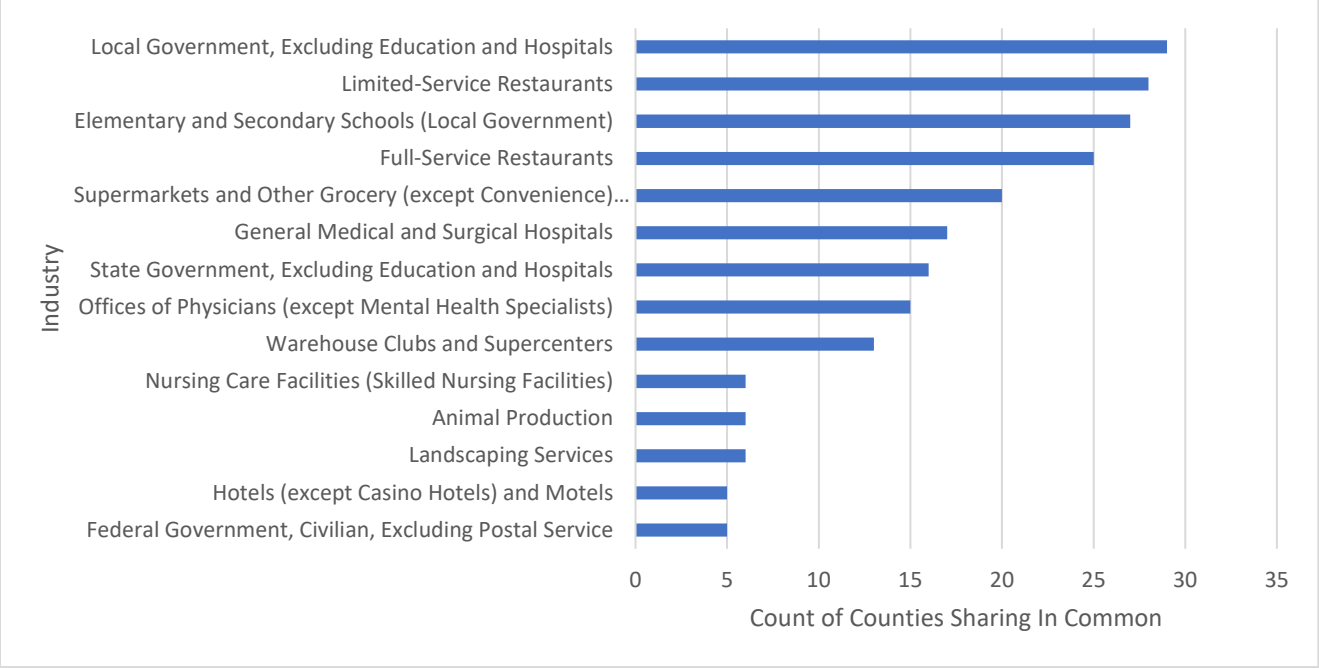
Figure 39. Cross Comparison of Top Industry By County For Citrus, Marion, Levy

	Citrus	Levy	Marion	Orange	Jefferson	Madison	Taylor	Hamilton	Union	Duval	Nassau	Baker	St. Johns	Suwannee	Lafayette	Dixie	Gilchrist	Columbia	Bradford	Alachua	Putnam	Clay	Hernando	Hillsborough	Pasco	Lake	Sumter	Flagler	Volusia
Citrus		7	10	6	5	5	5	4	6	5	6	7	6	6	4	6	5	7	7	7	7	8	8	7	8	8	7	7	8
Levy	7		7	4	6	5	5	4	5	3	5	6	5	7	5	6	6	5	7	5	6	6	6	5	6	6	6	6	6
Marion	10	7		6	5	5	5	4	6	5	6	7	6	6	4	6	5	7	7	7	7	8	8	7	8	8	7	7	8

[10] Professor Michael Porter's U.S. Cluster Mapping Project (Harvard): https://www.clustermapping.us/
https://www.clustermapping.us/sites/default/files/files/page/Traded%20Clusters%20Appendix.pdf
https://www.clustermapping.us/sites/default/files/files/page/Local%20Clusters%20Appendix.pdf

[11] Source: Lightcast 2023, ranked based on number of jobs produced in 2023

Figure 40. Top Industries In Common Across Regions of Interest



Industries with a current foothold in the area can be expanded into other fields with enough overlap in skills, technology, and other capabilities. In order to address which industries might be most related to these highly relevant fields, cluster mapping categories from the U.S. Cluster Mapping Project were used. Local clusters were examined, meaning industries that sell products and services primarily for the local market, as well as traded clusters (concentrated in a subset of geographic areas and sell to other regions and nations) and results can be seen in Figures 41 through 48.

Overarching industry clusters are focused on areas of local education/training, hospitality, health services, local retail, agriculture, and household goods and services. Both hospitality and agriculture are traded clusters, and local and state government are not industry categories examined in Michael Porter's clustering web.

Figure 41. Related Industry Web For Elementary and Secondary Schools

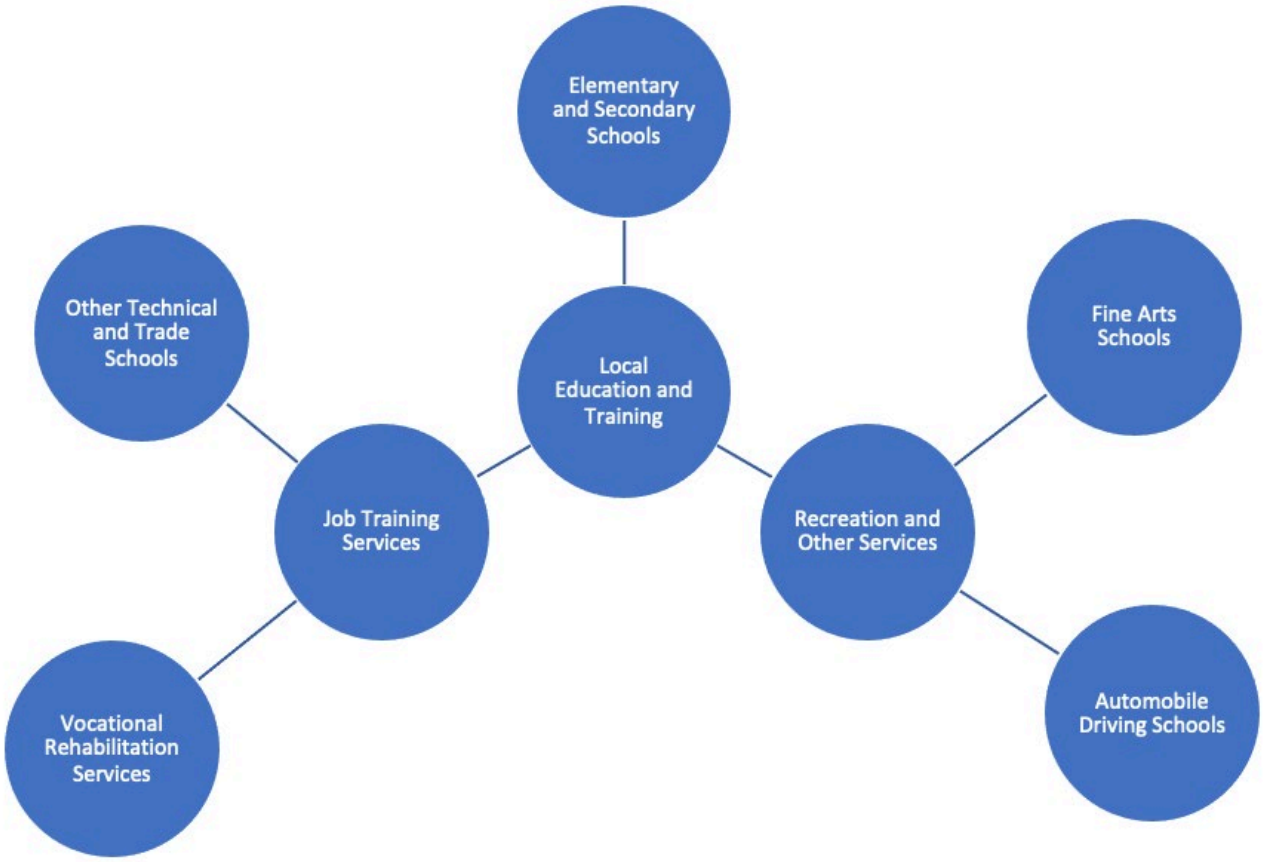


Figure 42. Related Industry Web For Full-Service Restaurants and Limited-Service Restaurants

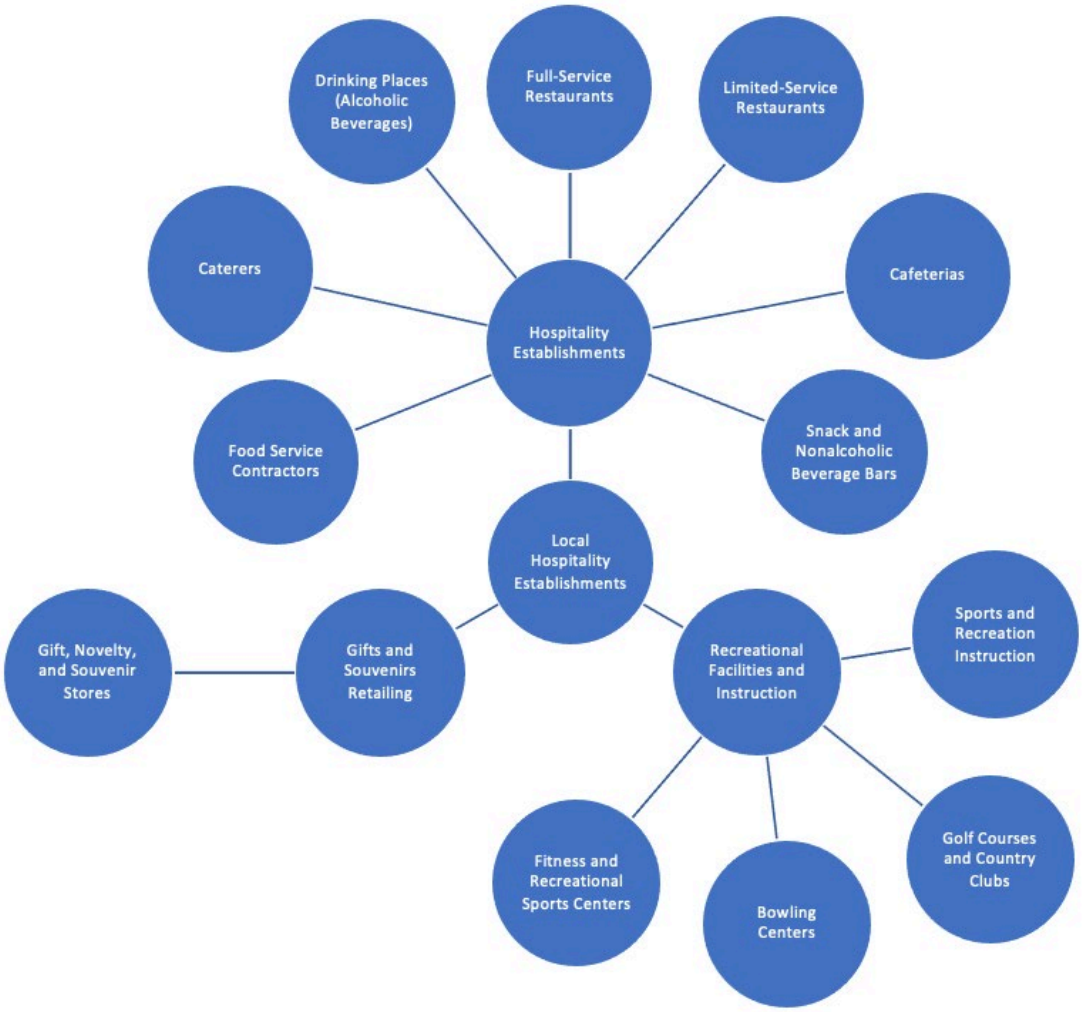


Figure 43. Related Industry Web For Supermarkets and Other Grocery (except Convenience) Stores

Food wholesaling in figure 43 above includes the following subcategories: general line grocery, packaged frozen food, dairy product (except dried or canned), confectionary, and other grocery and related products merchant wholesalers. Retail food stores includes supermarkets and other grocery (except convenience) stores, convenience stores, meat markets, fish and seafood markets, fruit and vegetable markets, baked goods stores, confectionery and nut stores, all other specialty food stores, and food (health) supplement stores. Vending and direct selling includes both vending machine operators and direct selling establishments along with mobile food services.

Figure 44. Related Industry Web For Nursing Care Facilities, General Medical and Surgical Hospitals, and Offices of Physicians (except Mental Health Specialists)

Healthcare provider offices in figure 44 above includes the following sub-industries: offices of dentists, chiropractors, optometrists, mental health practitioners (except physicians), physical, occupational and speech therapists, and audiologists, podiatrists, all other miscellaneous health practitioners, family planning centers, outpatient mental health and substance abuse centers, HMO medical centers, kidney dialysis centers, freestanding ambulatory surgical and emergency centers, all other outpatient care centers, blood and organ banks, and all other miscellaneous ambulatory health care services.

Hospitals includes general medical and surgical hospitals, psychiatric and substance abuse hospitals, and specialty (except psychiatric and substance abuse) hospitals. Medical Laboratories includes Dental Laboratories, Medical Laboratories, and Diagnostic Imaging Centers. Home and residential care includes home health care services, nursing care facilities, residential mental retardation facilities, residential mental health and substance abuse facilities, continuing care retirement communities, homes for the elderly, and other residential care facilities.

Figure 45. Related Industry Web For Warehouse Clubs and Supercenters

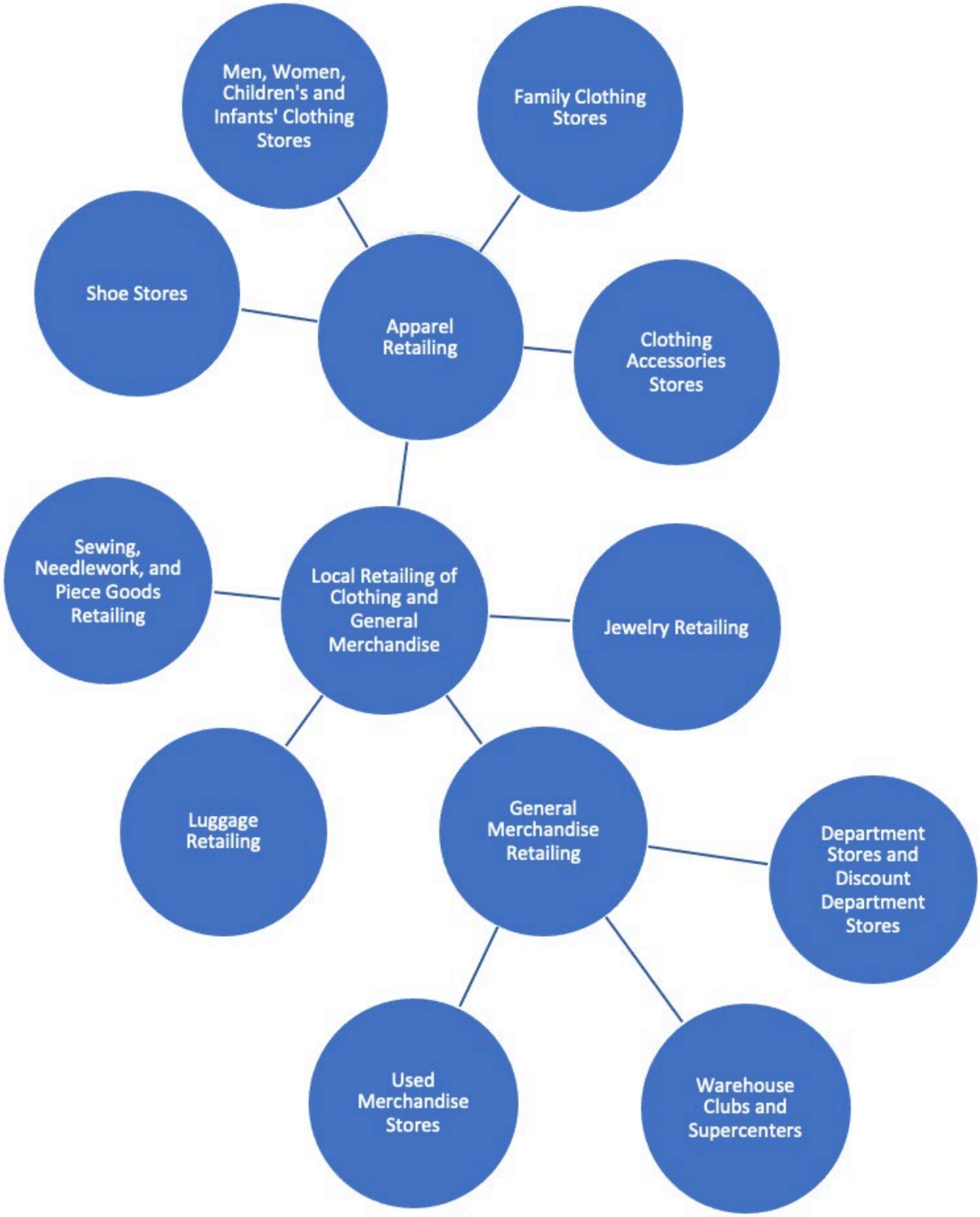


Figure 46. Related Industry Web For Support Activities for Animal Production

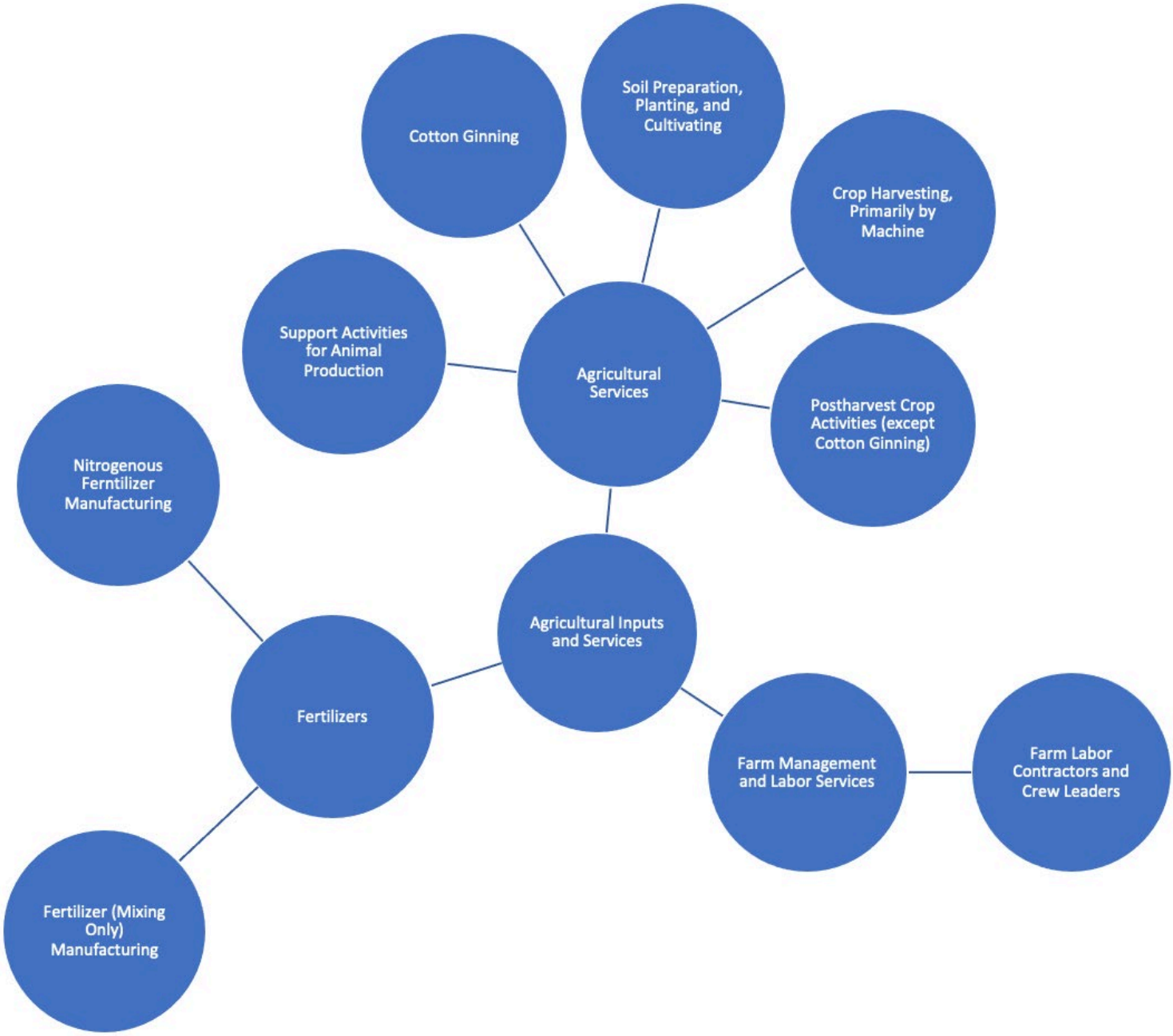


Figure 47. Related Industry Web For Landscaping Services

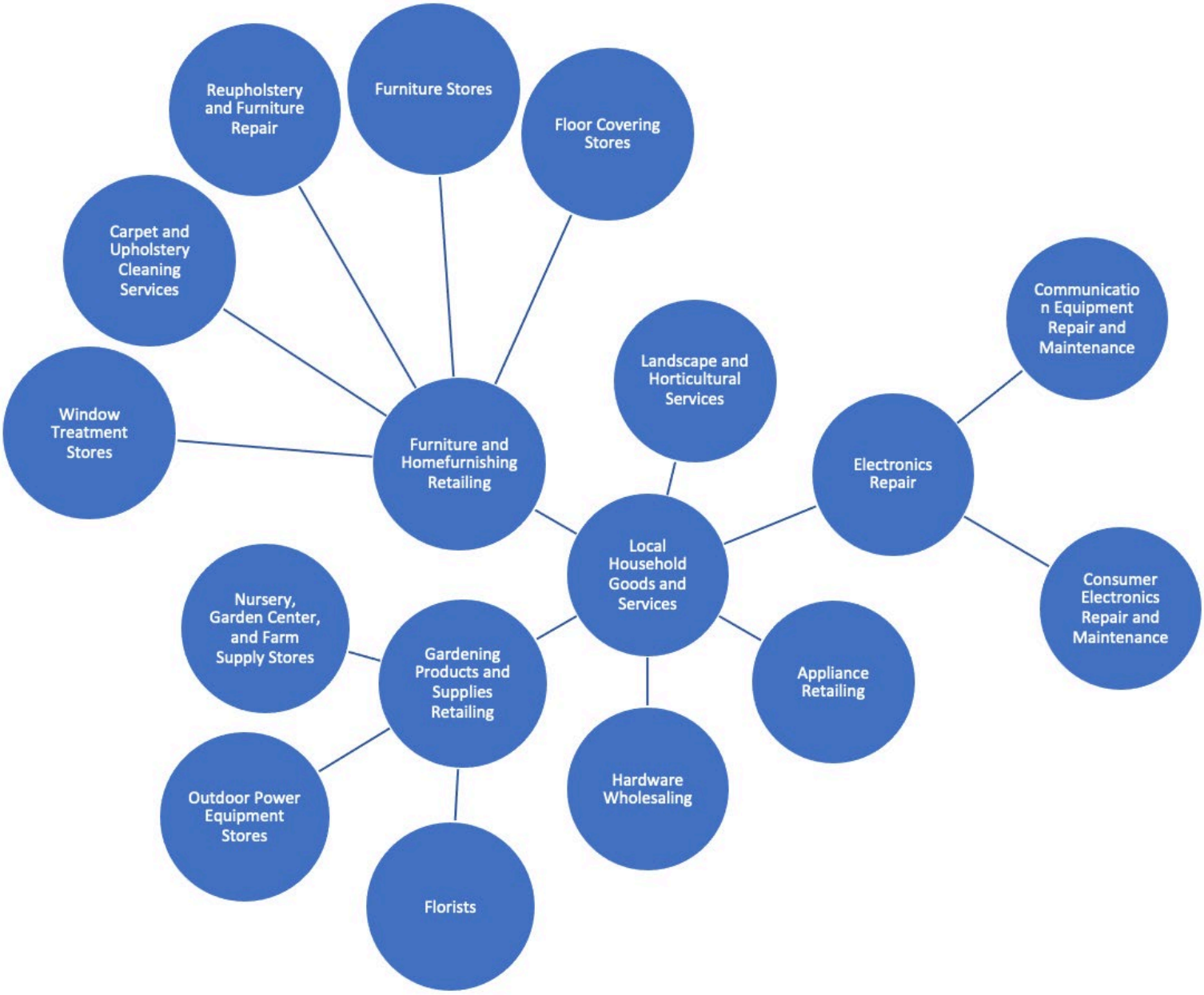


Figure 6. Related Industry Web For Hotels

Spectator sports in figure 48 includes the following sub-industries: sports teams and clubs, racetracks, and other spectator sports. Amusement parks and arcades includes arcades, and gambling facilities includes casinos (except casino hotels). Cultural and educational entertainment includes the following sub-industries: art dealers, museums, historical sites, zoos and botanical gardens, nature parks and other similar institutions. Other tourism attractions include the following sub-industries: hunting and trapping, skiing facilities, marinas, and recreational and vacation camps (except campgrounds). Accommodations and related services include the following sub-industries: convention and visitors bureaus, hotels (except casino hotels) and motels, casino hotels, bed-and-breakfast inns, all other traveler accommodation, RV (recreational vehicle) parks and campgrounds, and rooming and boarding houses. Lastly, tourism related services include the following sub-industries: scenic and sightseeing transportation, land, scenic and sightseeing transportation, water, scenic and sightseeing transportation, other, recreational goods rental, travel agencies, tour operators, all other travel arrangement and reservation services.

Regional Recommendations

Regions 9, 7, and 6 may be of particular interest in relation to region 10 (Citrus, Levy, and Marion). These areas have either a commute/geospatial relationship to region 10, common industry and occupational drivers, or common social components. Some share aspects of all three.

Region 9: Alachua and Bradford Counties

Alachua is not only a top inflow and outflow county for both Marion and Levy but also shares 17 out of 20 top occupations with Marion and Citrus (see heatmaps), and 7 out of 10 top industries. General medical and surgical hospitals, and offices of physicians are important industries for Citrus, Marion, and Alachua counties. Healthcare related jobs are a source of high pay and growth in the job market broadly for Marion and Citrus, making this an important commonality.

Bradford county shares a large number of top occupations with Levy (17 out of 20), and is one of the more compatible counties for Levy based on occupations. Levy, Citrus, and Marion all share industries in common, with 7 out of 10 top industries shared. In particular, elementary and secondary schools are an important industry for Bradford, Alachua, Marion, Levy, and Citrus, as well as local and state government, full and limited-service restaurants, supermarkets, and warehouse clubs, and supercenters. Alachua and Bradford also both fall within an hour drive time limit for parts of Marion county, and both Levy and Bradford are considered rural areas of opportunity.

Region 7: Gilchrist, Union, Columbia, and Dixie

Levy is connected to Dixie, Gilchrist, and Columbia through drive time, and was targeted along with Citrus, Marion, and Union by the Creating Connections fiber optic internet service program as all share similar limitations in the region. Both Levy and Columbia are considered rural areas of opportunity/catalyst zones.

Gilchrist is a top inflow and outflow county for Levy which makes sense given the reasonable driving distance, and shares 16 out of 20 top occupations in common with Levy and Marion. Union shares 6 out of 10 most important industries with Levy and Marion, including medical and surgical hospitals. It also shares 16 out of 20 most important occupations with Marion. Dixie shows a comparable amount of overlap, with 6 industries shared across Levy, Marion, and Citrus, as well as being a top inflow and outflow county for Levy commuters.

Lastly, Columbia has 18 occupations of importance in common with Marion, one of the highest numbers of overlap with Marion outside of 19 with Clay county. Columbia also overlaps 17 important occupations with Citrus, and 7 industries of importance with both Citrus and Levy.

Region 6: Madison, Suwannee, Taylor, Hamilton, and Lafayette

Madison, Hamilton, and Taylor are all North Central Opportunity Zones alongside Levy, and Hamilton, Taylor, and Madison were all part of the previously referenced Creating Connections program with Levy. Suwannee and Lafayette also have the advantage of being within a 60-minute commute of Levy

Levy in particular shares the greatest number of top occupations with two counties, Taylor and the previously mentioned Bradford counties, and has the most overlap in industry with Levy, Citrus, Suwannee, and Bradford of all counties assessed. An occupational connection can be drawn between Hamilton and other counties of regional interest, including Suwannee, Dixie, and Gilchrist. The same can be said of an occupation connection between Hamilton and Levy; when compared to Marion and Citrus, they have relatively fewer occupations in common.

Appendix:

Appendix 1. Top Inflow and Outflow Counties for Citrus

Citrus County

Top 5 Inflow Counties:	Average Percent of All Inflow Workers
Hernando	26.11%
Marion	25.26%
Levy	11.49%
Sumter	7.32%
Pasco	5.47%

Top 5 Outflow Counties:	Average Percent of All Outflow Residents
Marion	28.75%
Sumter	21.00%
Hernando	15.62%
Hillsborough	7.37%
Lake	6.02%

Appendix 2. Proportion of Incoming, Outgoing, and In-County Workers, Citrus

	Proportion
Incoming Workers	12.7%
Outgoing Residents	34.4%
Residents Working In-County	52.9%

Appendix 3. Top Inflow and Outflow Counties for Marion

Marion County

Top 5 Inflow Counties:	Average Percent of All Inflow Workers
Alachua	13.24%
Citrus	23.85%
Lake	10.52%
Sumter	7.84%
Levy	14.04%

Top 5 Outflow Counties:	Average Percent of All Outflow Residents
Sumter	25.21%
Alachua	20.54%
Orange	5.98%
Lake	19.28%
Citrus	6.34%

Appendix 4. Proportion of Incoming, Outgoing, and In-County Workers, Marion

	Proportion
Incoming Workers	15.6%
Outgoing Residents	29.0%
Residents Working In-County	58.5%

Appendix 5. Top Inflow and Outflow Counties for Levy

Levy County

Top 5 Inflow Counties:	Average Percent of All Inflow Workers
Alachua	22.41%
Gilchrist	20.89%
Marion	19.03%
Dixie	14.68%
Citrus	9.36%

Top 5 Outflow Counties:	Average Percent of All Outflow Residents
Alachua	54.09%
Marion	17.62%
Gilchrist	5.98%
Citrus	5.88%
Dixie	2.92%

Appendix 6. Proportion of Incoming, Outgoing, and In-County Workers, Levy

	Proportion
Incoming Workers	14.4%

Outgoing Residents	55.1%
Residents Working In-County	30.53%

CareerSource Florida
Board of Directors Meeting
February 20, 2025
Action Item 2

Approved___
Disapproved_____

Action Item 2

CAREERSOURCE FLORIDA WORKFORCE POLICY 088 PERFORMANCE REQUIREMENTS FOR LOCAL WORKFORCE DEVELOPMENT BOARDS

The State Workforce Development Board helps the Governor develop and update accountability measures for the workforce system, ensuring high-quality services that meet business needs efficiently. Local workforce development boards (LWDBs) are essential in enhancing their local workforce systems and regional economies. They must:

- Maximize and continue to improve the quality of service, customer satisfaction, and effectiveness of services provided.
- Demonstrate effective collaboration with WIOA partners and workforce stakeholders.
- Maximize WIOA performance outcomes, in part through negotiations and eventual agreement upon local performance indicators with chief elected officials and the Governor.

CareerSource Florida Administrative Policy 088 – Performance Requirements for Local Workforce Development Boards provides guidance and information to LWDBs on performance requirements, to include requirements on negotiated local levels of performance and letter grades, required alignment among various performance measures, how performance is monitored, and potential consequences for local boards not meeting performance requirements.

CareerSource Florida and FloridaCommerce revised Administrative Policy 088 to clarify the policy, add new objectives and implementation details. Revisions include:

- **Performance Outcomes**: Information on both key federal performance indicators and state issued letter grades for LWDBs in one policy.
- **Performance Standards**: LWDBs must meet at least 90% of their performance targets. Annual reports are available 45 days after the program year ends, and adjusted performance levels will be provided.
- **Improvement Plans**: For performance issues, LWDBs may need to participate in mandatory technical assistance activities and the development of an Improvement Plan, which must be presented to the State Board for approval.

- **Letter Grades**: LWDBs are assigned letter grades based on performance and accountability measures identified by the Reimagining Education and Career Help (REACH) office in collaboration with CareerSource Florida and FloridaCommerce. These grades help LWDBs align with state and federal requirements.
- **Accountability Measures**: LWDBs are evaluated on their performance targets, which include return on investment, service to individuals with employment barriers, and engagement with employers and partners.
- **Support for Low Performers**: CareerSource Florida and FloridaCommerce will assist LWDBs with consistent low performance through targeted technical assistance and training.

FOR CONSIDERATION

- **Approve revisions to CareerSource Florida Workforce Policy 088 – Performance Requirements for Local Workforce Development Boards.**

Workforce Policy

POLICY NUMBER 088

Title:	Performance Requirements for Local Workforce Development Boards		
Program:	Workforce Innovation and Opportunity Act		
Effective:	07/20/2015	**Revised:**	02/20/2025

I. PURPOSE AND SCOPE

The purpose of this policy is to provide guidance and information to Local Workforce Development Boards (LWDBs) on:

- Performance requirements, to include requirements on negotiated local levels of performance and letter grades,
- Required alignment among various performance measures,
- How performance is monitored, and
- Potential consequences for local boards not meeting performance requirements.

II. KEY PROGRAM OBJECTIVES

LWDBs play a critical role in supporting their local workforce development system and regional economies. Consistent with the requirements outlined in 20 CFR 679.300 and 679.370, LWDBs are required to:

- Maximize and continue to improve the quality of service, customer satisfaction, and effectiveness of services provided.
- Demonstrate effective collaboration with WIOA partners and workforce stakeholders.
- Maximize WIOA performance outcomes, in part through the negotiations and agreement upon local performance indicators with chief elected officials and the Governor.

The State Workforce Development Board, per 20 CFR 679.130, must assist the Governor in the development and updating of comprehensive accountability measures across the workforce development system and its programs, including LWDBs. Performance and accountability measures for LWDBs are interconnected and designed to ensure the delivery of high-quality services aligned with business needs for maximum efficiency and return on investment.

III. MEASURABLE PERFORMANCE OUTCOMES

- WIOA Primary Indicators of Performance
- LWDB Letter Grades

IV. BACKGROUND

The Workforce Innovation and Opportunity Act (WIOA) establishes performance accountability measures and reporting requirements to assess the effectiveness of states and LWDBs in achieving positive outcomes for individuals served by the adult, dislocated worker and youth programs (WIOA) and the employment services program (Wagner-Peyser). For each state, the performance accountability measures must consist of the primary indicators of performance outlined in WIOA sec. 116(b)(2)(A) and the additional indicators of performance identified by the state (if any). For each local area, the local performance accountability measures must consist of the applicable primary indicators of performance outlined in WIOA sec. 116(b)(2)(A), additional indicators of performance identified by the state (if any) and the local level of performance for each indicator. Each LWDB is subject to the same primary indicators of performance that apply to the state.

V. AUTHORITY

WIOA Sections 107, 116, 122, and 133

20 Code of Federal Regulations (CFR) sections 679.130, 679.300, 679.130, and 679.370
https://www.ecfr.gov/current/title-20/chapter-V/part-679/subpart-C/section-679.300https://www.ecfr.gov/current/title-20/chapter-V/part-679/subpart-C/section-679.370
Section 14.36, Florida Statutes

Sections 445.004 and 445.007, Florida Statutes

VI. POLICIES AND PROCEDURES

A. Negotiated Local Levels of Performance

1. Negotiations and Adjustment Factors

   LWDBs, Chief Local Elected Officials (CLEOs) and the Governor are required to negotiate and reach an agreement on local levels of performance based on the state negotiated levels of performance established under WIOA sec. 116(b)(3)(A). In negotiating the local levels of performance, adjustments shall be made for the expected economic conditions and characteristics of participants to be served by the LWDB using the statistical adjustment model developed pursuant to WIOA sec. 116(b)(3)(A)(viii). In addition, the negotiated local levels of

performance applicable to a program year must be revised to reflect the actual economic conditions experienced and the characteristics of the populations served by the LWDB during such program year using the statistical adjustment model.

Negotiations for local levels of performance will be conducted every two years and will commence following the completion of the state's negotiations with the United States Department of Labor.

2. Required Threshold for Meeting Local Levels of Performance

   For each performance indicator, an LWDB is determined to have met the standard if its performance is at or above 90 percent of the negotiated standard. Annual performance reports are available approximately 45 days after the end of the fourth quarter of a program year. Subsequent to the release of this information, the Florida Department of Commerce (FloridaCommerce) will produce the adjusted levels of performance for each LWDB in alignment with the statistical adjustment model.

3. Annual Performance Review Meeting

   FloridaCommerce will meet with each LWDB annually to review the local area's performance outcomes as required by Chapter 445.007(3), F.S. During this meeting, FloridaCommerce will communicate the LWDB's performance standing for the program year (for each performance indicator), as well as provide a summary of programmatic and fiscal monitoring report findings.

4. Failure to Meet Local Levels of Performance

   If an LWDB fails to meet the negotiated local levels of performance in any program year, technical assistance will be provided. The technical assistance may include:

   a. Assistance in the development of a performance improvement plan;
   b. The development of a modified WIOA local plan; and
   c. Other actions designed to assist the LWDB in improving performance.

   When providing technical assistance, FloridaCommerce will take into consideration extenuating circumstances and/or variables not within the LWDB's control that may have impacted local performance when determining whether an LWDB failed to meet local performance standards, such as:

   a. Natural disasters that impacted local program operations;
   b. State and/or local economic and labor market conditions; and
   c. Mass layoffs in the local area that may have impacted elements of local performance.

B. Performance Improvement Plans

If it is determined that technical assistance will be provided to an LWDB in the development of a performance improvement plan (PIP), consideration will be given to the extent and nature of the identified opportunity to improve. The LWDB and FloridaCommerce will develop the PIP, which

is required to be publicly available once developed. Progress on the implementation of PIPs is evaluated by FloridaCommerce and presented to the State Workforce Development Board.

For failures to meet negotiated local levels of performance, examples of PIP elements may include, but are not limited to:

1. Develop and implement a mandatory staff training plan that describes how the training helps to correct identified programmatic deficiencies and an assurance that the training will be executed within the first three months of the PIP. Once the mandatory staff training is executed, the LWDB shall provide supporting documentation to FloridaCommerce that the mandatory training has been executed, including verification that all relevant staff received said training.

2. Participate in one or more mandatory technical assistance activities provided in the areas where deficiencies were noted. The LWDB is required to provide a report on when and how recommendations/suggestions resulting from participation in the technical assistance activities will be incorporated into the LWDB's local operating procedures/program processes.

3. Complete monthly self-assessment reviews and submit summary reports to FloridaCommerce for the duration of the PIP.

4. Conduct quarterly performance status meetings with FloridaCommerce for the duration of the PIP.

5. Develop internal review processes to evaluate implementation of revised processes and policies and provide reports to FloridaCommerce as part of the quarterly review.

6. Require the LWDB to assemble a team of experts or a workgroup to identify systemic issues that may have resulted in failure to meet performance. Using the workgroup's findings, develop local board approved strategies to address areas of poor performance that include benchmarks, timelines with achievement/performance improvement milestones, and performance indicators to measure quarterly performance improvements.

7. Submit a modified local plan that accurately reflects the revised direction for the local board.

8. Disqualify the LWDB for performance incentives.

FloridaCommerce will review the LWDB's performance improvement efforts quarterly to determine if sufficient progress is being made towards achieving acceptable performance. FloridaCommerce will evaluate and verify all reports submitted by the LWDB and make the following determinations regarding the status of the LWDB's PIP:

1. **PIP Closure** – an LWDB that has satisfactorily achieved performance standards through corrective action will be considered compliant and the PIP will be closed.

2. **Continuance** – The LWDB has not satisfactorily achieved performance compliance but is showing improvement. The LWDB will be required to continue to work towards performance compliance under the original PIP conditions.

3. **Continuance with Modifications** – The LWDB has not satisfactorily achieved performance compliance and will remain on a PIP; however, modifications will be made to promote compliance efforts.

4. Engage in sanctions as prescribed in Administrative Policy 104, Sanctions for Local Workforce Development Boards' Failure to Meet Federal and State Standards.

C. Sanctions

If an LWDB fails to meet the adjusted levels of performance for the same primary indicator of performance for a third consecutive program year, corrective action must be taken in accordance with WIOA sec. 116(g) and 20 CFR 677.220, as further prescribed in Administrative Policy 104, Sanctions for Local Workforce Development Boards' Failure to Meet Federal and State Standards. The corrective action must include the development of a reorganization plan in consultation with the Governor.

D. Letter Grades

Per 20 CFR 679.130(d), one of the requirements of the state's workforce development board, CareerSource Florida, is the development and updating of comprehensive performance and accountability measures. Consistent with this requirement as well as those outlined in sections 445.004 and 14.36, Florida Statutes, CareerSource Florida makes public letter grades that have been calculated for each LWDB. LWDBs should utilize this information, as well as other data, to ensure alignment within local WIOA plans, state performance indicators, and LWDB performance.

Required data and information that must be part of LWDB accountability measures include the following:

- LWDB performance on local negotiated WIOA targets (20 CFR 679.370 and s. 445.004, F.S.)
- Measures of return on investment (20 CFR 679.370 and s. 445.007, F.S.)
- Improvement by each local workforce development board in the long-term self-sufficiency of participants to include LWDB level of service to individuals with barriers to employment in their local area and how well the services provided meet the workforce needs of those individuals (20 CFR 679.370, s. 445.007 and s. 14.36, F.S.), and
- Measures of effectiveness of engagement with employers, businesses, and state-level WIOA partners (including co-enrollment with state-level WIOA partner programs), (20 CFR 679.370 and s. 445.007, F.S.)

Given the above and consistent with both federal and state requirements, the REACH office in collaboration with CareerSource Florida and FloridaCommerce, develops letter grades for each LWDB. The approved methodology for the annual calculation of letter grades shall be publicly posted by CareerSource Florida annually by October 15th.

Collaborative Review of LWDB Performance

CareerSource Florida will review LWDB performance in collaboration with the REACH office and FloridaCommerce to identify assistance and support(s) needed by LWDBs scoring in the fourth

quartile. Additionally, Performance Improvement Plans, as referenced above, may contain additional required actions for LWDBs scoring in the fourth quartile. Identified LWDBs will receive notice if the development of a Performance Improvement Plan is required, which must be presented to the State Workforce Development Board for review and approval.

VII. IMPLEMENTATION

1. Local workforce development boards and local workforce development regions shall engage key stakeholders and relevant partners as necessary to ensure accurate and timely reporting.
2. Local workforce development boards shall develop policies to ensure the policies and procedures of this policy are completed.
3. Local workforce development boards shall ensure performance documentation is submitted to the FloridaCommerce accurately and in a streamlined and authoritative manner directed by the Department.
4. Local workforce development boards shall implement necessary human resources and data management systems to submit regular performance and financial reports detailing progress towards identified performance targets to include negotiated goals and information on return on investment.
5. Local workforce development boards and the FloridaCommerce shall develop feedback mechanisms to gather and share input including identifying technical assistance and other needs.
6. Failure to develop internal procedures or execute this policy may result in monitoring findings or corrective action.
7. Additionally, following negotiations between FloridaCommerce and the LWDBs, the Negotiated Levels of Performance on the WIOA primary indicators become the standard against which LWDB performance is measured biennially, as reflected in Appendix 1: Performance Goals for the Core Programs in the WIOA Combined Plan.
8. Similarly, current LWDB performance on letter grades is reported quarterly, and this performance is aggregated in the annual letter grade assigned to each LWDB by October 15, per Chapter 445.004(8), F.S.

VIII. REVISION HISTORY

Date	Description
TBD	This policy is revised to streamline the Purpose and Scope, add Key Program Objectives, and a section on Implementation.
02/20/2020	Revised, renamed and approved by the CareerSource Florida Board of Directors.
07/20/2015	Issued by the Florida Department of Economic Opportunity as FGOSPS-88, Corrective Action and Reorganization for Failure to Meet Local Performance.

IX. RESOURCES

LWDB Approved WIOA Plans

2024-2027 WIOA Combined Plan

CareerSource Florida
Board of Directors Meeting
February 20, 2025
Action Item 3

Approved_____
Disapproved_____

Action Item 3

CAREERSOURCE FLORIDA WORKFORCE POLICY 100 WORK-BASED TRAINING AND WORK-BASED LEARNING OPPORTUNITIES

Work-Based Learning is an important part of the Workforce Innovation and Opportunity Act (WIOA) and provides participants opportunities to engage in work experience where they develop employability skills, acquire job specific knowledge, and gain work experience in an area that helps prepare them for self-sufficient employment.

A policy on Work-Based Learning for Adult, Dislocated Worker and Youth is required by WIOA. Administrative Policy 100 – Work-Based Learning and Work-Based Training for Adults and Dislocated Workers was developed in 2019. CareerSource Florida's Workforce Program Development team and FloridaCommerce Bureau of One-Stop and Program Support conducted a thorough review and revision of the policy. This workgroup opted for a fresh approach, removing outdated or repetitive background and historical information and re-drafting the policy. Working with designated local workforce development board staff, the policy development workgroup removed redundant content to create a more concise, relevant, and reader-friendly document.

This policy is updated as a Workforce Policy establishing guidelines and procedures for local workforce development boards to implement and sustain work-based training and work-based learning opportunities. The policy addresses work experience, training programs for Adults, Dislocated Workers and Youth and includes a reference table listing activity codes along with a reference guide and detailed information.

The policy:

- Integrates work-based learning and training activities into a unified framework, clearly distinguishing between the two.
- Emphasizes co-enrolling WIOA participants in multiple core programs to leverage resources and services for comprehensive support.
- Highlights strategies to leverage resources from partner agencies for participants eligible for co-enrollment, including youth, individuals with disabilities, trade-certified workers, and veterans. It also references Training and Economic Guidance Letter 04-23 regarding co-enrollment.
- Includes requirements for the duration of eligible activities and mandates alignment of local strategies and policies with WIOA, Florida law, and the state

workforce development plan. Local Workforce Development Boards (LWDBs) must provide accurate quarterly updates on expenditures and performance for WIOA training programs, including supportive services used to increase participation and completion of career and training services.

- Adds information on other work-based learning opportunities such as internships, transitional jobs, job shadowing, pre-apprenticeship programs, and requirements for youth in work-based learning experiences.

FOR CONSIDERATION

- **Approve revisions to CareerSource Florida Workforce Policy 100 – Work-based Training and Work-based Learning Opportunities.**

Workforce Policy

POLICY NUMBER 100

Title:	Work-Based Training and Work-Based Learning Opportunities		
Program:	Workforce Innovation and Opportunity Act		
Effective:	06/11/2019	**Revised:**	TBD

I. PURPOSE AND SCOPE

The purpose of this policy is to establish guidelines and procedures for local workforce development boards (LWDB) and local workforce development regions to implement and sustain work-based training and work-based learning opportunities, describe these programs in their Workforce Innovation and Opportunity Act (WIOA) local plans, and ensure compliance with WIOA, U.S. Department of Labor (USDOL) regulations, and state requirements. This policy applies to all LWDBs.

LWDBs shall use a combination of available programmatic tools and approaches to promote the use of different types of work-based training activities to support the needs of businesses and participants (including those described in Section V. Policies and Procedures) in a manner that maximizes the number and variety of options available to stakeholders and improves employment outcomes for participants in alignment with performance requirements outlined in Workforce Policy 088.

II. KEY OBJECTIVES

a. Identify required elements of work-based training, apprenticeship expansion, other work-based learning, and education opportunities for LWDBs.
b. Align practice with required performance metrics.

III. MEASURABLE PERFORMANCE OUTCOMES

Consistent with the requirements identified and approved in Florida's approved Combined WIOA Four-year Plan, performance outcomes associated with this policy include:

- Employment (Second Quarter after Exit).
- Employment (Fourth Quarter after Exit).
- Median Earnings (Second Quarter after Exit).
- Credential Attainment Rate; and
- Measurable Skill Gains.

Details specific to targets associated with the performance outcomes above can be found in Florida's approved Combined WIOA Four-year Plan and in each LWDB's local negotiated targets.

Additionally and in alignment with guidance in the United States Department of Labor's Training and Employment Guidance Letter number 21-22, LWDBs should be able to provide accurate data and information on expenditures for WIOA training programs, including work-based training programs. Expenditure reporting should include amounts spent on supportive services when used as a method for increasing participation in and completion of career and training services. Expenditure data serves as additional documentation of a LWDB's work towards performance goals and outcome requirements outlined above and in Workforce Policy 088.

IV. BACKGROUND

WIOA coordinates federal skill development programs to support job seekers through work-based training and learning opportunities, helping participants gain work experience. In Florida, the REACH Act focuses on assisting individuals with barriers to education and employment by improving access to career pathways that lead to self-sufficiency and emphasizes coordination between workforce system partners, including outreach to business leaders, local governments, and education partners.

The CareerSource Florida Comprehensive Employment, Education, and Training Strategic Policy encourages local workforce boards to develop strategies for expanded access to employment, education, and training services. In alignment with Training and Employment Guidance Letter (TEGL) 19-16, these strategies include work-based training and other work-based learning with a focus on paid experiences and diversified education programs. Such models are emphasized as effective tools to help job seekers advance along career pathways while allowing employers to train employees without disrupting productivity.

Co-enrolling WIOA participants in multiple core programs aims to provide comprehensive support by leveraging resources and services from different programs to better meet the needs of individuals seeking employment and training assistance. Co-enrollment allows participants to benefit from the combined strengths of these programs, such as receiving both job training and educational services simultaneously. This integrated approach helps improve employment outcomes and ensures that participants receive a more holistic set of services tailored to their specific needs. Consistent with WIOA Section 108 related to local plans and 20 CFR 679.560(2), local plans should describe how the LWDB works with entities carrying out core programs to facilitate the development of career pathways and co-enrollment, as appropriate, In these efforts, LWDBs should be guided by other relevant policies and technical guidance such as the approaches and objectives outlined in

CareerSource Florida Policy 2021.12.09.A.1 – Comprehensive Employment, Education, and Training Strategy.

V. POLICIES AND PROCEDURES

Local workforce development boards and local workforce development regions must align local strategies and policies for training with WIOA, Florida law, and the state workforce development plan. Local strategies for training should leverage all allowable work-based training and other work-based learning opportunities and specifically include strategies designed to leverage resources from all partners, including partner agencies, for participants who may be eligible for co-enrollment (including youth, individuals with disabilities, trade-certified workers, veteran services, etc.). These strategies must be written and placed in each LWDB's four-year plan and reflected in its operating policies. These strategies must also be designed in ways to assist the state in meeting or exceeding the goals and targets identified in Florida's approved WIOA State Plan.

Consistent with the requirements outlined in 20 CFR 679.300 and 679.370, LWDBs are required to ensure that all training activities are conducted in ways that meet the needs of local businesses and jobseekers and maximize the quality of service, customer satisfaction and effectiveness of all applicable services provided. LWDBs must be able to provide accurate updates on expenditures for WIOA training programs, including work-based training programs. Expenditure reporting must include amounts spent on supportive services when used as a method for increasing participation in and completion of career and training services.

Contracts related to the execution of this policy must be written using the standardized contract template approved by CareerSource Florida, where available. Using the template ensures consistency and compliance with organizational standards across the network and is supportive of employer engagement across the system. No changes to the template are allowed unless the proposed changes have been reviewed and approved in writing by CareerSource Florida. Failure to use the approved template may result in required corrective action. Where a standardized contract template is unavailable, LWDBs may develop a contract specific to the work-based training or learning opportunity requirements as outlined in this policy.

A. Work-Based Training

Work-based training is a form of WIOA training service activity, whereby a participant acquires occupational skills and competencies in a work-based setting. Work-based training includes on-the-job training (OJT), customized training, incumbent worker training (IWT), and registered apprenticeships. These services, outlined in 20 CFR 680.200, are critical for many adults and dislocated worker participants to secure employment and engage on a career pathway that leads to self-sufficiency. LWDBs may offer these training services through Individual Training Accounts (ITAs) or, if specific exceptions apply, through contracts for services. WIOA also envisions other work-based learning opportunities which allow participants to develop employability skills, acquire basic job-specific knowledge, and gain work experience, all of which prepare them for unsubsidized employment. These work-based learning activities include work experiences, internships, transitional jobs, and preapprenticeship programs.

Work-based training is a category of WIOA training services, detailed in WIOA section 134(c)(3) and 20 CFR Part 680 Subpart F, that prepares participants for self-sufficient employment by providing opportunities to acquire occupational skills and competencies in a work-based setting. The goal of work-based training under WIOA is to provide job seekers with the skills and experience needed to secure and retain unsubsidized employment. All participants enrolled in training funded by WIOA are counted for performance accountability purposes, except for IWT participants. However, participants who receive OJT or customized training *are not* included in the credential attainment indicator at 20 CFR 677.155(a)(1)(iv) for performance accountability purposes but must be included in the calculation of the other performance indicators. Refer to TEGL 19-16, Section 16. Performance Accountability: Career and Training Services for more specific reporting requirements.

Some of the work-based trainings are also allowable under the Trade Adjustment Assistance Program (TAA). See Table – Work-based Training and Work-based Learning Activities at the end of this document. Additional guidance and requirements specific to training services and the TAA can be found in Policy 107, Training Services and Policy 101, Trade Adjustment Assistance and Other Activities Funding.

Additionally, and consistent with guidance in TEGL 04-23, there is a heightened emphasis on coordination and collaboration among programs, including programs like Wagner-Peyser activities, faith-based and community-based programs, vocational rehabilitation services, and veteran services. Every effort should be made by all partners, including LWDBs, to accurately report numbers of co-enrolled participants and to eliminate or minimize barriers, which can be accomplished through strategic implementation of co-enrollment activities.

1. On-the-Job Training

On-the-job training (OJT), consistent with 20 CFR 680.700, involves employers hiring participants and providing them with the necessary training to perform their jobs effectively. Participants are paid employees who receive hands-on training while engaged in productive work. This training helps bridge skill gaps and ensures workers meet the specific needs of the employer.

On-the-job training:

(a) Provides knowledge or skills essential to the full and adequate performance of the job.
(b) Is made available through a program that provides reimbursement to the employer of up to 50 percent of the wage rate of the participant. LWDBs may increase the wage reimbursement level from up to 50 percent, to up to 75 percent for the extraordinary costs of providing the training and additional supervision related to the training, in accordance with local policy/operating procedures.
(c) Must be limited in duration, specific to the occupation for which the participant is being trained, taking into consideration the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate, consistent with the requirements outlined in 20 CFR 680.700. “Limited in duration” refers to the time required for a participant to become proficient in the occupation for which the training is being provided. LWDBs should use information provided through O*Net, including Job Zones and Specific Vocational Preparation ranges, taking into account the participant’s skills and experience.

Please refer to Administrative Policy 009, On-the-Job Training for additional details and requirements about the use and operation of OJT.

2. Customized Training

Customized training, per 20 CFR 680.770, is tailored to meet the specific needs of employers by providing targeted skills training to prospective or current employees, with employers sharing the training costs. This activity ensures that trainees are hired or retained upon completion, aligning training with in-demand skills. It helps job seekers gain necessary qualifications for employment or career advancement, particularly benefiting those at risk of job displacement due to technological advances. Employers must commit to employing the individuals upon completion of the program.

Customized training is helpful for an employer that:

(a) Is experiencing challenges in finding workers with the specific skills required to perform the work.
(b) Is introducing new technologies, equipment, or processes and needs to train new or existing employees.
(c) Wants to retain current employees by upskilling them to take on more advanced roles and career advancement; or
(d) Has unique or highly specialized skill requirements.

Customized training is only available for adults and dislocated workers.

a. Specific Requirements of an Employer

LWDBs are provided flexibility to ensure customized training meets the unique needs of job seeker(s) and employer(s). Generally, customized training is:

(1) For training newly or recently hired employees and not for retraining existing employees (as incumbent worker training is typically seen as the best option when being used as a layoff aversion strategy).
(2) Classroom based.
(3) Provided by a third party for the employer.

b. Significant Portion of the Cost of Training

LWDBs must define "a significant portion of the cost of training" in their local operating procedures, factoring in the size of the employer and other considerations the LWDB determines are appropriate, such as:

(1) The number of employees participating in training.
(2) Wage and benefit levels of those employees (at present and anticipated upon completion of the training).
(3) Relation of the training to the competitiveness of a participant.
(4) Other employer-provided training and advancement opportunities.

c. Employed Workers

In addition to the requirements listed above and consistent with 20 CFR 680.770, customized training for an employed individual may be provided when:

(1) The employee is not earning a self-sufficient wage or wages comparable to or higher than wages from previous employment, as determined by the LWDB.
(2) The customized training relates to introducing new technologies, production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the LWDB.

3. Incumbent Worker Training

Consistent with 20 CFR 680.790, Incumbent worker training (IWT) **must be designed to increase the competitiveness of the employee or employer and is:**

- Designed to meet the needs of an employer or group of employers to retain a skilled workforce or avert layoffs by helping the workers/employees obtain the skills necessary to retain employment.
- Conducted with a commitment by the employer to retain or avert the layoffs of those employees trained through IWT.

Per WIOA section 134(d)(4), LWDBs may use up to 20 percent of their combined total of adult and dislocated worker allocation for IWT. LWDBs may also refer employers to CareerSource Florida's state-level Incumbent Worker Training (IWT) Program. Information about CareerSource Florida business initiatives to train and retain employees is on CareerSource Florida's Business Services website.

a. Employer Eligibility

Consistent with the requirements in 20 CFR 680.810, LWDBs must develop local operating procedures to determine an employer's eligibility for participating in IWT based on the following factors:

(1) Characteristics of the individuals in the program, including the following
a. existing barriers to employment for that individual
b. assessments of training and supports needed for that individual to be successful in an IWT placement.
(2) Whether the training improves the labor market competitiveness of the individual participant being placed into an IWT and the employer.
(3) Other factors such as:
(a) the number of employees participating in the training.
(b) wage and benefit levels of those employees (both pre- and post-training earnings).
(c) the availability of other employer-provided training and advancement opportunities.
(d) layoffs averted as a result of the training; and
(e) utilization as part of a larger sector and/or career pathway strategy.

IWT is primarily designed to support private sector employers to upskill their existing workforce and avoid layoffs. Local Workforce Development Boards have discretion to include nonprofit and public sector employers. IWT is encouraged to prioritize businesses within key economic sectors or industries that are vital to local or regional workforce development strategies. Incumbent worker training may be used for upskilling apprentices or journey workers who already have an established working/training relationship with a RAP program. TEGL 19-16, pg. 17.

LWDBs must work with employers to identify skills gaps of their workers and develop a strategy to effectively engage the workers in training that will provide the knowledge and skills needed to increase the competitiveness of the employee(s) and/or the employer(s). LWDBs should track data for those awarded IWTs consistent with guidance in TEGL 21-22.

b. Individual Eligibility

Consistent with 20 CFR 680.780, only adults or dislocated workers are eligible for IWT. For an employer to receive IWT funds, LWDBs must ensure the individuals receiving IWT:

(1) Are employed and meet the Fair Labor Standards Act requirements for an employer-employee relationship.
(2) Have an established employment history with the employer for six months or more (which may include time spent as a temporary or contract worker performing work for the employer receiving IWT funds). Pursuant to TEGL 19-16, the exception to the six-month requirement is that when there is a cohort of employees, not every employee in the cohort must have an established employment history with the employer for six months or more if the majority of those employees being trained meet the six-month employment history requirement. LWDBs must develop a process for documenting the six-month work-history requirement for IWT recipients.

LWDBs may further define types of workers eligible for IWT services to meet local workforce needs based on local demand and data specific to emerging industries.

Incumbent workers are not required to meet WIOA eligibility criteria[1] or priority of service unless they are also enrolled as participants in the WIOA Adult and/or Dislocated Worker program to receive career and training services.

LWDBs must record participant demographic information for IWT participants in Employ Florida as this information must be reported to USDOL (see Incumbent Worker Training Required Data Elements for the list of required elements). Although individuals receiving IWT may not be participants for the purpose of inclusion in WIOA performance indicator calculations, states and local areas are still required to report certain participant and performance data on all individuals who receive only IWT. The required elements for these incumbent workers are limited to basic information and the elements needed to calculate IWT performance indicators for employment in the second and fourth quarters after exit, median earnings in the second quarter after exit,

[1] However, they must be US citizens or authorized to work in the United States and meet the Selective Service Registration requirements.

measurable skill gains, and credential attainment. For the purposes of calculating these metrics, the exit date for an individual who only has received IWT will be the last date of training, as indicated in the training contract and Employ Florida.

c. Employer Payment Requirement

Consistent with WIOA and 20 CFR 680.820, LWDBs must require employers to pay the non-federal share of the cost of providing IWT to their incumbent workers. This may be done through both cash payments and fairly evaluated in-kind contributions. The employer contribution may include, for example, the wages the employer pays to the incumbent worker trainee while the worker is attending training. The minimum amount of the employer's share of the cost of providing IWT depends on the size of the employer and may not be less than:

(1) 10 percent of the cost, for employers with 50 or fewer employees.
(2) 25 percent of the cost, for employers with between 51 to 100 employees.
(3) 50 percent of the cost, for employers with more than 100 employees.

4. Registered Apprenticeship

CareerSource Florida Apprenticeship Strategic Policy 2019.02.13.A.1 directs the workforce development system to expand registered apprenticeship programs (RAP) in the state. RAPs are an evidence-based training model offering job seekers a clear career pathway, measurable skill gains, and industry-recognized credentials aligned with business needs. These programs are developed for and by businesses and follow approved standards for entry, training, wage progression, and credential attainment. In Florida, RAPs are registered with the Florida Department of Education[2]. An Apprentice signs an agreement with the RAP sponsor and employer accepting the program terms detailed in the approved apprenticeship standards.

These employer-driven, "earn while you learn" programs combine on-the-job learning and mentorship with academic occupational skills training known as related technical instruction (RTI). Available to individuals aged 16 and older, RAPs provide pathways to long-term careers while helping employers build a skilled, diverse talent pipeline. LWDBs are encouraged to engage individuals facing barriers to employment, veterans, youth and other underrepresented populations in RAPs to help them access sustainable career pathways.

WIOA plays a critical role in supporting both registered apprentices and participating employers. RTI may be funded through tuition payments to the training provider[3]. The on-the-job learning component may be supported through work-based training agreements with participating employers for providing activities like OJT, customized training and/or IWT. In such cases, a participant should be enrolled in both an RAP activity and OJT, customized, training, or IWT, as appropriate.

[2] RAPs may also be registered with the U.S. Department of Labor's Office of Apprenticeship or by other designated state apprenticeship agencies (SAA).
[3] An Individual Training Account (ITA) or other contract may be used to fund RTI.

Prior to enrolling a participant into a registered apprenticeship activity, the LWDB must ensure the RAP includes the work-based (on-the-job learning) component as well as the academic (RTI) component[4].

RAPs qualify as occupations that are in-demand in the local labor market and LWDBs do not need to determine "occupational-demand- status." Registered Apprenticeship sponsors are also exempt from many ETPL performance reporting requirements, as detailed in WIOA Sections 116(d)(4) and 122. All RAPs should be encouraged to "opt-in" to the ETPL at the time of registration.

B. Other Work-Based Learning Opportunities

WIOA envisions other work-based learning opportunities which allow participants to develop employability skills, acquire basic job-specific knowledge, and gain work experience, all of which prepare them for unsubsidized employment. These work-based learning activities do not require formal occupational skills training and include work experiences, internships, transitional jobs, and preapprenticeship programs. Like work-based training, the success of work-based learning opportunities is measured by state-approved WIOA targets and must be designed to improve outcomes based on those measures.

1. Work Experience and Internships

Work experience and internships are structured, short-term learning opportunities in a workplace designed to achieve specific learning goals. These experiences may be paid or unpaid, depending on the situation and in compliance with applicable laws. They can be arranged with public, private, or nonprofit employers, and labor standards apply whenever an employee-employer relationship exists.

Youth participants may also be enrolled in a summer youth employment activity, i.e., a structured learning experience in a workplace with opportunities for career exploration and skill development.

2. Transitional Jobs

Transitional jobs are subsidized, time-limited paid work experiences for WIOA Adult or Dislocated Worker participants with barriers to employment, such as those who are chronically unemployed or have inconsistent work histories. Arranged with public, private, or nonprofit employers, these jobs help individuals establish work histories, demonstrate workplace success, and build skills for unsubsidized employment. The program provider acts as the employer during the transitional job. There is no requirement that the employer retains the participant upon completion of the transitional job; however, job retention is an ideal outcome, where appropriate.

LWDBs must pair transitional jobs with comprehensive career services and supportive services, and they are encouraged to offer job readiness training alongside these positions. LWDBs can

[4] If an adult or dislocated worker is enrolled into a RAP not funded by an ITA, and the LWDB provides funding through an OJT, customized training or IWT, that activity should be recorded in Employ Florida in addition to the RAP.

reimburse up to 100% of participants' wages and allocate up to 10% of their combined Adult and Dislocated Worker program funds for transitional jobs.

3. Registered Preapprenticeship Programs

A registered preapprenticeship program is a structured learning initiative that equips individuals with the necessary skills and experience to enter a RAP. These programs cater to a diverse audience—including high school students, youth, career changers, veterans, individuals with barriers to employment, and underrepresented populations—by offering foundational training, hands-on experience, and mentorship. This comprehensive approach not only bridges the skills gap but also facilitates a seamless transition into stable, high-demand careers. Preapprenticeships are registered in the state of Florida by the Florida Department of Education.

4. Job Shadowing

Job shadowing is a structured, short-term activity where youth spend time one-on-one with an experienced professional, observing daily tasks and asking questions about the job and industry. This hands-on experience provides valuable insights into careers, job responsibilities, work culture, and the skills needed in a real-world environment.

C. Work Experience Requirement for Youth

WIOA requires LWDBs to expend a minimum of 20% of local formula and of statewide youth funds on "work experiences." These activities include paid and unpaid work experiences that have as a component academic and occupational education, and may include:

- Summer employment opportunities and other employment opportunities available through the school year
- Preapprenticeship programs
- Internships
- Job shadowing
- On-the-job training opportunities
- Registered apprenticeships

Additional information and requirements specific to youth services can be found in the following policies:

- Policy 95, Youth Eligibility
- Policy 120: Youth Services Provider Selection

D. Individual Employment Plan

Except for IWT customers who are not also enrolled as a WIOA participant, LWDBs must develop an Individual Employment Plan (IEP) for adults and dislocated workers or an Individual Service Strategy (ISS) for youth participants enrolled in work-based learning (including work-based training). Consistent with 20 CFR 680.170, the IEP/ISS is a negotiated agreement between the

participant and the LWDB detailing what the participant will do to obtain/return to employment and what the program will do to support the participant's efforts. The IEP/ISS is an ongoing strategy that must include a clear employment goal, identify assets and barriers, outline the steps necessary (objectives) to achieve the employment goal, and include appropriate resources and services, including services that may be available through co-enrollment within another WIOA partner agency. The IEP/ISS must address any barriers that may prevent the participant from achieving the employment goal.

When selecting work-based learning for a participant, the case manager must also include the following in the IEP/ISS:

(1) A determination that a work-based learning activity is appropriate to meet the participant's needs.
(2) The specific work-based learning most appropriate for the participant based on an assessment of the participant's needs, skill set, and other characteristics[5] necessary to determine the best activity for the participant.
(3) The specific short and long-term goals for the work-based learning activity, by identifying the purpose of the activity and outcomes expected.
(4) The employer/worksite with whom the activity will be done and other information relevant to the work-based learning activities.
(5) Other services/activities necessary to support the work-based learning activity.

The IEP/ISS must be created using the Employ Florida "IEP/Service Strategy" wizard. Instructions on how to create an IEP/ISS using the Employ Florida "IEP/Service Strategy" wizard are available in the Virtual OneStop® User Guide for Staff, Section 4: Individuals - Case Management. The IEP/ISS must be updated periodically to reflect progress in accomplishing identified goals.

Employ Florida only allows for one IEP/ISS per participant. If the participant has an existing IEP/ISS in Employ Florida, the case manager must determine if the IEP/ISS is still active and work with the program partner that created the existing IEP/ISS to determine if the plan should be closed or will require joint coordination. An IEP/ISS that is coordinated across multiple programs requires constant communication between the case manager and partner program staff to maximize the effectiveness of the plan and prevent the duplication of services.

E. Contracts and Worksite Agreements

When LWDBs enroll participants in work-based training or other work-based learning opportunities, they must utilize a CareerSource Florida approved template or, if a template is unavailable, develop either a worksite agreement or contract with the training worksite, depending on the activity:

(1) Worksite agreements must be developed for work-based learning activities that do not involve a disbursement of funds to or on behalf of an employer.

[5] Characteristics include the features and traits of the individuals. It also refers to individuals with barriers to employment.

(2) A contract must be developed for work-based learning activities that involve an exchange of consideration or a disbursement of funds to or on behalf of an employer.

LWDBs must ensure all the following elements are included in both worksite agreements and contracts:

(1) A clear statement of purpose.
(2) A job description.
(3) A training outline.
(4) Requirements of the worksite employer, participant and WIOA service provider and/or staffing agency.
(5) Contact information, if applicable for the supervisor.
(6) The worksite address.
(7) Record-keeping, attendance, and payroll information.
(8) The duration of the activity.
(9) Signature and dates of all parties to the contract/worksite agreement.
(10) A process to monitor the participant's worksite activities and ensure adherence to the records retention requirements, as applicable.
(11) Required tools, equipment, or uniforms, if applicable.
(12) Health and safety standards established under federal and state law otherwise applicable to working conditions of employees shall be equally applicable to working conditions of participants engaged in work-based training activities, and
(13) Signatures of both the worksite employer and the staffing agency, when relevant.

WIOA section 181 imposes certain restrictions on work-based training. Thus, the following assurances are required for all contracts:

(1) Funds will not be used to directly or indirectly aid in the filling of a job opening which is vacant because the former employee is on strike or is being locked out in the course of a labor dispute, or the filling of which is otherwise an issue in a labor dispute involving a work stoppage.
(2) Funds will not be used to directly or indirectly assist, promote, or deter union organizing.
(3) Funds will not be used to displace (including a partial displacement, such as a reduction in the hours of non-overtime work, wages, or employment benefits) a current employee (as of the date of participation).
(4) Funds will not be used to impair an existing contract for services or collective bargaining agreement, and no activity that would be inconsistent with the terms of a collective bargaining agreement shall be undertaken without the written concurrence of the labor organization and employer concerned.
(5) Funds will not be used to employ a participant in a job if any other individual is on layoff from the same or any substantially equivalent job, or the employer has terminated the employment of any regular employee or otherwise reduced the workforce of the employer with the intention of filling the vacancy created with the participant.
(6) Funds will not be used to create a promotional line that will infringe in any way upon the promotional opportunities of currently employed individuals (as of the date of participation).
(7) Funds will not be used to encourage or induce relocation.

Contracts for customized training must also include all of the following:

(1) The specific special training requirements of the employer(s).
(2) A statement that the training relates to introducing new technologies, production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the local LWDB.
(3) A commitment by the employer to employ or retain the individual(s) upon successful completion of the training.
(4) Clear information that demonstrates the employer pays for a significant cost of the training, as determined by the LWDB in accordance with the factors identified in WIOA sec. 3(14).

Contracts for IWT must also include all of the following:

(1) The established non-federal reimbursement share of the cost of providing the training.
(2) A statement that the training is designed to meet the special requirements of the employer (including a group of employers) to retain a skilled workforce or avert layoffs by assisting the workers in obtaining the skills necessary to retain employment.
(3) A commitment by the employer to retain or avert the layoffs of the incumbent worker(s).
(4) Documentation that the participant has established a six-month employment history with the employer or that the participant was part of a training group where the majority of the group meets the six-month requirement.
(5) A statement confirming that funds will not be used to pay the wages of incumbent employees during their participation in economic development activities provided through a statewide workforce development system.

Specific contract requirements for OJT are listed in Administrative Policy 009, On-the Job Training.

In addition to the requirements for specific work-based training and work-based learning opportunities described in this administrative policy, the LWDB must ensure compliance with relevant WIOA requirements and restrictions.

F. Supportive Services

Consistent with 20 CFR 680.900, supportive services are defined as a service that is necessary to enable an individual to participate in activities authorized under WIOA sec. 134(c)(2) and (3) and include work-based training and other work-based learning activities. LWDBs must engage in resource and service coordination to ensure participants receive supportive services, either as part of the IEP/ISS, through co-enrollment or through referral to community partners. The provision of such supportive services must be documented in the participant's IEP/ISS. Additional requirements governing supportive services are prescribed in Administrative Policy 109, Supportive Services and Needs-Related Payments.

G. Local Operating Procedures

Local operating procedures (LOP) help local areas further define and clarify how programs will be operated locally and are unique to each LWDB. Each LWDB must develop LOPs that align to state and federal requirements to establish the local requirements for work-based learning activities. LOPs must be publicly posted and are subject to random monitoring and audits.

At a minimum, the LOP must:

(1) For customized training:
   (a) Describe how the LWDB defines the employer's "significant portion of the cost of training," considering the size of the employer and any other factors the LWDB determines are appropriate, as prescribed in this policy.
   (b) For employed workers, LWDBs must use wage data and information consistent with that produced and used by FloridaCommerce, if available. LWDBs must specify in their criteria how they determine whether the employee is not earning a self-sufficient wage or earning wages comparable to or higher than wages from previous employment.
   (c) For employed workers, describe the process for ensuring customized training relates to introducing new technologies, production or service procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by the LWDB.

(2) For IWT:
   (a) Define local eligibility criteria for participating employers which must incorporate data specific to local demand and emerging industries consistent, where possible, with data and information from FloridaCommerce.
   (b) Describe how the employer will meet the non-federal share of costs.
   (c) Develop a process for documenting the six-month work-history requirement for IWT recipients.
   (d) Define the types or groups of workers that are eligible for IWT services which must incorporate data specific to local demand and emerging industries consistent, where possible, with data and information from FloridaCommerce.

   LWDBs are encouraged to develop an upskill/backfill strategy which involves filling jobs vacated by promoted employees with other WIOA participants.

(3) For transitional jobs:
   (a) Define the transitional jobs strategy/model. Define the provisions on the amount of reimbursement (up to 100%).
   (b) Define the duration of the jobs.
   (c) How supportive services will be provided and documented.
   (d) Define "chronically unemployed" and "have an inconsistent work history" using data and information consistent with FloridaCommerce, where available, as well as how these individuals will be identified.
   (e) Identify the strategy the LWDB uses to promote or encourage participants' transition into unsubsidized jobs.

H. State and Local Monitoring

Services and activities provided under WIOA must be monitored annually by Florida Commerce for compliance with WIOA requirements pursuant to Section 185(c). FloridaCommerce will monitor the requirements outlined in this policy and local operating procedures.

Additionally, LWDBs must establish and implement local monitoring policies and procedures that include, at a minimum:

(1) Roles of the employer, participant, and LWDB staff.
(2) A description of how the LWDB will monitor worksites to ensure compliance with federal and state laws, as well as state and local policies and procedures. As a part of the monitoring process, LWDBs should make visits to worksites and conduct interviews of participants and worksite supervisors. Interviews should be conducted by individuals who are not responsible for the management of the worksite agreement or the case management of participants at the worksite.
(3) Validation of skills and competency attainment for participants.

LWDBs must ensure participating employers agree to cooperate with monitoring requirements conducted by the U.S. Department of Labor, state and/or LWDB and that employers agree to adhere to all other applicable local, state, and federal rules and regulations.

VI. IMPLEMENTATION

This policy and any subsequent changes become effective upon issuance. A LWDB may contact CareerSource for information on how to apply for a one-year waiver with the submission of a plan describing how the LWDB will come into compliance with adopted policy updates. However, work-based training activities must continue to be recorded and documented consistent with the Employ Florida Service Code Guide. LWDBs must define relevant terms identified in this policy.

VII. AUTHORITIES

WIOA, Public Law 113-128

20 Code of Federal Regulations (CFR) Sections 677.155; 680.180 – 680.195; 680.200; 680.320; 680.700 - 680.840; 681.480; 681.600; 682.210(b); 682.320(b)(4)

29 CFR Part 29

TEGL 13-16, and 13-16, Change 1, *Guidance on Registered Apprenticeship Provisions and Opportunities in the Workforce Innovation and Opportunity Act (WIOA)*

Training and Employment Guidance Letter (TEGL) 19-16, *Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act Employment Service (ES), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules*

TEGL 21-22: *Increasing Equitable Service Access and Employment Outcomes for All Jobseekers in Workforce Innovation and Opportunity Act Adult and Dislocated Worker Programs*

TEGL 04-23: *Requirements for Workforce Innovation and Opportunity Act (WIOA) State Plans for Program Years (PY) 2024 - 2027*

Section 445.004, Florida Statutes Sections 446.011, 446.092, and 446.0915 Florida Statutes

CareerSource Florida Strategic Policy 2019.02.13.A.1 -- Apprenticeship

CareerSource Florida Strategic Policy 2021.12.09.A.1 -- Comprehensive Employment Education and Training

Rule 6A-23.010, Florida Administrative Code

IX. HISTORY

Date	Description
TBD	Updated policy to emphasize youth work experience, related reporting requirements, and co-enrollment. Added sections on key objectives, measurable outcomes, and implementation.
06/03/2022	Updated policy issued by the Florida Department of Commerce. The policy name was changed from Work Based Training to Work-Based Training and Work-Based Learning for Adults and Dislocated Workers. This policy repeals and supersedes FG OSPS 89 - Employed and Incumbent Worker Training.
02/20/2020	Approved by CareerSource Florida Board of Directors.
06/11/2019	Issued by the Florida Department of Economic Opportunity (now Florida Department of Commerce)

X. RESOURCES

Employ Florida Service Code Guide

Registered Apprenticeship Strategic Policy (careersourceflorida.com)

Apprentice Florida - Apprentice Florida

Network Toolkit (apprenticeflorida.com)

Apprentice Florida – YouTube

WorkforceGPS - New On-the-Job Training (OJT) Toolkit

WORK-BASED TRAINING AND WORK-BASED LEARNING ACTIVITIES — Quick Reference
*** Definitions and instructions for the use of participant service codes can be found in the Employ Florida Service Code Guide.**

Activity	Adult	Dislocated Worker	Youth	TAA	Service Codes*
On-the-Job Training	Y	Y	Y	Y	301 – Adult/DW 329 – TAA 428 – Youth
Customized Training	Y	Y	N	Y	304 – Adult/DW 333 – TAA
Incumbent Worker Training	Y	N	N	N	316 – Adult
Registered Apprenticeship	Y	Y	Y	Y	325 – Adult/DW (ITA) 329 – Adult/DW (non-ITA) 338 – TAA 424 – Youth
Internships	Y	Y	Y	N	218 – Adult/DW 408 – Youth (unpaid) 427 - Youth
Work Experiences	Y	Y	Y	N	219 – Adult/DW 425 – Youth (paid) 426 – Youth (unpaid)
Preapprenticeship	Y	Y	Y	N	247 – Adult/DW 423 – Youth
Transitional Jobs	Y	N	N	N	306 – Adult
Summer Youth Employment	N	N	Y	N	400 - Youth
Job Shadowing	N	N	Y	N	307 – Adult/DW 409 - Youth

CareerSource Florida
Board of Directors Meeting
February 20, 2025
Action Item 4

Approved_____
Disapproved_____

Action Item 4

CAREERSOURCE FLORIDA WORKFORCE POLICY
FLORIDA WORKFORCE SYSTEM STATEWIDE BRAND

Prior to the federal Workforce Innovation and Opportunity Act (WIOA) the Florida workforce development board and the state's local workforce development boards adopted a variety of names without consistency in nomenclature or a common brand. At the direction of the Governor's appointed state board, Florida adopted Strategic Policy 2013.05.22.A.3 – Florida Workforce System Statewide Brand for its workforce development system to enhance awareness of the CareerSource Florida network and improve use of its services.

Revision of this policy is an opportunity to implement an updated statewide Brand Standards Manual and ensure all brand materials and logos used across the CareerSource Florida Network are consistent with this policy.

CareerSource Florida's Workforce Program Development and External Affairs reviewed and revised the policy. Outdated references, milestones, and accomplishments were removed. The "Implementation" section was added to make the policy monitorable and identify ways to resolve non-compliance. The revised policy mandates the use of the "CareerSource Florida" brand across all state and local workforce development boards. This includes a standardized logo and brand charter to ensure consistency. All related websites and materials must display the unified brand and the "American Job Center network" logo as per the guidelines.

All uses of the CareerSource Florida corporate brand must follow the guidelines in the Brand Standards Manual. Local workforce development boards and regions must ensure access to this policy and manual. Compliance will be monitored by CareerSource Florida and the Florida Department of Commerce. Local policies must address brand use and be shared with relevant partners and vendors. Non-compliance may lead to required policy changes, proof of compliance, or an action plan to rectify issues.

FOR CONSIDERATION

- **Approve revised Workforce Policy 2013.05.22.A.3 – Florida Workforce System Statewide Brand.**

Workforce Policy

POLICY NUMBER TBD

Title:	**Florida Workforce System Statewide Brand**
Adopted:	05/22/2013
Effective:	12/09/2021

I. PURPOSE AND SCOPE

This policy was developed consistent with the requirements outlined in 20 CFR 679.130(l) to enhance the performance of the workforce development system in the State and establish a statewide brand identity, including but not limited to a unified brand charter, nomenclature and logo for Florida's workforce development system: CareerSource Florida, Inc., the state workforce board, all local workforce development boards (LWDBs), the workforce development regions, and the career centers they manage. A comprehensive, unified and aligned system of world-class services for job seekers, workers, employers, and businesses is communicated through the nationally recognized CareerSource Florida brand.

The scope of the policy is limited to the CareerSource Florida Board of Directors, LWDBs, local workforce development regions, and ensures compliance with branding requirements for corporate offices, career centers, online tools and publications throughout the network.

II. KEY OBJECTIVES

- Implement the use of the CareerSource Florida Branding Manual
- Strengthen the identity of Florida's workforce development system
- Eliminate the potential for market confusion
- Ensure the CareerSource Florida unified brand identity complies with gubernatorial initiatives, legislation, and increases awareness for job seekers, workers, and employers of the career and business resources available to them

III. BACKGROUND

Prior to the federal Workforce Innovation and Opportunity Act (WIOA) the Florida workforce development board and the state's local workforce development boards adopted a variety of names without consistency in nomenclature or a common brand. At the direction of the Governor's appointed state board, Florida adopted a unified statewide brand for its workforce development system to enhance awareness of the CareerSource Florida network and improve use of its services.

IV. POLICY AND PROCEDURES

CareerSource Florida

The Florida workforce development board adopts a unified brand for the state board, all LWDBs, local workforce development regions, and local career centers. A brand charter, name and logo are established with "CareerSource Florida" as the single, statewide unified brand identity for Florida's workforce development system.

The **unified brand** is represented by visual assets or creative expressions such as a name, logo, and colors, and reflects a powerful (and positive) connection to customers, stakeholders and the public at-large because its value is defined in the minds of these audiences and is based on their experiences and perceptions.

The **CareerSource Florida Brand** refers to the unified identity of the Florida Workforce System and is represented by commonly aligned brand names and logos applying to the statewide workforce investment board, local workforce development boards, local workforce development regions, and One-Stop Career Centers.

Local Workforce Development Boards and Local Workforce Development Regions

Each local workforce development board shall adopt a local brand identity by using "CareerSource" followed by a geographic locater or regional identifier. This local brand name applies to both the LWDB and the career centers they direct.

When referring to the unified brand name, whether state or regional, "CareerSource" must appear in writing as one word with no space between "Career" and "Source." The "C" and "S" must always be capitalized. "CareerSource" is to be followed by either "Florida" or the specific geographic locater or regional identifier adopted by a regional workforce development board and approved by CareerSource Florida.

No local workforce development board or local workforce development region shall use a brand name or logo, without the express permission of CareerSource Florida.

Brand Standards

Brand standards allow the workforce development system to continually strengthen the CareerSource Florida brand by ensuring clarity, consistency, and cohesiveness in how the system, and our partners apply the brand's assets system wide. This consistency is important to maintaining the integrity of the brand and enhancing its equity over time. Brand consistency cultivates credibility among key audiences.

The specifications outlined in the CareerSource Florida Brand Standards Manual must be adhered

to by any entity (including local partners) expressing the CareerSource Florida brand including usage in regional sub-brands, branded materials, digital, or in print. Any deviation from this policy or the CareerSource Florida Brand Standards Manual shall require prior approval from FloridaCommerce and CareerSource Florida.

CareerSource Florida and all LWDBs will use the master brandmark and their local logo as prescribed in the CareerSource Florida Brand Standards Manual and CareerSource Florida Brand Standards Brief.

Branded Materials and Websites

Working collaboratively, as outlined in this policy, CareerSource Florida, Florida Department of Commerce (FloridaCommerce) and its partners will work to the greatest extent possible to enhance efficiency and reinforce brand consistency and cohesiveness.

Local workforce development boards, local workforce development regions, and career centers may continue to develop their own unique branded materials; however, as outlined in the CareerSource Florida Brand Standards Manual, major marketing and outreach communications, as described in the manual, are subject to review by CareerSource Florida External Affairs to ensure such materials, in digital and print formats, are created in accordance with brand standards.

Signage

The CareerSource Florida brand name and logo or the applicable local workforce development board or local workforce development region name and logo should be prominently displayed on external signage for the statewide workforce investment board, local workforce development boards, local workforce development regions, and career centers. Graphics use should be consistent with brand standards outlined in the Brand Standards Manual.

Procurement and Cost Allowability

All purchases and procurement made to implement the branding initiative must comply with this policy, local workforce development board approved procurement policies and procedures and, where appropriate, CareerSource Florida Strategic Policy 2023.10.12.A.1 – Statewide Standardization of Tools and Services, which emphasizes the CareerSource Florida brand identity and a uniform experience for job seekers and businesses.

American Job Center Network

The U.S. Department of Labor, in Training and Employment Guidance Letter No. 36-11, announced the American Job Center network national unifying brand. The websites for Florida's workforce investment board, local workforce development boards and the state's online job matching tool shall display the "a proud partner of the American Job Center network" logo in the footer of their homepages, as consistent with the CareerSource Florida Brand Standards Manual and the American Job Center Graphics Style Toolkit for partners. Both documents are available on the CareerSource Florida Online Brand Portal.

V. IMPLEMENTATION

All use of the CareerSource Florida brand must strictly adhere to the guidelines outlined in the

CareerSource Florida Brand Standards Manual. Leadership of local workforce development boards and local workforce development regions shall ensure those who use the statewide and local brand identity have access to this policy and the CareerSource Florida Brand Standards Manual.

The use of the corporate brand will be actively monitored by CareerSource Florida and the Florida Department of Commerce to ensure compliance. Local workforce development boards and local workforce development regions use guidance contained within the CareerSource Florida Brand Standards Manual in all communications and any applicable local policies must align to guidance contained within that manual.

Failure to comply with the CareerSource Florida Brand Standards Manual and this policy may result in a monitoring finding. Depending on the severity of the non-compliance, the local workforce development board or local workforce development region may be required to:

1. Make necessary policy changes to align with this policy and the CareerSource Florida Brand Standards Manual.
2. Provide proof of compliance with the Brand Standards Manual.
3. Develop and implement an action plan to address and rectify the non-compliance.

VI. AUTHORITY

20 CFR 679.130

Training and Employment Guidance Letter No. 36-11

Regional Workforce Boards Accountability Act of 2012, Chapter 2012-29, Laws of Florida

Chapter 445.004, Florida Statutes

CareerSource Florida Strategic Policy 2023.10.12.A.1 – Statewide Standardization of Tools and Services

VII. HISTORY

Date	Description
TBD	This policy adopts an updated Brand Standards Manual, references CareerSource Florida Strategic Policy 2023.10.12.A.1 – Statewide Standardization of Tools and Services, and complies with federal and state law. The policy is edited to add implementation and monitoring guidelines. References to 2013 Final Guidance DEO FG OSPS 80 Unified Brand Implementation Guidelines are eliminated and relevant administrative instructions from that guidance is included in this policy.
12/09/2021	Updated for clarity and consistency with the CareerSource Florida Brand Standards Brief and American Job Center – Graphics Toolkit for Media. Submitted for approval by CareerSource Florida Board of Directors
	Supersedes Policy 2003.04.22.A.3

	Final Guidance DEO FG OSPS 80
05/23/2017	Revised copy in plain language; completed introduction to include board action; added references to local workforce development boards; formatted objectives in numbered list; sections consolidated to align more closely with Florida Department of Economic Opportunity administrative policies.

VIII. ATTACHMENTS

CareerSource Florida Brand Standards Manual

American Job Center – Graphics Toolkit for Media

CareerSource FLORIDA

Information Items

Speaker Bios

John Davis

John Davis is a visionary leader and distinguished public servant, appointed by Governor Ron DeSantis as Secretary of the Florida Lottery in October 2020. With over 25 years of experience in both the public and private sectors, Davis has consistently demonstrated exceptional strategic insight and a deep commitment to education, economic growth, and community development. His forward-thinking approach has propelled organizations to success and initiated meaningful change.

Under his leadership, the Florida Lottery has achieved unprecedented success, reaching record-breaking sales and transferring over $2 billion annually to the Educational Enhancement Trust Fund for four consecutive fiscal years. These contributions have directly bolstered Florida's Bright Futures Scholarship Program, benefiting nearly one million students to date and solidifying the Florida Lottery's position as one of the nation's most impactful supporters of education.

Davis is committed to community service, serving on the Board of the Heart of Florida United Way and the Kappa Alpha Psi Achievement Foundation. He is the past chair of the Volunteer Florida Board of Commissioners and currently serves as Vice Chair of the Board of Trustees at Valencia College. He is also a founding member of the FAMU College of Law Dean's Advisory Council, having concluded his term of service in 2024.

Adam Emerson

Adam Emerson is the Executive Director of the Office of Independent Education and Parental Choice at the Florida Department of Education. In this role, Emerson oversees and administers all state-level school choice programs, including charter schools, home and private education, the Florida Tax Credit Scholarship, and the Family Empowerment Scholarship. Prior to his current role, he served as the Department's charter schools director providing oversight and assistance to a sector of public education that now numbers more than 700 charter schools.

Before joining the Department in 2014, Adam managed the policy program on charter schools and school choice at the Thomas B. Fordham Institute, an education policy think tank in Washington. D.C.

Karmyn Hill

Karmyn Hill serves as the Bureau Chief for One-Stop Program and Support in the Division of Workforce Services at FloridaCommerce and has held several key positions at FloridaCommerce since joining the state of Florida in 2020. Prior to her current role, Hill served as the Director of Operations for the Division of Workforce Services, and the Deputy Director in the Office of Economic Accountability and Transparency, where she assisted in developing and promoting the improved delivery of the Reemployment Assistance Modernization Program.

Through her roles, Hill has provided leadership for the State's priority workforce initiatives, overseeing policy, management, and communications with the Department's internal and external partners. In Hill's first position at FloridaCommerce, she optimized claimant intake during the middle of the 2020 public health emergency. Hill is a Florida native and earned a Bachelor of Science degree from Florida Agricultural and Mechanical University.

Joshua Matlock

Josh Matlock is the President and CEO of CareerSource Suncoast, a private nonprofit dedicated to strengthening businesses and communities in Manatee and Sarasota counties by cultivating a highly skilled and adaptable workforce. With over a decade of experience in workforce development, Matlock has been committed to making strategic investments in people and partnerships, fostering opportunities that empower individuals and drive long-term prosperity.

Matlock has the honor of serving on Manatee Technical College's Board of Governors, the board of directors for the Boys & Girls Club of Manatee County, Manatee Chamber of Commerce, Bradenton Area EDC, and Vice President of the Florida Workforce Development Association.

Matlock holds a BS in criminal justice, MA in political science, and MS in public administration from Midwestern State University.

Marcus McBride

Marcus L. McBride joined the CareerSource Escarosa team in June 2020 as the chief executive officer. He is a passionate leader who brings a wealth of knowledge from his experience in the public and private sector. McBride holds a Ph.D. in Educational Psychology and Research Methods; Master of Arts in Educational Psychology; and a Bachelor of Science in Human Development and Family Studies, all from the University of Alabama.

Over the past 19 years, McBride has held various roles leading collective efforts to empower others to reach their highest potential. Prior to his

current role, he most recently served as director of education and training for Goodwill Industries of the Southern Rivers.

Tadar Muhammad

As Chief Operating Officer and First Vice President of CareerSource Central Florida (CSCF), Tadar Muhammad delivers strategic oversight on administration and workforce operations for all federal, state, and local workforce development programs and grants. He spearheads all operational aspects of the organization that invests $35 million to serve more than 27,000 career seekers with career development opportunities and nearly 3,500 businesses with skilled talent annually. He helps forge new partnerships within CSCF's five-county footprint in Orange, Osceola, Seminole, Lake, and Sumter counties.

Prior to joining CSCF, Muhammad was the Chief Development Officer with the Heart of Florida United Way where he was responsible for driving and growing revenue for the organization and creating new partnerships. Muhammad is also on the faculty at Valencia College teaching life skill courses to advise and prepare new students to all aspects of college and career opportunities.

Muhammad is a member of the National Association of Workforce Boards (NAWB), Route 7 Orlando and Evans High School Giving Back programs. He also currently serves as the Chairman of the Board for the Orange County Citizens Commission for Children, Secretary for the Prison Rehabilitative Industries and Diversified Enterprises, Inc. (PRIDE) Board of Directors; Member of Sunshine Charter High Schools in Orange County and is a Board Member for the Poinsette Foundation.

Amy Yount

Amy Yount has served Step Up Suncoast, Inc. for over twenty-three years and stepped into the role of President and Chief Executive Officer in 2021. Prior to serving as President and Chief Executive Officer, she served as Fiscal Director and Chief Financial Officer. She is an alumna of Southeastern University with a Master of Business Administration (MBA) in Executive Leadership and the University of Louisville with a Bachelor of Science (BS) in Business Administration in Accountancy. Yount is a Certified Public Accountant and firmly believes that strong, ethical financial principles and practices are foundational to organizational success.

Yount is highly involved in the Community Action Network and is a Certified Community Action Professional (CCAP). She serves as Treasurer at the Florida Association for Community Action (FACA) and was recognized as a Jean Diggs Weatherization Champion by the National Association for State Community Services Programs (NASCSP). Her main goal is to build a foundation of excellence throughout Step Up Suncoast's operations and strengthen the organization to optimize outcomes for our clients, employees, and community.