

CareerSource Capital Region

Local Workforce Development Area 05

Tel 850-414-6085
Fax 850-410-2595

325 John Knox Road
Atrium Building, Suite #102
Tallahassee, FL 32303

www.careersourcecapitalregion.com
jim.mcshane@careersourcecapitalregion.com

Date Submitted: 04/29/2016

Plan Contact: Jim McShane, Chief Executive Officer

CONTENTS

ORGANIZATIONAL STRUCTURE	1
ANALYSIS OF NEED AND AVAILABLE RESOURCES	11
LOCAL WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS	27
COORDINATION OF SERVICES	37
DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM	44
DESCRIPTION OF PROGRAM SERVICES	52
REGIONAL PLANNING ANALYSIS	82
PUBLIC COMMENT PROCESS	85
SIGNATURE PAGE	86

ORGANIZATIONAL STRUCTURE

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

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

The chief elected officials for LWDA 5 are:

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

Nick Maddox, 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

Ralph Thomas, Chairman
Wakulla County Board of County Commissioners
PO Box 1263
Crawfordville, Florida 32326-1263
Telephone Number: (850) 597-3858

- B. If the local area includes more than one unit of general local government in accordance with WIOA sec. 107(c)(1)(B), attach the agreement that has been executed to define how the parties will carry out the roles and responsibilities of the chief elected official.
See Attachment 1 – Interlocal Agreement
- C. Attach a copy of the agreement executed between the chief elected official(s) and the Local Workforce Development Board.
See Attachment 1 – Interlocal Agreement

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

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

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

For non-business members (mandatory and optional representatives) are appointed as specified in WIOA law. As such, these members are required and are appointed to the Board of Directors by the partner entity leadership or by virtue of their position.

ii. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given year;

Members representing businesses can serve up to three rotations (for a total of up to nine years) and then must sit off of the board for a minimum of one (1) year. When a resignation is submitted to the CSCR Chair of the Board of Directors and to their appointment government entity communicated with the county commission, the Nominating Committee will be tasked with recruiting replacement board members that support the strategic objectives of CSCR and its Board of Directors. Once the nominee is chosen by the Nominating Committee and approved by the county commissioners, they will complete the remaining term of the person they replace or start a new three year term for a retiring Board member or one that reached the 9 year limit.

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

Any member may resign upon written communication to the Chair of the Board of Directors and their respective county commission. After notification is received, a

request is sent to the local chambers for potential nominees for consideration by the Nominating to fill the vacancy.

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

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

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

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

- vi. The process to ensure board members actively participate in convening the workforce development system's stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce development activities; and,

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

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

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

- E. Provide a description of how the CEO was involved in the development, review and approval of the plan.

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

The draft local plan will be sent to the three county commissioners for review and input. They will have two weeks to respond to the plan. If there are no changes, the plan will be sent to them as a final document for their signature approval. The County Commissioners have stepped up their engagement over the past year and are encouraged to continue to attend the CSCR Board meetings and provide any input they feel would further the function and service to the community.

(2) Local Workforce Development Board (LWDB)

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

Chairman: Patrick Hutto
Human Resources Manager
General Dynamics
P.O. Box 222
St. Marks, Florida 32355
850-577-2402
patrick.hutto@gd-ots.com

- B. Provide a description of how the LWDB was involved in the development, review, and approval of the 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 is prepared by staff that provides the framework and structure by which board members can provide their input. 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 job seeker customers. The feedback and input of the SPPC are then incorporated into the plan and the organization's staff to the SPPC prepares the committee's recommendation(s) regarding the plan for presentation to the board's Executive Committee (EC). The EC also has the same opportunity to provide feedback and input as the SPPC. It is at this point that the EC's recommendation regarding the local plan is then presented to the full Board of Directors for approval. In order for the plan to be approved, there must be an affirmative majority vote by those members present at a duly called meeting at which a quorum has already been established.

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

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

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

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

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

- C. If a single entity has been selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator or direct provider of career services or training services, attach the agreement that describes how the entity will carry out its multiple responsibilities including how it will develop appropriate firewalls to guard against any conflict of interest.

Adequate internal controls are in place to ensure the safeguarding of assets and ensure that no conflict of interest exists. There is a policy in place called the Code of Business Conduct

and Ethics that all staff and Board of Director members sign upon onboarding and annually thereafter. The policy states that everyone is expected to maintain high ethical standards of conduct and that actual or potential conflicts of interest must be reported to the CEO or Audit Committee.

(4) One-Stop System

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

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

Executive Center
325 John Knox Road, Atrium Building - Suite 102
Tallahassee, Florida 32303

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

Leon County Career Center*
2525 South Monroe Street, Suite 3A
Tallahassee, Florida 32301

Note: By no later than June 30, 2016, the Leon County Career Center will be relocated to the following address:

2601 Blairstone Road, Building C - Suite 200
Tallahassee, Florida 32301

Wakulla County Career Center
2932 Crawfordville Hwy

Crawfordville, Florida 32327

Each of CSCR's Career Centers provide customers with access to workforce development programs and services according to the customers' needs. This includes the Workforce Innovation and Opportunity Act (WIOA) for eligible Adults, Dislocated Workers (DWs) and Youth; Wagner-Peyser (WP); Priority Re-employment Planning (PREP); Veteran Services; Welfare Transition (WT); and Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T). Additionally, Trade Adjustment Assistance (TAA) and Migrant Seasonal Farmworker (MSFW) programs and services are administered primarily through the Gadsden County Career Center. Customers 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 operates one (1) mobile unit 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 job 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 unit allows CSCR to provide job seekers in the community with access to the state's web-based labor exchange system - Employ Florida Marketplace (EFM) (www.employflorida.com) 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 EFM. Job seeker customers 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 job seekers with accessing EFM. The ASP was established in order, to provide greater access to workforce services by job seekers who are not readily able to travel to a Career Center. Examples of ideal locations to serve as an affiliate site include community centers, churches and libraries.

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

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

Gadsden County:

Monday through Friday: 8:00am – 5:00pm
Wednesday, Staff Meeting: 8:00am – 9:00am; Office hours: 9:00am – 5:00pm

Leon County:

Monday, Wednesday and Friday: 8:00am – 5:00pm
Late Night: Thursday: 8:00am – 6:00pm
Tuesday, Staff Meeting: 8:00am – 9:00am; Office hours: 9:00am – 6:00pm

Wakulla County:

Monday through Friday: 9:00am – 5:00pm
Thursday, Staff Meeting: 8:00am – 9:00am; Office hours: 9:00am – 5:00pm

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

CSCR has contracted with the following organization:

Kaiser Group, Inc. d/b/a Dynamic Workforce Solutions (DWFS)
237 South Street
Waukesha, WI 53186
Point of Contact: Paul Dunn, Chief Executive Officer

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

CSCR has contracted with the following organization:

Kaiser Group, Inc. d/b/a Dynamic Workforce Solutions (DWFS)
237 South Street
Waukesha, WI 53186
Point of Contact: Paul Dunn, Chief Executive Officer

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

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

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

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

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

ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

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

Emerging Industries

Health care, professional and personal services industries top the lists of emerging industries.

Emerging industries tend to employ a higher percentage in professional occupations.

Top Emerging Industries

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

Industry		Employment		2015 - 2023 Change	
Code	Title	2015	2023	Total	Percent
5414	Specialized Design Services	75	100	25	33.3
6213	Offices of Other Health Practitioners	742	924	182	24.5
5415	Computer Systems Design and Related Services	2,192	2,725	533	24.3
5191	Other Information Services	70	86	16	22.9
6215	Medical and Diagnostic Laboratories	456	547	91	20.0
5416	Management, Scientific, and Technical Consulting Services	1,394	1,664	270	19.4
5417	Scientific Research and Development Services	350	417	67	19.1
6117	Educational Support Services	142	168	26	18.3
5419	Other Professional, Scientific, and Technical Services	1,513	1,773	260	17.2
6114	Business Schools and Computer and Management Training	83	97	14	16.9
5239	Other Financial Investment Activities	173	201	28	16.2
6111	Private Elementary and Secondary Schools	944	1,092	148	15.7
6219	Other Ambulatory Health Care Services	118	136	18	15.3
5413	Architectural, Engineering, and Related Services	1,436	1,612	176	12.3
8129	Other Personal Services	150	168	18	12.0
5112	Software Publishers	142	159	17	12.0
4452	Specialty Food Stores	265	291	26	9.8
6223	Private Specialty (Except Psychiatric and Substance Abuse)	396	433	37	9.3
6214	Outpatient Care Centers	1,353	1,459	106	7.8

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, October 2015

Existing Demand Occupations

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

Most of the top five existing demand occupations are related to customer service and hospitality. The only exception is management analysts, for which there is high demand due to the large state government industry in Leon County.

Combined food preparation and serving workers, including fast food is the top existing demand occupation, with 2,527 projected total job openings between 2015 and 2023.

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

Emerging Occupations

The majority of top emerging occupations occur in the healthcare (seven of top 15) and professional services (five of top 15) industry sectors, which follows the overall Florida statewide distribution of top emerging occupations.

Speech-language pathology assistants is one of the top emerging occupations in the healthcare industry sector. Persons employed in that occupation assist speech-language pathologists in the assessment and treatment of speech, language, voice, and fluency disorders and work in various clinical and educational settings.

One of the professional services industry sector top emerging occupations is information technology project managers, who are responsible for leading and guiding the work of technical staff for information technology (IT) projects. Information technology project managers also serve as liaison between business and technical aspects of projects.

Geothermal technicians and Energy-related sales representatives are the top two emerging occupations in the clean tech industry sector. Geothermal technicians perform technical activities necessary for the generation of power from geothermal energy sources. In Florida, geothermal technicians are primarily involved with the installation, testing, and maintenance of residential and commercial geothermal heat pumps. Energy sales representatives buy or sell energy products on behalf of residential or commercial customers or utilities and negotiate and oversee contracts for energy sales.

The growth in the construction industry sector of the emerging occupation first-line supervisors of construction and extraction workers is due in part to activities related to solar energy installation.

The following table represents the Top 15 Emerging Occupations (ranked by percent growth) for the 2015-2023 time period.

Top 15 Emerging Occupations
(ranked by percent growth)

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

Rank	SOC Code	Title	Employment		2015 - 2023		Industry Sector Linkage	2015 Hourly Wage (\$)		
			2015	2023	Level Change	Percent Change		Median	Entry*	Exp**
1	131081	Logisticians	27	34	7	25.9	Professional Services	26.66	21.91	36.74
2	291071	Physician Assistants	99	123	24	24.2	Healthcare	45.06	36.06	52.90
3	152041	Statisticians	86	103	17	19.8	Professional Services	19.90	14.88	25.34
4	292011	Medical and Clinical Laboratory Technologists	149	176	27	18.1	Healthcare	27.07	21.00	29.46
5	151199	Information Technology Project Managers, Web Administrators	52	61	9	17.3	Professional Services	24.04	17.66	33.44
6	193039	Clinical Neuropsychologists	56	65	9	16.1	Healthcare	29.50	23.71	37.04
7	151121	Computer Systems Analysts	999	1,157	158	15.8	Professional Services	33.71	26.59	51.38
8	296099	Midwives	32	37	5	15.6	Healthcare	18.61	16.71	27.67
9	292099	Neurodiagnostic and Cognitive Technologists, Surgical Assistants	110	127	17	15.5	Healthcare	16.34	12.11	22.29
10	119041	Engineering Managers	114	130	16	14.0	Professional Services	58.73	38.82	72.35
11	499099	Geothermal Technicians	107	122	15	14.0	Clean Tech	11.99	10.53	18.02
12	413099	Sales Representatives, Energy-Related	1,374	1,555	181	13.2	Clean Tech	21.58	13.66	34.65
13	319099	Endoscopy Technicians, Speech-Language Pathology Assistants	46	52	6	13.0	Healthcare	13.63	16.24	20.65
14	471011	First-Line Supervisor of Construction and Extraction Workers	679	767	88	13.0	Construction	23.42	18.78	30.22
15	291069	Hospitalists, Nuclear and Preventive Medicine Physicians	211	238	27	12.6	Healthcare	95.53	82.20	NA

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

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

NA - Not available for this occupation

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, October 2015

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

Being in the capital region, it is no surprise that a majority of the top emerging occupations occur in the healthcare and professional services industry sectors, and many of the top five existing demand occupations are related to customer service and hospitality.

And because Tallahassee/Leon County serves as an urban hub that provides health care to a 23-county radius, we have identified that the development of this sector is crucial for the well-being of the area, both in delivering care and creating good jobs.

CSCR is addressing the employment needs of employers in the area. We have recently strategically aligned our hiring events to focus on the emerging and existing demand industries and occupations in the area. For program year 2015-16, the LWDB introduced the industry sector hiring fair series, featuring Healthcare and Professional Services (which includes Information Technology, Retail, Hospitality, Government, and others). This means, CSCR is keeping a better pulse on growth industries in the area and connecting employers to qualified talent. The industry specific hiring fairs are conducted in smaller, more intimate settings, giving employers the opportunity to interview and hire qualified career seekers more efficiently.

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

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

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

The table below shows the top 10 advertised detailed job skills found in job openings advertised online in LWDA 5, as of March 15, 2016.

Advertised Detailed Job Skill	Advertised Skill Group	Job Opening Match Count
Customer Service	Customer Service Skills	1,426
Problem Solving	Basic Skills	419
Customer Service Skills	Customer Service Skills	339
Ability to Listen	Basic Skills	246
Interpersonal Skills	Interpersonal Skills	244
Basic Skills	Basic Skills	218
Time Management	Basic Skills	201
Mentoring	Interpersonal Skills	192

Flexibility	Interpersonal Skills	187
Decision Making	Basic Skills	169

Advertised Job Tools and Technology

The table below shows the top 10 advertised detailed tools and technologies found in job openings advertised online in LWDA 5, as of March 15, 2016.

Advertised Tools and Technology	Detailed Tools and Technology Group	Job Opening Match Count
PowerPoint	Presentation Software	128
Cash Register	Cash Registers	121
Twitter	Instant Messaging Software	93
Personal protective equipment	Hazardous Material Protective Apparel	80
JavaScript	Web Platform Development Software	67
Microsoft Word	Word Processing Software	63
Cell Phone	Mobile Phones	54
Charm++	Object or Component Oriented Development Software	49
Linux	Operating System Software	48

Alarms	Alarm Systems	46
--------	---------------	----

According to Help Wanted Online, a report prepared and published by DEO for February 2016, the occupations listed below represent the top 15 advertised occupations in LWDA 5.

Top 15 Advertised Occupations	Online Ads February-2016	Online Ads January-2016	Over the Month Change
Total	4,970	4,534	9.6%
Registered Nurses	371	337	10.1%
Heavy and Tractor- Trailer Truck Drivers	164	149	10.1%
Computer Systems Analysts	110	118	-6.8%
Computer User Support Specialists	98	89	10.1%
First-Line Supervisors of Retail Sales Workers	97	78	24.4%
First-Line Supervisors of Food Preparation and Serving Workers	90	89	1.1%
First-Line Supervisors of Office and Administrative Support Workers	85	80	6.3%

Maintenance and Repair Workers, General	85	58	46.6%
Customer Service Representatives	82	76	7.9%
Management Analysts	81	66	22.7%
Web Developers	71	78	-9.0%
Retail Salespersons	68	79	-13.9%
Medical and Health Services Managers	66	58	13.8%
Sales Managers	63	52	21.2%
Combined Food Preparation and Serving workers, Including Fast Food	59	54	9.3%

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

Current Jobs Available

There are 5,824 job openings advertised online in Tallahassee MSA, FL on March 17, 2016.

Monthly Job Count

There were 9,830 job openings advertised online in Tallahassee MSA, FL in February, 2016.

Area Labor Force, Employment and Unemployment Data

The total civilian labor force (not seasonally adjusted) for LWDB 5 in January 2016 was 180,340, of which 171,323 were employed and 9,017 were unemployed. The unemployment rate was 5.0% percent.

Employment Wage Statistics

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

Current Employment Statistics

Current employment, by industry, for LWDB 5 in January 2016 were: Total Nonagricultural Employment (174,000), Total Private (113,300), Goods Producing (9,700), Mining, Logging and Construction (6,800), Manufacturing (2,900), Service Providing (164,300), Private Service Providing (103,600), Trade, Transportation and Utilities (24,400), Wholesale Trade (3,600), Retail Trade (18,800), Food and Beverage Stores (4,000), General Merchandise Stores (4,000), Transportation, Warehousing and Utilities (2,000), Information (3,300), Financial Activities (7,000), Professional and Business Services (19,500), Education and Health Services (21,100), Leisure and Hospitality (19,500), Other Services (8,800), Total Government (60,700), Federal Government (1,900), State Government (43,400) and Local Government (15,400).

Occupations by Projected Growth

The top 10 fastest growing occupations for LWDB 5 through 2023 include Nursing Instructors and Teachers, Postsecondary (30.2%), Health Specialties Teachers, Postsecondary (27.9%), Medical and Clinical Laboratory Technicians (27.1%), Meeting, Convention and Event Planners (26.2%), Market Research Analysts and Marketing specialists (26.1%), Veterinary Technologists and Technicians (22.5%), Software Developers, Systems Software (22.2%), Medical Secretaries (21.5%), Nurse Practitioners (21.3%) and Surgical Technologists (21.2%).

Occupations by Employment Wage

The occupations with the highest paying 2015 estimated mean (annual) level wages in LWDB 5 were Pediatricians, General (\$203,650), Physicians and Surgeons, All Other (\$200,304), Internists, General (\$197,732), Dentists, General (\$196,731), Chief Executives (\$187,423), Psychiatrists (\$166,599), Sales Managers (\$125,414), Engineering Managers (\$124,132), Pharmacists (\$116,705) and Optometrists (\$112,564).

Population Totals

The 2004 population of LWDB 5 was 325,149. The 2014 population of LWDB 5 was estimated at 361,701. This represents an increase of 11.24% since 2004.

Labor Market Trends

The table below represents the occupations with the greatest annual openings for the 2015-2023 time period.

Occupation Title	2015 Employment	2023 Projected Employment	2015-2023 Annual Percent Change	Estimated Annual Openings
Combined Food Preparation and Serving Workers, Including Fast Food 🌟	5,305	6,108	1.9%	316
Retail Salespersons 🌟	6,369	6,715	0.7%	265
Waiters and Waitresses 🌟	3,133	3,361	0.9%	182
Management Analysts 🌟	6,214	6,500	0.6%	129
Customer Service Representatives 🌟🗨️	3,032	3,324	1.2%	118
Janitors and Cleaners, Except Maids and Housekeeping Cleaners 🌟	3,495	3,919	1.5%	117

Accountants and Auditors 🌟	3,142	3,337	0.8%	116
Registered Nurses	3,401	3,798	1.5%	114
Secretaries, Except Legal, Medical, and Executive 🌟	4,669	5,093	1.1%	109
Graduate Teaching Assistants	3,675	3,927	0.9%	86

🌟 **BRIGHT OUTLOOK NATIONALLY** | 🌿 **GREEN OCCUPATIONS**

Industries by Projected Growth

The table below shows the top 10 industries with the highest annual percent change in LWDA 5 for the 2015-2023 time period.

Industry	2015 Estimated Employment	2023 Projected Employment	2015-2023 Annual Percent Change	Total Employment Change
Other Support Activities for Transportation	2	3	6.3%	1
Electronic Shopping and Mail-Order Houses	116	167	5.5%	51
Remediation and Other Waste Management Services	47	66	5.1%	19

Architectural and Structural Metals Manufacturing	126	173	4.7%	47
Other Specialty Trade Contractors	413	564	4.6%	151
Specialized Design Services	75	100	4.2%	25
Spectator Sports	51	66	3.7%	15
Lumber and Other Construction Materials Merchant Wholesalers	125	158	3.3%	33
Performing Arts Companies	54	68	3.2%	14
Officers of Real Estate Agents and Brokers	319	400	3.2%	81

Income Totals

Income	Source	Year	Total
Median Family Income	U.S. Census Bureau	1999	\$43,807
Median Household Income	U.S. Census Bureau	2014	\$44,318

Median HUD Income	Housing & Urban Development/Fannie Mae	2008	\$186,300
Per Capita Income	Bureau of Economic Analysis	2014	\$36,352
Total Personal Income	Bureau of Economic Analysis	2014	\$13,148,772,000

Education Levels of Available Candidates

The table below shows the education levels of potential candidates in LWDA 5, as of March 15, 2016.

Minimum Education Level	Potential Candidates	Percent
Less than High School	1,884	3.89%
High School Diploma or Equivalent	17,222	35.52%
1 to 3 Years at College or a Technical or Vocational School	7,503	15.47%
Vocational School Certificate	3,972	8.19%
Associate's Degree	4,653	9.60%
Bachelor's Degree	8,844	18.24%
Master's Degree	3,467	7.15%
Doctorate Degree	608	1.25%
Specialized Degree (e.g. MD, DDS)	338	0.70%

The most common educational attainment level of LWDA 5 workforce participants is High School Diploma or Equivalent at 35.52%, followed by Bachelor's degree at 18.24% and then 1 to 3 years at College or s Technical or Vocational School at 15.47%. Only 3.89% of participants have attained less than a high school diploma.

Work Experience Levels of Available Candidates

The table below shows the experience levels of potential candidates in LDWA 5, as of March 15, 2016.

Minimum Experience	Potential Candidates	Percent
Less than 1 year	6,360	13.11%
1 Year to 2 Years	3,133	6.46%
2 Years to 5 Years	6,728	13.87%
5 Years to 10 Years	8,517	17.56%
More than 10 Years	23,763	49.00%

Persons with Barriers to Employment

The most recent information on unemployment rates for persons with barriers to employment is for 2013. The LWDA 5 2013 unemployment rate was 21.8 for disabled persons, 5.0 percent for American Indians and Alaska Natives, 0.0 percent for Native Hawaiians and Other Pacific Islanders, and 6.1 percent for persons 55 and older.

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

CareerSource Capital Region provides an array of services to the job seeker and business community. Services available to job seekers include: assessing skill level, career interests, transferrable skills and aptitude; career services; educational assistance; training, career exploration and labor market

information; career resources; job placement assistance; support services and referrals to partners; employability skills training (workshops) such as resume writing, networking best practices, utilizing social media and other resources in an effective job campaign, dressing for success, interviewing skills, etc.; networking events such as ConnectionsCR; and hiring events with local employers. CSCR operates full service career centers providing career management services for participants of WIOA (Adult, Dislocated Worker, Youth, and Special Projects), Welfare Transition (TANF), Veterans, and Supplemental Nutrition Assistance Program Employment & Training in addition to providing assistance to our disabled, hard to serve and unemployed (PREP) population. There is a direct relationship with our partner agencies such as Adult Basic Education and Vocational Rehabilitation providers and our mutual customer base.

Equally as robust as the job 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, employed worker training, professional development, onboarding assistance; labor market analysis - wage surveys, labor projections, industry trends, research and statistics. The Business & Employer Solutions team is intimately involved to assist in ensuring the local employers have the resources (talent, data, intel) necessary for continued growth and development.

The challenges associated with the local workforce development area's population attaining the education, skills, and training needed to fill the employment gaps is being addressed through a coordinated approach which includes key stakeholders such as the K - 12 and post-secondary institutions, economic development entities and the business community. Collectively, it is recognized that in order to meet the current and future needs of our employer community we must provide suitable candidates who possess the skills sought. More importantly, in today's job market the lack of basic education creates a barrier in obtaining employment even at minimum wage.

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.

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

Both career services and training services are provided for Adult and Dislocated Worker populations. Types of career services under WIOA include Basic, Individualized, and Follow Up levels of service. Basic career services are provided throughout the Career Center and include orientations to services, initial assessment of skill levels 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 essential overviews of the career center benefits and begin the intake process into more specialized and customized solutions. Individualized services provided include formal assessments to determine career interests and/or skill levels, on-site job skills workshops and training (including resume preparation, mock interviewing, and other job-appropriate soft skills), development of individual employment plans and one-on-one career consulting. Through individualized career services the need for training level services is determined. Training services provided include both occupational skills training with approved local training providers and work-based training opportunities through on-the-job training partnerships established with employers. During training, ongoing engagement with Career Specialists is mandatory on a monthly basis. Upon completion of training and/or obtaining permanent employment, participants are then provided follow-up services for 12 months. Follow up services include periodic check-ins by Career Specialist to ensure that employment is retained. Consulting and assistance is provided for advancing employment or obtaining new employment if necessary.

Enrollment in the WIOA Adult and Dislocated Worker programs is determined 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 Employ Florida Registration, labor market research, and formal and informal assessments. Once a candidate has been approved for enrollment, individualized career services or training services may be provided based on the need of the participant.

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

Enrollment in the WIOA Youth program is determined through a formal assessment of eligibility and suitability. Participants are required to complete specific pre-enrollment activities as part of the WIOA Youth application process. These activities include completing Employ Florida Marketplace (EFM) registration, resume creation, as well as formal and informal assessments. Once a candidate has been approved for enrollment the participant is enrolled into the Dynamic Futures™ program.

The Dynamic Futures™ model is supported by emerging research in the Youth development field, including best practices by the National Youth Employment Coalition. Dynamic Futures™ is designed to support the successful, long-term engagement of youth on personalized career pathways in growth industries. Implementation of this model in the CSCR service area during the 14-15 program year resulted in a 59% increase in Youth Placement in Education or Employment and a 96% increase in Literacy and Numeracy Gains as compared to the 13-14 program year common measures performance. This model is currently operated in 3 local workforce development areas in Florida, 3 areas in Texas, one area in Kansas and two areas in Wisconsin which all areas have seen marked improvements since implementation.

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

Worksite agreements are established with a variety of local employers to provide paid work experience opportunities for eligible youth participants. The standard work experience program consists of 240 hours (6 weeks FT or 12 weeks PT) paid at minimum wage. Site visits and participant evaluations are completed throughout the experience along with post-assessments to determine what work skills have been obtained through the experience. Upon completion of the work experience component, participants look to secure permanent employment either with the work experience employer or by leveraging the skills learned to earn employment in the same sector.

During training, ongoing engagement with Career Specialists is mandatory on a bi-monthly basis. Upon completion of training and/or obtaining permanent employment. Participants are then provided follow-up services for 12 months. Follow up services include periodic check-ins by Career Specialist to ensure that employment is retained. Consulting and assistance is provided for advancing employment or obtaining new employment if necessary.

LOCAL WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

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

The Board reviewed its strategic goals which are:

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

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

Goal 2: Improve the effectiveness of our service delivery.

Starting July 1, 2016 a new integrated service model will be instituted that is industry sector driven and will provide seamless services regardless of funding source. This model will benefit the job seeking customer by not having their services segmented by funding sources as it is currently rather, the customer will have a single point of contact assigned to their case. The staff will be knowledgeable in every program and other resources to better assist a customer in meeting many of their needs as well as overcoming barriers that may hinder their ability to complete training and/or secure employment. Staff will assess each customer and look to co-enroll the customer in program(s) that will best

accomplish their desire for self-sustaining employment. This shift should increase the local area's ability to meet and/or exceed the primary WIOA indicators of performance.

Goal 3: Attract and retain top talent.

The Board has recognized that it needs to be strategic and inclusive in its recruitment of new board members. Currently the Board is fairly diverse and represents the major sectors that are present in the LWDB 05 area. The diverse representation is not happenstance but rather the result of a concerted effort by the Chief Executive Officer in coordination with the Nominating Committee to recruit business partners in varying sectors to serve on the Board of Directors.

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

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

The Chief Executive Officer drafts a monthly newsletter to the Board of Directors to serve as an overview of the happenings in the area. The newsletter provides an avenue to remain engaged with the Board in between board meetings and keeps them abreast of local, state and national news related to workforce development.

The Board assigns board members to committees based on interest, knowledge and/or experience. During new board member orientation, board members are educated on the available committees and asked to make staff aware if they would like to serve on a particular committee.

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

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

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

The Board and its staff have strengthened partnerships and introduced many new collaborations in an effort to leverage the services provided by CSCR and other agencies serving a similar customer base.

The Board has reached out to the City of Tallahassee and is working with the city on summer jobs for youth, being designated as a tech-hire city, working with the entrepreneurial eco-system, and working to address poverty on the South Side and Frenchtown. It has reached out to Leon County and participated in “Leon Works” which is a program to make high schoolers aware of apprenticeship and the trades as an alternative to college. The Board is represented on the Wakulla EDC and the Gadsden County Development Council (GCDC), and until its dissolution, on the Tallahassee/Leon County EDC. The Board is committed to participating and supporting the Economic Development Organizations in the area as well as working closely with the three Chambers of Commerce.

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

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

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

The CSCR Board’s strategy is to work with the partners: Wagner-Peyser, Vocational Rehabilitation, Adult Education and Literacy and WIOA to ensure that the services provided by the core programs are easily accessed through the career center. The CSCR Board believes that aligning these services and being aware of co-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 at least one day a week. Adult Education and Literacy is co-located in the Leon career center and provides GED training and testing services. These co-locations are an effort to put more services in one location for the common clients many of our social services partners to better coordinate service, referrals and support. Wagner-Peyser and WIOA programs are integrated with other work programs within the career centers and co-enrollment is provided, where necessary, for eligible customers.

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

As of the writing of this plan, the factors for becoming or remaining a high-performing board were not established by CareerSource Florida. Upon receipt of the factors, CSCR will ensure this plan is updated to outline our anticipated actions.

- (4)** Please 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 (to include disability etiquette) and that they know how to access and/or request accommodations for customers as needed.
- Ensure that staff know the internal process when working with individuals with disabilities and other protected population groups to ensure confidentiality of customer conversations and information.
- Ensure that all marketing and recruitment materials include equal opportunity taglines and TDD/TTY or relay service information; marketing materials will be made available through a broad range of media sources.
- Maintain a list of local agencies and resources that assist individuals with disabilities and make this information available to staff and customers.
- Engage a sign language interpreter, as needed/requested, for hearing impaired customers to attend workshops or counseling sessions.
- Ensure that vital documents (i.e. intake/registration forms, assessments, presentations, etc.) are available in Braille or audio for the hearing impaired or are translated into the significant languages present in the area.
- Conduct cross-training with core partner and other partner program staff and Career Center staff to promote relationship-building in areas such as job search techniques, job development, employer negotiation, job support strategies and employer/training services.
- Identify and collaborate on an ongoing basis with local community or advocacy organizations, agencies and schools that provide services and support to individuals with disabilities to educate them about our services and to share resources; establish partnerships/linkages through memoranda of understanding when practical.

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

(5) Describe the process used to develop your area’s vision and goals, including a description of the participants in the process.

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

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

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

1. Develop a streamlined model to support employers – the development of an employer focused model supports the creation of jobs in in-demand industries which leads to self-sufficiency for those seeking employment and transitioning careers.
2. Improve the effectiveness of service delivery – the integrated service model is industry driven and allows job seekers to receive the assistance needed to become successful, regardless of program affiliation. Addressing employment barriers and meeting the needs of job seekers is monumental in assisting the job seeker in obtaining and maintaining employment.
3. Attract and retain top talent – a knowledgeable staff is essential in assisting customers to navigate the world of work in order to obtain their goal of employment. A well-informed board demands high-quality services for the community. The provision of high-quality services produces a better demand/supply model which leads to job seeker and employer satisfaction.
4. Develop and improve partnerships to enhance workforce development – collaboration is the cornerstone to leveraging resources and being able to provide services to as many job seekers as possible. This approach also positions CSCR to be able to assist job seekers with a resolution to barriers that affect their ability to get and keep a job; the same can be said for employers through partnerships with local economic development organizations. Businesses are able to receive assistance with attracting, training, and transitioning talent.
5. Ensure that the community understands and recognizes the value and services provided – without job seekers and employers understanding the value and types of services available through the career centers, CSCR would not be successful at fulfilling its mission of getting Floridians back to work.

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

As of the writing of this plan, the Department of Economic Opportunity (in partnership with CareerSource Florida) had not begun the processing of negotiating local levels of performance for the federal measures. Subsequent to negotiations occurring, CSCR will ensure this plan is updated to reflect its negotiated local levels of performance.

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

Effectiveness of the local fiscal agent is evaluated by: Quarterly financial DEO monitoring, five different Risk Assessment and Independent Control Activities analysis's, Annual A-133 Independent Audit, Annual Internal Controls questionnaire monitored by DEO and Monthly budget to actual expense reports.

Further, CSCR has a primary contractor who serves as both One-Stop Operator as well as the contracted provider for workforce development services. As such, CSCR utilizes performance measures outlined in the performance-based contract between CSCR and the One-Stop Operator/Contracted Service Provider to measure the effectiveness of the services it provides as well as the overall effectiveness of the one-stop delivery system that they lead operations for. The contract also requires CSCR to holdback 20% of the contract amount and link that sum to the achievement of performance deliverables linked to placements, DEO quality assurance review error rate, case management, customer follow-up and specific performance measures. CSCR establishes and negotiates the performance deliverables with the One-Stop Operator/Contracted Service Provider on no less than annually.

The following chart serves as an illustration of the performance deliverables that were outlined in the 2015/2016 workforce services contract:

Performance Measure	15/16 Goal	Requirement	Comment
Overall Placements	2,000 Staff-Entered Placements	Contractor will work in coordination with CSCR to ensure job seeker customers served in CSCR's operating area obtain employment.	Note: The placement goal is a subset of the overall number of placements that occur in CSCR's operating area.
Placements – Internal Job Orders	335 Placements Against Internal Job Orders	Contractor will work in coordination with CSCR to ensure job seeker customers served in CSCR's operating area obtain employment.	Note: It is expected that this goal will increase as the new service delivery model is implemented to include effective job matching and referral strategies.

DEO Quality Assurance Review	Error rate of 10% or less	Contractor will work to ensure that programs are operated in a manner that are consistent with federal, state and local policies in order to reduce findings and other issues of non-compliance.	None.
Case Management for WIOA Adults and Dislocated Workers	100% engagement rate	Contractor will work to ensure that all individuals enrolled as an Adult or Dislocated Worker are actively engaged by and with their assigned staff. Contact/engagement is encouraged no less than monthly; however a period of no contact by staff may not exceed 45 days.	None.
Case Management for WIOA Youth	100% engagement rate	Contractor will work to ensure that all enrolled Youth are actively engaged by and with their assigned staff. Contact/engagement is encouraged no less than twice per month; however, a period of no contact by staff may not exceed 30 days.	None.
WIOA Adult and Dislocated Worker Follow-up	100% completion rate	Follow-up must be completed for 100% of those individuals whose cases were closed for each of the following intervals: 1 st , 2 nd , 3 rd and 4 th quarters after exit.	None.
WIOA Youth Follow-up	100% completion rate	Follow-up must be completed for 100% of those individuals whose cases were closed for each of the following intervals: 1 st , 2 nd , 3 rd and 4 th quarters after exit.	None.
Adult Entered Employment Rate	85% using DEO's Monthly Management Report (MMR)	Contractor will ensure that WIOA Adults who were unemployed at participation are employed at closure.	Note: Performance Goals will be derived based upon the following criteria: <ul style="list-style-type: none"> · The state's negotiated goals with USDOL · The LWDA's negotiated goals with the state · Goals more stringent than either of the above as determined by CSCR.
Dislocated Worker Entered Employment Rate	85% using DEO's Monthly Management Report (MMR)	Contractor will ensure that WIOA Dislocated Workers who were unemployed at participation are employed at closure.	Same comment as Adult Entered Employment Rate.

Adult Credential Attainment Rate	85% using query, manual data or EFM predictive report	Contractor will ensure that WIOA Adults who were enrolled in education at participation, or any time during the program, have attained a post-secondary certificate at closure.	Same comment as Adult Entered Employment Rate.
Dislocated Worker Credential Attainment Rate	85% using query, manual data or EFM predictive report	Contractor will ensure that WIOA Dislocated Workers who were enrolled in education at participation, or any time during the program, have attained a post-secondary certificate at closure.	Same comment as Adult Entered Employment Rate.
Youth Placement in Employment or Education	55% using query, manual data or EFM predictive report	Contractor must ensure that youth who are not in post-secondary education, employment, or the military at participation are either employed; in the military; enrolled in post-secondary education; advanced training; or occupational skills training at closure.	Same comment as Adult Entered Employment Rate.
Youth Credential Rate	75% using query, manual data or EFM predictive report	Contractor will ensure that Youth who are enrolled in education at participation, or any time during the program, have attained a diploma, GED or certification at closure.	Same comment as Adult Entered Employment Rate.
Youth Skills Gains	35% using query, manual data or EFM predictive report	Contractor must ensure that out-of-school youth who are basic skills deficient (BSD) in either literacy or numeracy increase one or more educational functioning levels by their one-year anniversary date of participation.	Same comment as Adult Entered Employment Rate.
Welfare Participation Rate	50% on the MMR	Contractor will engage families receive TANF that include a work-eligible adult or minor head-of-household in countable work activities.	None.
Welfare Entered Employment Outcome Rate	27.5% on the MMR	Contractor will assist TANF customers with obtaining employment to ensure cases are closed due to earnings.	None.

CSCR also measures the effectiveness of contracted service providers and the one-stop delivery system through strenuous internal quality assurance review requirements. The Contractor is required to conduct self-monitoring no less than monthly and to report the outcome(s) and related trends to the designated CSCR staff. Additionally, designated CSCR staff conduct scheduled bi-annual monitoring, impromptu monitoring as well as “spot checks” in EFM and OSST to review the quality of work occurring each month in the areas of services strategies and employment plans, data validation (employment

verifications, credentials, etc.), service/activity codes and case notes entered in EFM and OSST, and other items as determined necessary and appropriate according to program-specific requirements.

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

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

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

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

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

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

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

COORDINATION OF SERVICES

- (1) **Coordination of programs/partners:** Please describe how individualized career services will be coordinated across programs/partners in the one-stop centers, including Vocational Rehabilitation, TANF and Adult Education and Literacy activities. Specify how the local area will coordinate with these programs to prevent duplication and improve services to customers. TEGL 3-15

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

Upon entry, job seekers are “triaged” through formal and informal assessments to determine their knowledge, skills, abilities, needs, and barriers. It also verified whether the customer is registered in EFM and have a viable resume for job search. Job seekers that are considered job ready can access EFM and other resources to quickly move into employment while those needing 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 job seeker.

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

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 provide information

regarding available career center services. In most instances, points of contact are established for technical assistance purposes. The education of staff is important in staff knowing when to utilize partner agencies to provide services or address needs of the job seeker for which CSCR does not have available resources.

- (2) Coordination with Economic Development Activities:** Please provide a description of how the local board will coordinate workforce investment activities carried out in the local areas with economic development activities carried out in the region (or planning region) in which the local area is located, and promote entrepreneurial training and microenterprise services. WIOA §108(b)(4)(iii)

The CareerSource Capital Region (CSCR) Board has invested in working with the three counties of Gadsden, Leon, and Wakulla Economic Development Councils. With this investment, CSCR has a Board position on the EDC, and regularly attends meetings to give input on workforce issues facing the area. CSCR has an MOU with the active EDC's in the area to outline the specific duties of each organization to coordinate workforce investment and economic development activities. Our goal is to assist the local Economic Development Organizations (EDOs), Chambers, and others in the attraction, expansion and retention of businesses in the three county area. CSCR strategically partners with local EDO's and chambers of commerce to ensure we are supporting the vision of each entity. The Business Solutions team attends all industry sector roundtable meetings and serves as an extension of each organization's staff. 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. Business Solutions team members also have office hours at the local Tallahassee Chamber of Commerce office.

Having just completed the StartUp Quest® program under a Department of Labor Innovation Grant to CareerSource North Central Florida, CSCR has developed strong relationships with the entrepreneurial community in Tallahassee. In addition, CSCR staff are in leadership positions throughout the community to maintain communication and engagement with the entrepreneurial eco-system. For instance, CSCR's Director of Client Solutions and Advancement is the current chair of the Alliance of Entrepreneur Resource Organization (AERO) group. AERO is a coalition of public agencies and community non-profit organizations united to provide current and new businesses with resources to aid in their success. Tallahassee Community College is also planning to establish an entrepreneurial training certification program for our local area. CSCR plans to assist in ensuring the certification program is a success and available to job seekers through the LWDB's training provider list.

- (3) Coordination of education and workforce investment activities:** Please describe how the local board will coordinate education and workforce investment activities carried out in the local area with

relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. WIOA §108(b)(10)

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

- (4) Coordination of transportation and other supportive services:** Please describe how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. WIOA §108(b)(10)

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

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.

Due to funding, the WIOA program participants do not receive transportation assistance. CSCR has begun to rethink providing this service for those who are participating in occupational skills training and work-based training (OJT, Transitional Jobs, Internships, Work Experience).

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.

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.

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

Education Assistance: Due to the lack of funding, Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T) does not directly assist their participants with paying for GED tuition and exam fees; rather, 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 \$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.

- (5) Coordination of Wagner-Peyser Services:** Please provide a description of 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)(10)

Due to Florida's workforce development innovations that are ahead of many of our state-level counterparts in the nation, CareerSource Capital Region coordinates effectively with the Department of Economic Opportunity (DEO) as it relates to the provision of Wagner-Peyser services. The Memorandum of Understanding (MOU) between CSCR and DEO (Exhibit "A" of the Grantee-Sub grantee Agreement between CSCR and DEO) establishes the organizational framework to integrate the delivery of DEO programs and services into the one-stop delivery system. This MOU, as supported by Chapter 445, Florida Statutes, integrates all workforce development programs/services within the one-stop delivery system and places DEO-funded merit staff under the functional direction and management of the One-Stop Operator. 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 job seeker customer groups.

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

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

- Serves on the LWDB 5 Board of Directors to serve as a voice for adult learners.
- Serves as co-chair of LWDB 5's Youth Council provides valuable information related to addressing service gaps and improve the effectiveness of the youth program.
- Provides on-site GED courses for job seekers in the immediate area of the Leon Career Center.

- Provides cross-referrals of students that could benefit from the services offered by CSCR.
- Shares information for mutual customers to include attainment of credential (GED), attendance verification, exam readiness, changes in testing requirements, and financial resource information for exam costs.
- Leverages costs by proctoring Test of Adult Basic Education (TABE) for mutual customers

As new administrative policy is provided by CareerSource Florida regarding WIOA Training Provider List procedures, these partners will submit applications to provide adult education and literacy services under title of WIOA. 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 the 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 (CSCR, ACE)
 - Include core partners in workforce development training from Department of Economic Opportunity, Department of Labor, and Food & Nutrition Services
- Meeting schedule to review processes, share information, evaluate performance outcomes, and identify service gaps
- Established points of contacts at each agency to address emergent issues
- Possible areas of duplication and define an integrated approach to ensure the alignment of workforce activities with the resources and services necessary to assist adult and limited English proficient learners

(7) Cooperative Agreements: Please provide a description of the replicated cooperative agreements (as defined in WIOA section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29U.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 will enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

CSCR will develop local Memoranda of Understanding (MOUs) with our core program partners, Vocational Rehabilitation to:

- Define the referral process between the agencies (i.e. tracking, close-out, communication protocol)
- Determine customer service delivery process (combined case management approach)
- Define common performance measures
- Create a schedule for training of staff for all agencies (CSCR, VR)
 - Include core partners in workforce development training from Department of Economic Opportunity, Department of Labor, and Food & Nutrition Services
- Establish a meeting schedule to review processes, share information, evaluate performance outcomes, and identify service gaps
- Establish points of contacts at each agency to address emergent issues
- Define areas of duplication and define an integrated approach to ensure the alignment of workforce activities with the resources and services necessary to assist persons with disabilities

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

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

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

The local one-stop delivery system includes a comprehensive career center in each of the counties included in CSCR's operating area that offers job seeker customers a range of programs and services that support the local workforce development system. These services are available to any eligible adult, youth, and dislocated worker based upon an assessment of the individual's needs and the resulting employment plan or service strategy. Specific services incorporated into CSCR's service delivery system include orientation to services; computer resources which job seekers may use to conduct job searches, develop and post their resume, complete job applications and other job-search related needs; referrals to job opportunities; career exploration and assessment; work-readiness workshops on resume writing, interviewing and other training topics; information on training provider programs to include past performance and cost; local and state labor market information; information on referral to support services such as transportation, 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 programs; 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. Currently, additional partners such as Vocational Rehabilitation, Adult Education and Literacy and the Division of Blind Services do not financially contribute to the space and overhead costs of the local one-stop delivery system as CSCR is awaiting further guidance from CareerSource Florida as further communication and negotiations occur with the required partners at the state-level.

- A. Is each of the required WIOA partners included in your one-stop delivery system? Describe how they contribute to your planning and implementation efforts. If any required partner is not involved, explain the reason.

The mandatory partners in WIOA are just beginning to engage and have a limited presence in our Career Centers. The local leadership (Leon County School System and Vocational Rehabilitation) is now on the workforce board, and the Memorandums of Understanding (MOUs) are in process or in place.

Adult Basic Education is a partnership with the Leon County School System and is the local provider of GED training and testing in our Leon Center. All three of our Career Centers can proctor tests and administer assessments. An MOU is in place.

Wagner-Peyser is our front door and provides the core job seeker services. The funding for this service remains flat and staffing it adequately is a challenge. We typically have over 3800 visits per month to our three centers combined. An MOU is in place.

Vocational Rehabilitation is in the process of approving an MOU with CSCR. The process started last September.

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

The Capital Area Community Action Agency has just become an established partner in two of our Career Centers (Leon and Wakulla). The organization's mission is to provide a comprehensive system of services and resources to reduce the effects of poverty,

empower low-income citizens to become self-sufficient and improve the overall quality of their lives and our community. CSCR is a key partner in preparing these individuals for employment and being job ready.

Experience Works 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 this program.

Forward March is an employability program offered by Career Training Concepts, Inc. for Welfare Transition and Supplemental Nutrition Assistance Program Employment & Training programs. Forward March is housed in the Leon and Gadsden career centers and holds classes five days a week. The curriculum includes functional literacy, work readiness and life skills training as well as placement assistance.

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

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

Tallahassee Community College is co-located in the Wakulla Center and the lease holder with Centennial Bank who owns the space. There will be an expansion of the college's presence on the site to provide more services to the citizens of Wakulla.

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

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

- Department of Education - Division of Vocational Rehabilitation
- Department of Economic Opportunity - Wagner-Peyser
- Leon County School Board – Adult & Community Education

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

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

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

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

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

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

- A. Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, will 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 regarding compliance with Section 188 of WIOA. WIOA §108(b)(6)(C)

All CSCR Career Centers are ADA compliant and all forms, flyers, advertisements and postings include the required EEO information. Additionally, each office is equipped with computer software/hardware for use by persons with disabilities. Staff receive training at

least annually regarding serving individuals with disabilities and how to handle accommodation requests. Sign language translators are engaged as needed to serve individuals with hearing impairments and Braille documents and audio recordings are available as well. Career seekers with disabilities are considered universal customers and have access to all services and programs in all centers.

- B. Please describe how entities within the one-stop delivery system are utilizing 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 new one-stop center locations. Space for staff and one-stop partners to meet with customers, for workshops and assessments is 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.

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

Introduction to the services provided will be conducted through a virtual Tour of Services which is delivered via computer. This virtual Tour of Services allows for new 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 Marketplace. 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, customers are assigned to specific Industry Sectors and an initial assessment with a Talent Acquisition Specialist is completed. During this initial assessment, the following topics are discussed informally:

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

During this 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 to expand services outside of the career centers by aligning with community partners with an interest and space for job seekers in remote areas to access the Employ Florida Marketplace 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 mobile unit houses a mobile computer lab capable of accessing the internet and allows for on-site provision of services.

(3) Integration of Services: Please describe how one-stop career centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop career center partners. WIOA §108(b)(21)

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

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

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

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

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

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

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

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

sends it to the CSCR designee who is responsible for reviewing and compiling the ratings. From there, staff prepares a recommendation for submission to the organization's Strategic Policy and Planning Committee, then the Executive Committee and finally, the full Board of Directors. Lastly, the Board of Directors then provides that necessary approval for CSCR staff to begin contract negotiations with the successful respondent.

- (5) System Improvement:** The state's certification policy has not been finalized by the state workforce board. Following its completion and issuance, please describe any additional criteria or higher levels of service than required in order to respond to labor market, economic and demographic conditions and trends in the local area. WIOA §108(b)(6)(A)

As of the writing of this plan, CareerSource Florida had not finalized its certification policy. Upon completion and issuance, CSCR will describe any additional criteria or higher levels of service, if any, than required in order to respond to labor market, economic and demographic conditions and trends in our operating area.

DESCRIPTION OF PROGRAM SERVICES

(1) System description: Please describe the local workforce development system. Identify the programs that are included in the system and how the local board will work with the entities carrying out core programs and other workforce development programs to support alignment in provision of services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.), that support the strategy identified in the State Plan under WIOA section 102(b)(1)(E). WIOA §108(b)(2)

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

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

Other programs provided in the system are:

Co-Located Partners/Programs

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

All programs and activities in the CSCR system are coordinated and have an integrated service delivery structure to facilitate greater outcomes, improved customer service to job seekers and employers and 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 supports needed for job seekers to be successful in the current job market. CSCR makes every effort to align workforce development with community partners (i.e. economic development organizations, training providers, community based organizations, etc.) to provide a high-quality workforce development system.

CSCR has integrated the WIOA program and Wagner-Peyser seamlessly to offer universal services to all job seekers. The programs are well integrated whereas job seekers are unaware of a particular funding stream/program but rather receiving 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) Subgrants and contracts: Please provide a description of the competitive process to be used to award subgrants 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 LWDA 5. CareerSource Capital Region, as a public 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 the following acceptable methods of procurement, as provided under 2 CFR 200.

- A. Procurement by micro-purchase- The acquisition of goods or services where the aggregate dollar amount does not exceed \$3,000. To the extent practicable, micro-purchases will be distributed equitably among qualified suppliers.
- B. Procurement by small purchase- The acquisition of goods or services where the aggregate dollar amount does not exceed \$150,000. If this process is used, price or rate quotes must be obtained from an adequate number of qualified sources.
- C. Procurement by sealed bids- Bids are publicly solicited and a firm fixed price contract is awarded to the responsible bidder whose bid, conforming with all of the material terms and conditions of the invitation for bids, is the lowest in price.
- D. Procurement by competitive proposals- Solicitation of competitive proposals, with more than one source submitting an offer, and either a fixed price or cost-reimbursement type contract is awarded.
- E. Procurement by noncompetitive proposal / sole source may be used when the award of contract under competitive or small purchase procedures is not feasible. Circumstances under which a contract may be awarded by noncompetitive negotiations are limited to the following:

- a) The goods and services to be procured are available from a single source only;
- b) Public exigency or emergency when the urgency for the requirements will not permit a delay incident to competitive solicitation;
- c) After the solicitation of a number of sources, competition is determined to be inadequate;
- d) The awardee is a local educational agency, which is defined as public elementary, secondary, or vocational schools, the community College and the State University System;
- e) The purchases of utilities;
- f) Purchases made at prices established by a State contract administered by the State of Florida, Department of Management Services;
- g) Purchases made at prices established by another unit of government;
- h) On-the-Job Training;
- i) Individual Referral of Participants into classroom training on a tuition or off-the-shelf basis at prices available to the general public as long as the aggregate amount of the tuition or unit cost does not exceed \$10,000 for each individual training program; or
- j) Purchases made from another governmental unit in accordance with the Florida Statutes which provides for the purchase of such services without the necessity of procurement;

As administrative entity for LWDA 5, CareerSource Capital Region will use procedures and a monetary threshold for micro purchases, small purchases and sealed bids which at a minimum, comply with the threshold limits contained in CareerSource Capital Region Policy. CareerSource Capital Region considers all purchases less than \$150,000 to be small purchases. Although not required, other procurement procedures such as bids and proposal solicitation may be used by CareerSource Capital Region for any procurement whose estimate cost is less than the small purchase threshold. CareerSource Capital Region small purchases procedures, while competitive, are considered simple and informal.

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

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

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

but may be authorized if justified and documented in compliance with applicable federal, state, and local regulations.

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

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

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

- Copy of public notice announcing solicitation/request for proposals
- The Request for Proposals
- Copies of proposals received
- Record of proposal evaluations ratings
- Record of formal approval/disapproval of proposals
- Cost and/or price analysis of accepted proposals
- Record of price negotiations/basis for final agreement price
- Record of all written communications between proposers and staff during the procurement process

(3) Expanding access to employment: Please describe how the local board, working with entities carrying out core programs, will expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment, including how the local board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, and improve access to activities leading to recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable). WIOA §108(b)(3)

A Career Pathways Council has been established to include community stakeholders that have expertise in education and workforce development. This council includes leaders from K-12, Post-

Secondary, Independent and University educational institutions. The council also includes members of area Economic Development Organizations. One of the goals of this council is to define the specific career pathways for the local area that align with the key industry sectors described in the following section. Providing service through the Industry Sector Model, these career pathways will be fully integrated into initial and ongoing participant service plans.

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

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

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

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

Sector	NAICS Industry	NAICS Name
Healthcare	62	Health Care and Social Assistance
	23	Construction

Manufacturing, Construction, Transportation & Logistics	33	Manufacturing (31-33)
	31	Manufacturing (31-33)
	32	Manufacturing (31-33)
	48	Transportation and Warehousing (48 & 49)
	49	Transportation and Warehousing (48 & 49)
IT, Professional Services, Human Services	52	Finance and Insurance
	51	Information
	55	Management of Companies and Enterprises
	81	Other Services (except Public Admin.)
	54	Professional Scientific & Technical Svc.
	92	Public Administration
	53	Real Estate and Rental and Leasing
	72	Accommodation and Food Services
	56	Admin., Support, Waste Mgmt, Remediation
	11	Agriculture, Forestry, Fishing & Hunting
	71	Arts, Entertainment, and Recreation

Education and General	61	Education Services
	21	Mining
	45	Retail Trade (44 & 45)
	44	Retail Trade (44 & 45)
	99	Unclassified establishments
	22	Utilities
	42	Wholesale Trade

Industry Sector Model (ISM)

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

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

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

(5) Industry Partnerships: Describe how the LWDB will identify and work with key industry partnerships where they exist within the local area, and coordinate and invest in partnership infrastructure where they are not yet developed. WIOA §134(c)(1)(A)(iv)

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

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

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

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

- A. Annually, a Regional Demand Occupations List (RDOL) is established and published by the Department of Economic Opportunity (DEO). This list is used as the basis for training programs in LWDB 5. Occupations are selected for inclusion on the RDOL based on the following criteria:
- B. FLDOE Training Code 3 (PSAV Certificate), 4 (Community College Credit/Degree), or 5 (Bachelor's Degree)
- C. 10 annual openings and positive growth
- D. Mean Wage of \$13.38/hour and Entry Wage of \$10.87/hour
- E. High Skill/High Wage (HSHW) Occupations:
 - a. Mean Wage of \$20.96/hour and Entry Wage of \$13.38/hour

The Approved Training Providers List/Programs (ATPL) 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 ATPL 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 ATPL 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 ATPL. 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 ATPL 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 ATPL. Institutions that provide training for in-demand occupations that are not on the ATPL will be contacted and provided an abbreviated application in order to determine if the program should be added to the ATPL. All applications are evaluated based on the currently established process for adding programs.

(7) Employer Engagement: Please describe the strategies and services that will be used in the local area to:

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

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

- Business Solutions team members actively participate in Big Bend SHRM, attending meetings, partnering on events and serving on the board of directors.
- Account Executives participate in local chamber meetings and events and hold office hours at the Greater Tallahassee Chamber of Commerce.
- Account Executives serve on the boards and participate in BNI, Tallahassee Technology Alliance.
- Business Solutions team members maintain strategic relationships with economic development organizations and other community business groups to identify referrals, etc.

- Business Solutions team members attend local job and career fairs and trade related events, where they can engage with industry partners.
 - Business Solutions team members actively engage job seekers and employers on LinkedIn and other appropriate online tools to market services.
 - Business Solutions team members host over 40 recruitment events and sector based hiring fairs annually (sectors cover in-demand occupations for the LWDA).
- B. Support a local workforce development system that meets the needs of businesses in the local area;

The Business Solutions team has a recruiter on staff. The recruiter or HR Business Partner keeps an ear to the ground regarding employer recruitment needs and connecting qualified, skilled talent to job openings in the area.

Most business accounts are managed by an Account Executive, HR Business Partner 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 finding talent and other resources.

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

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

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

- Provide area labor market data and solutions offered by CSCR at the request of the EDO.
- Give ongoing support and information on training grants, hiring fairs, etc.
- Attend regular meetings with EDO representatives, who serve on the CSCR Strategic Policy & Planning Committee.
- Send the Business Solutions team to attend all industry sector roundtable meetings and serves as an extension of each EDO's staff. This is done by teaming up on employer meetings and taking advantage of the benefits each organization offers. The Business Solutions Teams holds office hours at the local Tallahassee Chamber of Commerce office.

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

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

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

- ConnectionsCR - In partnership with Big Bend SHRM, local business leaders and human resources professionals, CSCR holds quarterly recruiting and networking events that connect professional-level, pre-screened unemployed job seekers with employers in an informal atmosphere. The event provides hiring managers and job seekers the opportunity to interact with the assurance that (1) the customer has met minimum qualifications for open positions and (2) employers are those of interest for the attending job seekers.
- REACT - The REACT Coordinator works to link affected workers with local businesses needing to hire for skills similar to those of the worker. To that effort the REACT Coordinator will review the resumes and/or applications of affected workers to ascertain their work/education history as well as transferrable skills of each individual. Also, all job listings posted in EFM 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 - In anticipation of the area moving to an integrated case management model and in response to employer/job seeker comments, CSCR has shifted to having smaller, industry-focused hiring events more frequently throughout the year. Doing so, allows the area to attract more businesses and job seekers that have skills in specific, in-demand industries to register in Employ Florida Marketplace for services. The change has allowed CSCR to increase the talent pipeline for local employers as well as improve the types of employers/positions posted.

- Ask the HR Experts Panel Discussion - The 'Ask the HR Experts' networking series is a panel discussion offered by CSCR in partnership with Big Bend SHRM. This event connects unemployed job seekers with employers who are Human Resources professionals or hiring managers with local businesses. Job seekers are afforded the opportunity to ask HR related questions on resumes, interviewing and hiring practices. Special care is taken to invite employers that hire for positions congruent with the employment backgrounds of attending job seekers.
- Job matching/Job Development - Staff has a vested interest in matching unemployed job seekers with positions posted in EFM (job matching) and in some instances those found by other means (job development). Regardless of how the job opportunity is found, the preferred outcome is a placement for the job seeker and fulfilling a vacancy for the employer. Staff reviews all new job orders against their caseload of unemployed individuals for potential matches. If no matches are found, staff will search other job posting sites for employment opportunities. If staff is personally aware of employers hiring, staff is encouraged to conduct job development to secure employments for candidates.

(8) Priority for Services: Describe the local policy and procedures that have been established to give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of individualized career services and training services in the Adult program.

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

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

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

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

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

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

- (9) Training Services:** Please describe how training services will be provided, including, if contracts for training services are to be used, how such contracts will be coordinated with the use of ITAs. WIOA §134(c)(1)(A)(v)

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

ITAs

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

OJT

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

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

EWT/Customized Training

EWT 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, including new hires. The training is generally for job-specific skills to assist employers with retaining their current workforce and maintaining their competitiveness. The training must lead to an industry-recognized certificate or credential or a certificate or credential recognizing skill standard attainment. This program also helps employees gain the skills needed to obtain or retain employment that leads to self-sufficient wage.

The BES team will identify potential EWT 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, Account Executives will provide the application and supporting documentation to a Regional Oversight, Performance and Compliance department member for final review and eligibility determination.

Work Experience

CSCR assists qualified participants by providing a quality work experience that will prepare them to acquire the skills and knowledge needed to obtain and maintain employment leading to a successful transition into the labor market. CSCR covers the cost of wages and workman's compensation for participants engaged in the Work Experience program. The Work Experience program focuses on customers with little to no work experience, recently graduated WIOA customers whose field requires on the job experience prior to hire, and customers with a significant gap in employment needing to update their skills.

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

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

- Barry University
- Florida Agricultural & Mechanical University
- Florida Panhandle Technical College
- Florida School of Traditional Midwifery
- Florida State University
- Gadsden Technical Institute

- ITT Technical Institute
- Lively Technical Center
- National Training, Inc.
- Roadmaster Driver's School
- Southeastern School of Health Sciences
- Tallahassee Community College
- The Academy
- Truck Driver Institute

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

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

A. Describe any ITA limitations established by the board

Individual Training Accounts (ITAs) are vouchers that can be used by customers who have been determined eligible to receive assistance with training under the Workforce Innovation and Opportunity Act (WIOA) or Trade Adjustment Assistance (TAA) programs. 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 Approved Training Provider List/Programs.

ITAs will be issued to eligible customers after all necessary assessment and planning has been completed. Issuing an ITA to customers involves several steps: 1) Identifying eligible expenses to be paid for by the ITA, 2) Obtaining the supporting documentation for eligible expenses, 3) Completing the ITA Voucher, 4) Obtaining the Scholarship Unit and Board-staff approval, 5) Entering the approved ITA voucher amount in the Occupational Skills Training (OST) activity section of the Workforce Innovation and Opportunity Act (WIOA) Application in the Employ Florida Marketplace (EFM) system and 6) Entering the ITA Award Notice and Voucher amounts in the Program Administration System (PAS).

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 Adults & DWs are eligible for Tier 2 through 4.

Tier	Eligible Program Participants	Average Placement Wage	% of 2015-2016 LLSIL (\$13.21)	ITA Cap
Tier 1	WIOA Youth& WT ONLY	\$8.60 – \$9.89	65 - 74%	\$2,500
Tier 2	ALL WIOA & WT	\$9.90 – \$11.89	75 - 89%	\$5,000
Tier 3	ALL WIOA & WT	\$11.90 – \$13.20	90 - 99%	\$7,500
Tier 4	ALL WIOA & WT	\$13.21 and above	100% and above	\$10,000

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

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

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

B. Describe any exceptions to the use of ITA

To be consistent with the provisions contained in WIOA, CSCR only funds training services through the use of ITAs. The exceptions allowed by CSCR for not using an ITA are for Customized Training, Incumbent Worker Training, On-the-Job Training, paid work experience and instances where it has been determined that there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of

ITAs. Employers that wish to provide occupational skills training may submit an application for review at any time during the year. Applications are reviewed for completeness and eligibility within 10 business days of receipt. From there, applications are scored and recommended for approval or denial based upon nine (9) of twelve (12) criteria being met. Application approvals are contingent upon receipt of individual employee/trainee information and the executed agreement. All occupational skills training agreements are executed through June 30 of each year. Additional exceptions include the purchase of supplies, uniforms, exam and licensure fees and training costs for youth participants who are not co-enrolled in the WIOA Adult or Dislocated Worker programs.

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

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

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

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

The program was welcomed and supported by the local community. Startup Quest received extensive media coverage, including multiple television and radio segments and newspaper articles. CareerSource Capital Region now has a seat at the table with key community Stakeholders, supporting the entrepreneurial eco-system. The CSCR program was also recognized as one of the best in the State and for this reason, received increased grant dollars to host an additional training cohort. In the end, the program was a tremendous success with almost an 80% graduation rate: 347

started the program; 273 graduated; 42 started their business and 130 have become employed. Surveys showed that many graduates are seeking more ways to pursue their entrepreneurship dreams. Many of the customers received other services from CSCR through their enrollment in the WIOA program (by way of co-enrollment) or through universal services access points (resource room, Executive Center).

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

The Institute consists of monthly workshops designed to reinforce the Startup Quest principles, which include, identifying funding sources; competitive and market analysis; using social media in a marketing plan; business management; and building strong solid community relationships. The first set of workshops are scheduled for January, 2016 and commence May, 2016 and include, Business Accounting & Bookkeeping, Grant Writing 101, Small Business Funding Sources, Social Media Marketing and Networking & Relationship Building.

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

In addition, CSCR's Director of Client Solutions and Advancement chairs 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. Members includes: CareerSource Capital Region, Small Business Development Center at FAMU, Jim Moran Institute for Entrepreneurship City of Tallahassee, Leon County Government, the local EDO, Big Bend Minority Chamber of Commerce, Greater Tallahassee Chamber of Commerce, Tallahassee Community College, Center for Workforce Development, Leon County Research and Development Authority and Domi Station (local technology incubator and co-working space).

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

(13) Enhancing Apprenticeships: Please describe how the LWDB enhances the use of apprenticeships to support the local economy and individuals' career advancement. Describe how job seekers are made aware of apprenticeship opportunities in the area's career centers. TEGL 3-15

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

(14) Other Program Initiatives: Describe the services to be provided that 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 pathway initiatives, utilization of effective business intermediaries, and other initiatives in the support of the board's vision and strategic goals described in Section III. WIOA §134(c)

Career Pathways Council

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

This council will meet to:

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

Affiliate Status Partnership Program

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

Business Partnership Advisory Council

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

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

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

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

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

Industry and Sector Strategies

In partnership with the local EDO industry sector roundtables, workforce trends were always a topic of discussion when meetings were held quarterly. Sectors included: Advanced Manufacturing, Healthcare and Health Sciences, Information Technology, Renewable Energy and the Environment, Transportation & Logistics, Research and Engineering and Aviation & Aerospace.

(15) Service Provider Continuous Improvement: Describe the local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and

providers on the eligible training provider list, through the system and ensure that such providers meet the needs of local employers, workers and jobseekers. WIOA §108(b)(6)(A).

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

- Periodic monitoring of programs, services, and processes – CSCR’s monitoring schedule requires programs, services and processes to be monitored no less than monthly through a series of random, impromptu and full monitoring reviews. A random check is performed on elements contained within the MIS. The intent is to review those items that can be monitored through a desk audit (i.e. participant engagement, employment plans, service codes, veteran priority of service, assessments, pre-penalties, job orders, case notes, etc.). Random checks are conducted monthly. An impromptu review is very similar to a full monitoring review in that it may include a desk audit in addition to case files; however, the impromptu only looks at certain elements (i.e. eligibility, suitability, deferrals, reimbursements, work based training, etc.). Impromptu reviews are conducted quarterly. If there is sufficient concern regarding the integrity of the information contained within the MIS or quality and accuracy of the hard copy documentation, a random check and impromptu review can be the cause for a full monitoring review. CSCR employs two scheduled full monitoring reviews annually. The goal of the monitoring process is to seek areas of opportunities, verify compliance with local, state and federal directives, and to determine if system changes are 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.

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

Any deficiencies found through any level of review of programs, services and processes requires corrections and in some instances a corrective action plan. Corrective action plans are reviewed by the contracted service provider management staff in addition to the LWDB staff. Suggestions are made and updates are required within a 20 day timeframe.

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

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

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

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

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

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

Program Element	Provider	Details
<p>Tutoring, study skills training, instruction, dropout prevention and recovery strategies</p>	<ol style="list-style-type: none"> 1. Community Based Educational Providers 2. College/university students 3. Community Based Organizations 	<p>CSCR will collaborate with the university and colleges as well as other community based educational providers and community based organizations to facilitate tutoring, study skills training, instruction, dropout prevention and recovery strategies based on the needs of the youth. Through the coordination of services, CSCR will assist youth in gaining their GED or credits to earn a high school diploma. Resources for remediation (i.e. Win Workkeys) are available for youth to assist in increasing their ability to gain their GED, recover credits, or support concepts being taught in school that may be a weakness for the student.</p>
<p>Alternative secondary school services, or dropout recovery services</p>	<p>Community Based Educational Providers</p>	<p>CSCR works with the local school board staff to provide services to youth attending alternative secondary schools. As a part of its outreach to at-risk youth, CSCR routinely makes presentations to youth attending these schools to enroll students for work readiness and employment related services. School staff are oriented on services provided by the career center and often refer their students for services offered in the youth program. CSCR will collaborate with community based educational resources including Leon Virtual School, magnet school professional academies, and other entities to find the right support for youth to either get their GED or alternative high school diploma.</p>

Paid/unpaid work experiences	CSCR in partnership with local business and organizations	CSCR operates a fully functional paid/unpaid work experience activity. Staff establishes relationships with local employers and execute worksite agreements to place youth based on the youth's career interests. Youth are pre/post tested to measure the impact/effectiveness of the work experience. There is a priority to connect youth in in-demand industries.
a. Summer Employment opportunities	CSCR in partnership with the City of Tallahassee (Tallahassee Future Leaders Academy)	CSCR entered into a partnership with the City of Tallahassee in 2015 to provide work readiness workshops and assessments to youth participating in the Tallahassee Future Leaders Academy. As a value add, CSCR was able to place youth in positions within the city government structure. The LWDB is building this type of relationship with other entities (city/county government throughout the area) to provide a well-rounded summer and year-round employment activity.
(b) Internship and Job Shadowing	CSCR in partnership with local business and organizations	Internships and job shadowing is offered as a component within the work experience activity. As a work experience participant, youth are afforded the opportunity to conduct job shadowing during their onboarding and training with the employer. Some work experience sites utilize the terminology "intern" as opposed to work experience participant.
(c) Pre-apprenticeship programs	Not applicable	There are no pre-apprenticeship programs offered in the CSCR service area; however, CSCR makes every effort to inform youth of the benefits of participating in apprenticeship

		programs and how to locate programs of interest.
(d) On-the-Job Training	CSCR in partnership with local business and organizations	CSCR believes that On-the-Job training (OJT) can be a major component in serving employers and jobseekers alike. CSCR will build a strategy that places a focus on developing OJT opportunities for young adults deemed most suitable for placement in this activity. An assessment of the youth's knowledge, skills, abilities, and career interests will be used to ensure suitability. Due to the nature of an OJT, the employer agreeing to hire and train the young adult, this activity is preferred to achieve optimal results and positive outcomes for all interested parties (i.e. youth, employer, CSCR).
Occupational skills training	CSCR in partnership with local training providers	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.
Education offered concurrently with workforce preparation activities	CSCR in partnership with local education providers	Due to this being a new element of the program, CSCR will work with local education partners to develop innovative approaches to integrating these activities.
Leadership development opportunities,	CSCR in partnership with local organizations	Leadership development opportunities are provided including community service, peer-

including community service and civic behaviors		centered activities and other positive social behavior exercises.
Supportive services	CSCR and other partner agencies (based on enrollment and availability of funding)	Supportive services may be provided in the form of incentives as a way to drive positive outcomes. The LWDB has an incentive matrix designed to attach the incentive to specific goals/achievement of directly linked to performance deliverables (i.e. credential attainment, increase in EFL, placement, etc.). Support services may also be provided to cover financial needs of a youth that if left unmet may prevent the youth from successfully completing tasks to attain identified goals. Participants are not entitled to support service funds as the availability of this services is based on funding availability. Staff leverage resources, whenever possible, to ensure the best use of available funds while addressing the customer's needs.
Adult mentoring (not less than 12 months)	CSCR/community	Mentoring relationships can be the cornerstone to youth being successful. These relationships are facilitated through program curriculum to assist youth in determining the most appropriate people to support them throughout program participation (no less than through 12 months after program completion). Through the curriculum, youth are taught how to approach and secure a mentor. Mentors may be someone with expertise or experience in the career area of interest and/or someone who has life wisdom or experience that is relevant or can provide motivational support.

<p>Follow-Up services (not less than 12 months)</p>	<p>CSCR</p>	<p>The intent of the completion of follow-up is to verify customers' (continued) employment status, verify the attainment of a credential, and determine whether the customer needs additional services. Any customer found to be unemployed at the point of follow-up receives additional services to assist in returning to work as quickly as possible. Follow-up services may include: planned periodic contacts with the customer or employer to discuss job and career challenges and to implement potential solutions to identified barriers; contact to inform the customer of ongoing activities such as hiring fairs, workshops, trainings or other activities that could be useful to the participant; job retention counseling, problem-solving or general mentoring; and, ongoing professional development support.</p>
<p>Comprehensive guidance and counseling (drug/alcohol abuse counseling)</p>	<p>CSCR/Referrals to community partners</p>	<p>Through assessing the customer, staff determines barriers that have the potential to hinder the youth being successful completing training and obtaining/maintaining employment. When ascertained through assessment that drug/alcohol abuse exists, youth interested in overcoming said barriers are referred to local community based organizations for comprehensive guidance and counseling.</p>
<p>Financial literacy education</p>	<p>CSCR/local financial services professionals or agencies</p>	<p>Financial literacy is introduced to youth through the LWDB's youth services curriculum. The curriculum is designed to teach youth financial skills and to encourage the creation of positive banking relationships. Participants learn about budgeting, credit,</p>

		and banking services to improve their financial health and well-being. Local finance professionals are invited to provide workshops to youth periodically. Additionally, in coordination with the United Way of the Big Bend, CSCR operates a Reality Store financial program.
Entrepreneurial skills training	CSCR/local entrepreneurial organizations	When possible, entrepreneurship workshops are available within the career center. CSCR will develop additional relationships with local business incubators as well as other organizations (i.e. SBDC) to provide workshops to participants.
Labor market and employment information	CSCR and DEO	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.
Preparatory and transition activities for post-secondary education and training	CSCR in partnership with local educational and community organizations	CSCR will work with community based organizations who can assist youth in continuing success along identified career pathways. Transition services will include ongoing supportive and developmental

		services, regular contact with youth, mentoring, and career pathway coaching.
--	--	---

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

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

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

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

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

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

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

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

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

REGIONAL PLANNING ANALYSIS

The Workforce Innovation and Opportunity Act (WIOA) provides for a new regional planning process designed to promote alignment with economic development and education, improved services to employers, workers and job seekers, improved performance in the delivery of workforce services and more efficient delivery of services through coordinated administrative arrangements. The CareerSource Florida Network and its partners have a unique opportunity to engage in regional planning in order to meet the goals of both WIOA and, more importantly, Florida's vision for talent development.

Please describe your strategy toward analyzing potential WIOA planning regions as defined in WIOA section 106(a)(2). Such strategy should include, but not be limited to:

- (1) An analysis of the regional economy, labor market areas, and industry sectors in a region that include your local area

Working closely with the City of Tallahassee/Leon County ESRI team, we have access to the latest data and projections related to our local economy. With the access of ESRI Business Analyst, sector data can be gleaned that can assist the Board in the analysis of current market trends.

In Addition, CareerSource Capital Region has access to the Florida Department of Economic Opportunity (DEO) Labor Market Indicators division where a wealth of labor market information is housed.

Our regional Economic Development Organizations have focused on the following market segments:

- Healthcare
- Transportation, Distribution and Logistics
- Advanced Manufacturing
- Information Technology
- Aviation and Aerospace
- Renewable Energy and Environment
- Research and Engineering
- Retail and Financial Services

As the local economy evolves, CareerSource Capital Region (CSCR) will continue to be a strong partner at these gatherings to advance the awareness of the sector businesses to the services provided by CSCR.

The Board has also looked and the inflows and outflows of labor in the area which has opened up the discussion with the workforce boards across the state line in Georgia where many of the workers in the area reside.

(2) Specific milestones and timelines for consultation with:

A. Other local workforce development boards

CSCR has a collaborative relation with CareerSource North Florida addressing the developing relationship with the Georgia Workforce Boards together. CSCR also has an excellent relationship with the remaining boards in Northwest Florida (LWDBs 1, 2, 3, and 4) through our participation in Opportunity Florida, a rural regional Economic Development Organization.

The goal with the Georgia Workforce Boards is to have a Memorandum of Understanding in place by July 1, 2016 signed by the local workforce boards that borders the Georgia State Line. Our cooperation will begin with any dislocations of workers that affect both states, and to coordinate our services with theirs when a WARN notice is communicated. Our second step will be to get the four Board Chair's together with the executive directors to review the labor market data and encourage conversations about strengthening the partnership.

B. Local elected officials;

Over the past year and a half, the Board's staff have reached out to the local Commissioner Designees who are assigned to be the liaisons to the Workforce Board. Prior to this, there was little interaction except once a year with the budget approvals. The Board has been pleased that two of the three county commissioners have attended the Board meetings and offered guidance to the Board. This is a total turn around and welcomed engagement by the elected officials.

In Addition, the CEO of CSCR makes a presentation to the full county commissions of Leon, Wakulla and Gadsden Counties twice a year. This presentation reviews the performance data of the operation and provides the Return on the Federal Investment to the area.

C. Economic development organizations;

CSCR is an investor in the local EDO's in time, talent, and funding. Because of the participation of the Board with the three counties, the CEO of CSCR is a member of the Board of Directors for all three EDO's. This provides the opportunity to share labor market data and assist in the EDO's focus on expansion, retention and attraction in the respective counties. Labor Market Data is a key component these days for business to consider when they are contemplating growth. Having the required talent and skills can be the make or break decision by a business owner as to their next step. CSCR is a valued partner with the local EDO's because of our ability to find and recruit the talent necessary to achieve success.

D. Core and mandatory one-stop partners for potential regional implications;

CSCR is a recognized and active partner with a myriad of local non-profits and service providers in the three county area.

We are in the process of negotiating with the successful bidder on providing the core services at our three Career Centers. The anticipated contract will start July 1, 2016 and with one year reviews, run through program year 2019. The provider is going to move to an integrated model where the Career Specialists will manage customers in all five of the funding programs we operate.

Our Board is currently compliant with the WIOA composition. This includes Vocational Rehabilitation where there is a presence on certain days in our three Career Centers. We also have the regional director on the Local Workforce Development Board (LWDB). Based on a number of conversations, it has been agreed upon that there are further opportunities for integration as we move forward in WIOA.

The Adult Literacy and Education coordinator from the Leon County Schools ABE division is now on the Board and will lead our Youth Council as we address the Out-of-school youth in the three counties.

We have also added blind services to our menu of services offered at the Career Centers with assistive technology in place.

In addition, our site in Wakulla has the Early Learning Coalition on site and the Capital Area Community Action Agency, Inc. present, at times, depending on demand.

Our Leon Center is also now a site for the “Getting Ahead in a Just Gettin’ By World” program where the mindset of poverty is individually changed to one of opportunity and growth. This is a Capital Area Community Action Agency, Inc. program that is transformational for those who participate. When the participants complete the program, CSCR steps in to assist them with identifying employment opportunities.

E. Analysis of coordination of services with potential regional implications.

The CSCR Board has asked and received the inflow and outflow information from DEO and the LMI department. In reviewing this, we have determined and begun conversations with Jefferson County to switch over to LWDB 5 from LWDB 6 due to the high impact Leon County has in attracting job seekers.

Georgia is also a major supplier of talent to the area and we have a pending MOU with the LWDB across the state line.

PUBLIC COMMENT PROCESS

Please describe the process used, in accordance with the five criteria below, to provide an opportunity for public comment and input into the development of the local plan:

- (1) Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media. WIOA §108(d)(1)
- (2) Provide no more than a 30-day period for comment on the plan before its submission to the Governor, beginning on the date on which the proposed plan is made available, prior to its submission to the Governor. WIOA §108(d)(2)
- (3) Provide a description of the process used by the board to obtain input and comment by representatives of businesses and labor organizations for the development of the plan. WIOA §108(d)(2)
- (4) Describe any other efforts to coordinate with other workforce partners to obtain input into the development of the plan.
- (5) Include, as an attachment with the plan to the Governor, any comments that express disagreement, the LWDB's response to those comments, and a copy of the published notice. WIOA §108(d)(3)

Electronic copies of the proposed Local Plan will be posted on the CSCR website and a news release notifying the public that the plan is available for review and public input. The draft will also be sent to the three county commissioners for review and comment. The plan will be available on April 11, 2016. Public comment will be received for a two week period. After the public comment period, the CSCR Board Strategic Planning and Policy committee will review the draft document with any public comments and make appropriate modifications. The committee will then vote to endorse the final version and send it on to the Executive Committee. There the members will review the proposed final copy, have an opportunity for any additional amendments, and vote to send it on to the full CSCR Board for approval. After the approval by the CSCR Board, the plan will be sent in final form to the Chief Elected Officials for approval. After the approvals are secured, the plan goes to CareerSource Florida and the Governor for approval.

At this point the partners in WIOA have not settled on what metrics will be shared with the CSCR Board. However it is hoped that in the coming years the integration of Vocational Rehabilitation and Adult Education & Literacy will be integrated into the plan.

There were no comments or expressed disagreements received during the published public comment period.

SIGNATURE PAGE

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

- Gadsden County
- Leon County
- Wakulla County

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

Workforce Development Board Chair



Signature

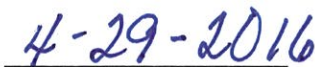
Chief Elected Official

Signature



Name (printed or typed)
Title

Name (printed or typed)
Title



Date

Date

**BIG BEND JOBS & EDUCATION COUNCIL, INC. d/b/a CareerSource Capital Region
GADSDEN COUNTY BOARD OF COUNTY COMMISSIONERS
LEON COUNTY BOARD OF COUNTY COMMISSIONERS
WAKULLA COUNTY BOARD OF COUNTY COMMISSIONERS
INTERLOCAL AGREEMENT**

This Agreement, entered into by and between the following parties: Gadsden County, Leon County (a charter county), and Wakulla County (a charter county), political subdivisions of the State of Florida, hereinafter referred to as the "COUNTIES", and the Big Bend Jobs & Education Council, Inc. d/b/a CareerSource Capital Region (CSCR), a Florida nonprofit corporation, in its capacity as the Region 5 Local Workforce Area (LWA) created and existing under Chapter 445, Florida Statutes, hereinafter referred to as CareerSource Capital Region.

WITNESSETH:

WHEREAS, the Workforce Investment Act of 1998, Public Law 105-220 ("WIA") authorizes expenditures of federal funds for workforce development programs in areas of the state designated by the Governor as a Workforce Development Region; and

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

WHEREAS, the Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law 113-128 supersedes the Workforce Investment Act of 1998 and grandfathers-in the current workforce regions designated by the Governor of the State of Florida based on meeting performance requirements; and

WHEREAS, the COUNTIES have been designated by the Governor of the State of Florida as a Local Workforce Area; and

WHEREAS, the WIA and WIOA require the chief local elected officials of each designated Local Workforce Region to establish a regional workforce development board; and

WHEREAS, the Regional Workforce Board Accountability Act of 2012, the Florida Legislature provides for the membership of local workforce development boards to be limited to the minimum membership required in Pub. L. No. 105-220, Title I, s. 117(b) (2) (A); and

WHEREAS, CareerSource Capital Region has requested and received certification as the Region 5 Workforce Development Board by CareerSource Florida, the State of Florida Workforce Development Board; and

WHEREAS, the Department of Economic Opportunity (DEO), under the direction of CareerSource Florida, shall review and certify that CareerSource Capital Region complies with state and federal law; and

WHEREAS, the COUNTIES and CareerSource Capital Region previously entered into an Interlocal Agreement in 2001 defining their respective duties and responsibilities ("Original Interlocal"); and

WHEREAS, CareerSource Capital Region is required to submit its strategic plan and annual budget, as approved by the COUNTIES and/or their designee, to CareerSource Florida for review and approval; and then to the Department of Economic Opportunity for review and approval; and,

WHEREAS, the COUNTIES and CareerSource Capital Region desire to clarify the terms of the Original Interlocal Agreement to define the scope of their relationship and their respective duties and responsibilities for the administration and operation of workforce programs within the Region 5 Workforce Region under the

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

**BIG BEND JOBS & EDUCATION COUNCIL, INC. d/b/a CareerSource Capital Region
GADSDEN COUNTY BOARD OF COUNTY COMMISSIONERS
LEON COUNTY BOARD OF COUNTY COMMISSIONERS
WAKULLA COUNTY BOARD OF COUNTY COMMISSIONERS
INTERLOCAL AGREEMENT**

WIOA law, as provided herein.

NOW THEREFORE, IN CONSIDERATION OF THE ABOVE AND THE MUTUAL COVENANTS HEREIN, THE PARTIES HERETO AGREE AS FOLLOWS:

Purpose:

The purpose of this agreement is to establish and maintain a partnership to carry out the requirements of the (WIOA), the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996 (Public Law 104-193), the Agricultural Act of 2015, applicable federal, state and local regulations including OMB super circular and future state and federal workforce initiatives and laws (together the "Acts").

2. Development of the Four Year Local Services Plan: (Section 108(a))

Pursuant to WIOA and in accordance with the requirements established by the Governor of the State of Florida, CareerSource Capital Region shall develop the Four Year Local Plan, as required, and shall present said plans to the COUNTIES for review and approval. Upon approval and execution of the plans by the COUNTIES when required by the Acts, acting through the respective Boards of County Commission, or their designees, the plans will be submitted to the proper funding authorities by CareerSource Capital Region.

3. Establishment of the Gadsden, Leon, Wakulla Workforce Development Consortium

The Gadsden, Leon, and Wakulla Workforce Development Consortium (the "CONSORTIUM") is hereby created to be organized as hereinafter provided. Each respective Board of County Commissioners shall identify and designate one individual to serve as their designee on the CONSORTIUM. The designee shall be a voting member. The CONSORTIUM will exercise approval authority, which will not be unreasonably withheld, over the budget adopted by CareerSource Capital Region for final submittal and approval to CareerSource Florida and then the Department of Economic Opportunity. The CONSORTIUM will also exercise approval authority and review of the annual audit as conducted over CareerSource Capital Region for final submittal to the proper funding authorities by CareerSource Capital Region.

4. Duties and Responsibilities of CareerSource Capital Region

The COUNTIES hereby designate CareerSource Capital Region as the local sub-grant recipient and local fiscal agent for all Workforce Innovation and Opportunity Act funds and other workforce development programs operating within the Region 5 Workforce Region (the "Program"). In that capacity, CareerSource Capital Region shall act as its own administrative entity, and be responsible for all Program activities as required by the Acts, including and/or subject to the following:

- A. CareerSource Capital Region shall employ personnel to carry out the effective and efficient operation of the Program, as defined in the Workforce Local Plan, and to provide necessary technical assistance to any sub-grantee's providing services under the guidance of the Board and acting in partnership with the COUNTIES as provided herein;
- B. CareerSource Capital Region Board shall select a Chief Executive Officer of sufficient competence and experience to organize and train such staff as necessary to conduct the functions and operations of the fiscal and administrative entity as provided herein;
- C. CareerSource Capital Region, through the actions of said personnel, as authorized, approved or directed by the CareerSource Capital Region Board of Directors, shall:

1. Prepare planning documents required by applicable state and federal law and, after any required

**BIG BEND JOBS & EDUCATION COUNCIL, INC. d/b/a CareerSource Capital Region
GADSDEN COUNTY BOARD OF COUNTY COMMISSIONERS
LEON COUNTY BOARD OF COUNTY COMMISSIONERS
WAKULLA COUNTY BOARD OF COUNTY COMMISSIONERS
INTERLOCAL AGREEMENT**

approval by the COUNTIES, submit them to the appropriate funding authorities for approval;

2. Prepare and submit for approval by the CONSORTIUM, an annual budget for the proper expenditure of all funds allocated to CareerSource Capital Region;
3. Direct the receipt and expenditure of funds in accordance with the Acts, this Agreement, approved local plans and budget, and/or all applicable Federal, State or Local Laws;
4. Execute contracts, sub-grants and other agreements necessary to carry out the programs authorized by CareerSource Florida and DEO, including making the designation of the One Stop Operator, selecting and designating youth service providers, identifying eligible providers of adult and dislocated worker intensive and training services, and maintaining a list of those providers with performance and cost information;
5. Reach agreement with the Governor and CareerSource Florida on local performance measures;
6. Recommend policy and develop program procedures for program management, planning, operation, evaluation and other necessary functions;
7. Evaluate program performance and determine whether there is a need to reallocate program resources and to modify the grant agreement with the State of Florida Department of Economic Opportunity;
8. Establish and maintain such committees as determined by the CareerSource Capital Region Board of Directors;
9. Establish and maintain in force agreements with each of the required local One Stop Partner agencies;
10. As the fiscal agent, collect, account for, invest and expend Program income generated by Program activities pursuant to the Acts and State of Florida requirements and approved CareerSource Capital Region bylaws, procurement policies, finance and accounting policies;
11. Conduct oversight with respect to activities, programs and expenditures under WIOA and such other federal programs that assign responsibility for oversight over programs, activities and expenditures. Oversight shall include monitoring related to administrative costs, avoiding duplicated services, providing career counseling, working with economic development, providing equal access, and ensuring compliance and accountability to meet performance outcomes.
12. Enforce all agreements and take action against any sub-recipient or vendor for abuse in the programs in order to protect the funds and the integrity of the program, subject to final approval or ratification by the CareerSource Capital Region Board of Directors;
13. Coordinate workforce investment activities with economic development strategies regionally and developing strong employer linkages;

**BIG BEND JOBS & EDUCATION COUNCIL, INC. d/b/a CareerSource Capital Region
GADSDEN COUNTY BOARD OF COUNTY COMMISSIONERS
LEON COUNTY BOARD OF COUNTY COMMISSIONERS
WAKULLA COUNTY BOARD OF COUNTY COMMISSIONERS
INTERLOCAL AGREEMENT**

14. Promote private sector involvement in the statewide workforce investment system through effective brokering, connecting and coaching activities through intermediaries in the local area or through other organizations to assist employers in meeting hiring needs;
 15. Develop and administer a system to hear and resolve all grievances or complaints filed by participants, subcontractors or other interested parties as required by the Acts, Regulations or State Laws, subject to approval by the respective Boards of County Commissions when approving the Workforce Services Plan.
 16. Develop fiscal controls, accounting, audit and debt collection procedures to assure the proper disbursement of, and accounting for, funds received under WIOA, with at least fifty percent (50%) of the Title I funds for Adults and Dislocated Workers that are passed through to CareerSource Capital Region and allocated to and expended on Individual Training Accounts unless a waiver is granted for a lower percentage by CareerSource Florida.
 17. Make available to the COUNTIES and the general public through its website, www.careersourcecapitalregion.com, the audit conducted in accordance with OMB Super Circular 900 200 annually.
 18. Perform any other functions as necessary or appropriate to meet its responsibility for the operation of the Program;
 19. Maintain the required insurance coverage to protect the COUNTIES addressed through this agreement.
- D. CareerSource Capital Region shall have authority to seek, compete for and secure other sources of funding consistent with and in accordance with its purpose and for such other purposes as CareerSource Capital Region Board may deem appropriate and necessary.
- E. CareerSource Capital Region shall perform or cause to have performed internal audits and monitoring of all funds as required by the Acts and in accordance with the provisions of paragraph 6(c) herein; shall satisfactorily resolve any questions or problems arising from said audits and monitoring; and present audit and monitoring findings directly to the Audit Committee and CONSORTIUM.
- F. CareerSource Capital Region shall adopt such procedures to ensure compliance with applicable conflict of interest and public meetings laws. Members of the CareerSource Capital Region Board of Directors shall ensure there is no conflict of interest in the voting actions of the CareerSource Capital Region Board or its members with respect to all activities by complying with all disclosure, conflict of interest statutes, and other regulations and guidelines, as well as complying with all public meeting requirements, notifications and restrictions as prescribed by law.
- G. In order to exercise its independent Program oversight, CareerSource Capital Region shall not serve as the one stop operator and/or a direct service provider of certain components or all components of workforce services unless deemed necessary by the CareerSource Capital Region Board of Directors.
- H. CareerSource Capital Region shall promote and solicit participation by the business community in the program in order to maximize services to eligible residents of the area.
- I. CareerSource Capital Region shall collect or have collected appropriate labor market information to determine business and industry needs for specific job categories in the COUNTIES.

**BIG BEND JOBS & EDUCATION COUNCIL, INC. d/b/a CareerSource Capital Region
GADSDEN COUNTY BOARD OF COUNTY COMMISSIONERS
LEON COUNTY BOARD OF COUNTY COMMISSIONERS
WAKULLA COUNTY BOARD OF COUNTY COMMISSIONERS
INTERLOCAL AGREEMENT**

- J. CareerSource Capital Region shall approve, in conjunction with the respective Board of County Commissioners, all plans as may be required under the Wagner Peyser (employment services) Act.
- K. CareerSource Capital Region shall exert every reasonable and necessary effort to resolve disagreements between CareerSource Capital Region and the COUNTIES.
- L. CareerSource Capital Region shall comply with all the filing and other requirements mandated by the Florida not-for-profit corporation statutes, and applicable IRS regulations and filings.
- M. CareerSource Capital Region shall complete and submit all assurances and certifications as required by the funding sources.
5. Duties and Responsibilities of the COUNTIES:

Each Board of County Commissioners is designated as the Chief Elected Officials under the WIOA, and in the capacity as the local grant recipient shall have the following duties and responsibilities:

- A. Appoint and reappoint representatives of the private sector members to the CareerSource Capital Region Board of Directors in a timely manner so as to maintain the minimum number of business members required by CareerSource Capital Region's bylaws, CS/HB 7023 enacted by the 2012 Florida Legislature and as provided in the WIOA.
- B. Each Board of County Commissioners shall have the authority to remove an appointed Board Member for cause. Cause may include, but is not limited to, conviction of a crime involving moral turpitude or dishonesty; and/or intentional and flagrant violation of County or CareerSource Capital Region standard of conduct to include ethical violation; and/or any conduct the COUNTIES determine to be detrimental to CareerSource Capital Region and/or the County or to the purposes and objectives of the workforce development system. Also removal for violation of the CSCR Board bylaws and policies. Removal of the Chair and/or Officer of the CareerSource Capital Region Board of Directors requires approval by all COUNTIES.

The number of members of the Local Workforce Area (LWA) Board shall be determined by the CareerSource Capital Region in consultation with the Chief Local Elected Official(s), but must remain compliant with the WIOA and the State of Florida legislation.

Members shall be appointed for fixed terms and may serve until their successors are appointed. Terms of the CareerSource Capital Region Board members shall be three (3) years with a maximum of nine (9) years consecutive service.

A majority of the CareerSource Capital Region Board shall be representative of the private sector, who shall be owners of businesses, chief executives, or chief operating officers of non-governmental employers, or other private sector executives who have substantial management or policy responsibility. The Chairperson of the CareerSource Capital Region shall be a representative of the private sector and shall be selected by the membership of the CareerSource Capital Region Board annually with a two year term limit.

The private sector representatives on the CareerSource Capital Region Board shall number twelve (12) and shall be selected in the following manner:

**BIG BEND JOBS & EDUCATION COUNCIL, INC. d/b/a CareerSource Capital Region
GADSDEN COUNTY BOARD OF COUNTY COMMISSIONERS
LEON COUNTY BOARD OF COUNTY COMMISSIONERS
WAKULLA COUNTY BOARD OF COUNTY COMMISSIONERS
INTERLOCAL AGREEMENT**

Nominations for the private sector seats shall be submitted to the respective County Commissions or their designee by local business organizations including local chambers of commerce, downtown merchants associations, area business associations, etc., but must be compliant with the WIOA and State of Florida.

Such nominations for the CareerSource Capital Region Board shall be representative of the business community described above in optimal business leadership positions such as CEO's, President's, Owners, and senior business leaders.

In addition, the number of private sector seats appointed by the respective county commissions shall be apportioned as follows:

Leon County Commission, seven (7);
Gadsden County Commission, three (3); and
Wakulla County Commission, two (2).

Depending on the Board make up, these numbers may need to change. The percentage of business positions is based on population percentages of the participating counties in Region 5.

The remaining board memberships shall be filled as specified in the State of Florida and the Workforce Innovation and Opportunity Act. These Members **are not nominated** by the three (3) respective County Commissions or their designee but prescribed by WIOA;

The Mandatory Partners:

Higher Education (1);
A minimum of 20% with labor designation
Adult Literacy (1)
Government and Economic Development (1)
Economic and Community Development (1)
State Wagner Peyser (1)
Vocational Rehabilitation (1)

The May's in the Law are:

Community Organization (1)
Youth Organization (1)
Local Educational Agencies (1)
Transportation, Housing, Public Assistance (1)
Philanthropic Organizations (1)
Other Individuals- Local Elected Officials Discretion.

NOTE: Because business must be at least 51% of the Board, additional positions in the "may" section require adding multiple business people to the board. The intent of the WIOA law is to keep the board number low (minimum of 19) and have strategic and effective community business leaders.

- B. Maintain communication with CareerSource Capital Region necessary to carry out the objectives of this agreement.
- C. Appoint and reappoint members to the CONSORTIUM as defined in Section 3.
- D. Provide such Program oversight to ensure the effective and efficient delivery of all services as provided for in accordance with this Agreement, CareerSource Capital Region's approved plans, and as defined in the WIOA.

**BIG BEND JOBS & EDUCATION COUNCIL, INC. d/b/a CareerSource Capital Region
GADSDEN COUNTY BOARD OF COUNTY COMMISSIONERS
LEON COUNTY BOARD OF COUNTY COMMISSIONERS
WAKULLA COUNTY BOARD OF COUNTY COMMISSIONERS
INTERLOCAL AGREEMENT**

- E. Review, make recommendations, and approve, in its reasonable discretion, all plans as may be required under the WIOA.
- F. Take prompt corrective action as it determines appropriate in its reasonable discretion when necessary to comply with the Acts, or to assure that performance standards are met.
- G. Ensure, through CareerSource Capital Region Board meetings and CareerSource Capital Region staff presentations, as well as approval of CareerSource Capital Region policies, reports and other agreements, that CareerSource Capital Region has and maintains adequate administration, controls and management for funds and programs handled by CareerSource Capital Region including, but not limited to, such activities as receipts and disbursement of funds, monitoring, evaluation and contracting.
- H. Exert every necessary and reasonable effort to resolve disagreements between CareerSource Capital Region and the COUNTIES.

6. Financial Responsibility for the Program:

As provided in the WIOA, the Board of County Commissioners of the respective counties, as the Chief Elected Officials (CEOs), are not relieved of the liability for the misuse of grant funds by the designation of CareerSource Capital Region as sub-grantee and fiscal agent as provided herein, as authorized by WIOA, and CareerSource Capital Region agrees to the following, in order to provide assurances to and protection for the Chief Elected Officials as to sound fiscal management of the Program in compliance with the Acts:

A. **Indemnification.** Unless determined to be contrary to applicable law, CareerSource Capital Region shall indemnify, pay the cost of defense, including attorneys' fees, and hold harmless the respective Boards of County Commissioners, its agents or employees; or by, or in consequence of any act or omission, neglect or misconduct in the performance of this Agreement; or on account of any act or omission, neglect or misconduct of CareerSource Capital Region, its agents or employees; or by, or on account of, any claim or amounts recovered under the "Workers' Compensation Law" or of any other laws, by-laws, ordinance, order or decree, except *only* such injury or damage as shall have been occasioned by the sole negligence of the respective Board of County Commissions.

B. **Disallowed Cost Liability.** In the event CareerSource Capital Region is found responsible for any disallowed costs, through whatever means, CareerSource Capital Region and the COUNTIES will mutually work to resolve all such disallowed costs. In the event that repayment of funds is demanded by the funding source, CareerSource Capital Region will have first responsibility for repayment, through its insurance, bonds, and grant or non-grant funds such as unrestricted funds as allowed by the Acts. If CareerSource Capital Region's insurance, bonds, grant or non-grant funds are insufficient for the demanded repayment, then any repayment obligation shall be determined as provided by the Acts.

C. **Additional Financial Assurances.** During the term hereof, in addition to any other remedies provided by law, the Acts, or in this Agreement, in the event the respective Boards of County Commissions reasonably determines that additional financial or performance assurances are necessary to protect the interests of the respective Boards of County Commissions, as the Chief Elected Officials, after written notice to CareerSource Capital Region, the COUNTIES may: (i) require CareerSource Capital Region to withhold payments from its designated one stop operator(s) or service providers; (ii) require that all contracts, and payments thereon, provide for the retainage of a portion of payments due; (iii) make any appearances in any proceedings or conduct any reviews or examinations the respective Boards of County Commissions reasonably deems

**BIG BEND JOBS & EDUCATION COUNCIL, INC. d/b/a CareerSource Capital Region
GADSDEN COUNTY BOARD OF COUNTY COMMISSIONERS
LEON COUNTY BOARD OF COUNTY COMMISSIONERS
WAKULLA COUNTY BOARD OF COUNTY COMMISSIONERS
INTERLOCAL AGREEMENT**

necessary; or (iv) post such security, as the respective Boards of County Commissions reasonably deems necessary, for the performance of any obligations as provided in the Acts or this Agreement.

7. Term and Termination:

A. **Term.** The term of this Agreement shall commence on the Effective Date or the filing of this Interlocal Agreement as provided in paragraph 13 herein, whichever occurs last, and continues through June 30, 2020, unless otherwise terminated as provided herein. Thereafter, this Agreement shall automatically renew for additional one year terms commencing on July 1 and ending in June 30, unless any party provides written notice of its intent not to renew on or before March 1 of any extension period.

B. **Termination for Convenience.** Either Party may terminate this Agreement, without cause, by giving one hundred fifty (150) days prior written notice of the termination hereof pursuant to this provision.

C. **Termination on Default.**

1. Each of the following shall constitute an Event of Default:

(a) The failure or refusal by any of the 4 parties to substantially fulfill any of its obligations in accordance with this Agreement, provided, however, that no such default shall constitute an Event of Default unless and until a non-defaulting party has given prior written notice specifying that a default or defaults exist which will, unless corrected, constitute a material breach of this Agreement, and the defaulting party has either corrected such default or has not cured the defaults, as determined by the non-defaulting parties within thirty (30) days from the date of such notice;

(b) The written admission by CareerSource Capital Region that it is bankrupt, or the filing by a voluntary petition as such under the Federal Bankruptcy Act, or the consent by CareerSource Capital Region to the appointment by a court of a receiver or trustee or the making by CareerSource Capital Region of any arrangement with or for the benefit of its creditors involving an assignment to a trustee, receiver or similar fiduciary regardless of how designated, of all or a substantial portion of Contractor's property or business, or the dissolution or revocation of CareerSource Capital Region's corporate charter.

2. Upon the occurrence of an Event of Default, the non-defaulting party (ies) shall have the right to immediately terminate this Agreement upon written notice to the party (ies) in default.

D. **Termination of Funding.** In the event that sufficient budgeted state formula funds are not available for a new fiscal period, the respective Boards of County Commissions shall notify CareerSource Capital Region of such occurrence and the Agreement shall terminate on the last day of the current fiscal period without penalty or expense to the respective Boards of County Commissions.

8. Notice:

Except as otherwise provided in this Agreement, any notice required or permitted to be given hereunder shall be delivered personally or sent by mail with postage pre-paid to the following addresses or to such other places as may be designated by the parties hereto from time to time.

For CareerSource Capital
Region:

For GADSDEN
COUNTY:

For LEON COUNTY:
Chairperson

For WAKULLA COUNTY:
Chairperson

**BIG BEND JOBS & EDUCATION COUNCIL, INC. d/b/a CareerSource Capital Region
 GADSDEN COUNTY BOARD OF COUNTY COMMISSIONERS
 LEON COUNTY BOARD OF COUNTY COMMISSIONERS
 WAKULLA COUNTY BOARD OF COUNTY COMMISSIONERS
 INTERLOCAL AGREEMENT**

CareerSource Capital Region Chief Executive Officer 325 John Knox Road, Atrium Building, Suite 102 Tallahassee, Florida 32303	Chairperson Gadsden County Board of Commissioners PO Box 1799 Quincy, Florida 32351	Leon County Board of Commissioners 301 S. Monroe Street, 5 th Floor Tallahassee, Florida 32301	Wakulla County Board of Commissioners PO Box 1263 Crawfordville, Florida 32326
--	--	--	--

9. Modification:

This Agreement may be modified by the mutual consent of the parties thereto, in any lawful manner and consistent with the Acts, Regulations or any rule promulgated thereto.

10. Resolution of Disagreements:

A. To facilitate the timely and effective resolution of any controversy or dispute that may arise under this Agreement, the Gadsden County Board of Commissioners, the Leon County Board of Commissioners, and the Wakulla County Board of Commissioners, the Chairperson of CareerSource Capital Region and each county's Administrators shall undertake negotiations to resolve the matter. To the extent the controversy or dispute cannot, after good faith effort, be resolved either party may refer the matter to non-binding mediation. The dispute will be mediated by a mediator chosen jointly by CareerSource Capital Region and COUNTIES within thirty (30) days after written notice demanding non-binding mediation by either party. Neither party may unreasonably withhold consent to the selection of a mediator, nor will CareerSource Capital Region along with the COUNTIES share the cost of the mediation equally. The parties may also, by mutual agreement, replace mediation with some other form of non-binding alternate dispute resolution ("ADR") procedure. The payment of costs incurred to address the mediation will be determined based on the area of service. (e.g., population, usage of services, etc.)

B. In the event that any claim, dispute or demand cannot be resolved between the parties through negotiation or mediation as provided herein within 60 days after the date of the initial demand for non-binding mediation, then either party may pursue any remedies as provided by Law.

11. Severability:

In the event any terms or provisions of this Agreement or the application to any of the parties hereto, person or circumstance shall, to any extent, be held invalid or unenforceable, the remainder of this Agreement, or the application of such terms or provision to the parties hereto, persons or circumstances other than those as to which it held invalid or unenforceable, shall not be affected thereby and every other term and provision of this Agreement shall be valid and enforced to the fullest extent permitted by law.

12. Filing of Agreement:

This Agreement shall be filed with each county's Clerk of the Circuit Court.

13. Termination of Original Interlocal:

This Agreement supersedes all prior agreements between the parties, and said prior agreements, including the Original Interlocal between the parties are hereby terminated.

**BIG BEND JOBS & EDUCATION COUNCIL, INC. d/b/a CareerSource Capital Region
GADSDEN COUNTY BOARD OF COUNTY COMMISSIONERS
LEON COUNTY BOARD OF COUNTY COMMISSIONERS
WAKULLA COUNTY BOARD OF COUNTY COMMISSIONERS
INTERLOCAL AGREEMENT**

THIS AGREEMENT IS ENTERED INTO ON BEHALF OF:

GADSDEN COUNTY

Gadsden Consortium Member, Eric Hinson

Date of Commission Action

APPROVED AS TO FORM:

BY: _____
Gadsden County Attorney

ATTEST: Gadsden County Clerk of the Circuit Court

BY: _____
Gadsden County Clerk of the Circuit Court

LEON COUNTY

Leon Consortium Member, Nick Maddox

Date of Commission Action

APPROVED AS TO FORM:

Leon County Attorney

ATTEST: Leon County Clerk of the Circuit Court

BY: _____
Leon County Clerk of the Circuit Court

WAKULLA COUNTY

Ralph Thomas

Ralph Thomas, Chairman

June 1, 2015

Date of Commission Action

APPROVED AS TO FORM:

[Signature]

Wakulla County Attorney

ATTEST: Wakulla County Clerk of the Circuit Court

BY: *Brent X. Thurmond*

Wakulla County Clerk of the Circuit Court

**BIG BEND JOBS & EDUCATION
COUNCIL, INC. d/b/a CareerSource Capital Region**

George Banks

CareerSource Capital Region Chairperson, George Banks

APPROVED AS TO FORM:

Beth Kirkland

Secretary, Beth Kirkland



**BIG BEND JOBS & EDUCATION COUNCIL, INC. d/b/a CareerSource Capital Region
GADSDEN COUNTY BOARD OF COUNTY COMMISSIONERS
LEON COUNTY BOARD OF COUNTY COMMISSIONERS
WAKULLA COUNTY BOARD OF COUNTY COMMISSIONERS
INTERLOCAL AGREEMENT**

THIS AGREEMENT IS ENTERED INTO ON BEHALF OF:

GADSDEN COUNTY

Eric Hinson
Gadsden Consortium Member, Eric Hinson

APPROVED AS TO FORM:

BY: *[Signature]*
Gadsden County Attorney



ATTEST: Gadsden County Clerk of the Circuit Court

July 7, 2015
Date of Commission Action

BY: *Marcella Blocker, Deputy Clerk*
Gadsden County Clerk of the Circuit Court

LEON COUNTY

Leon Consortium Member, Nick Maddox

APPROVED AS TO FORM:

Leon County Attorney

ATTEST: Leon County Clerk of the Circuit Court

Date of Commission Action

BY: _____
Leon County Clerk of the Circuit Court

WAKULLA COUNTY

Wakulla Consortium Member, Jerry Moore

APPROVED AS TO FORM:

Wakulla County Attorney

ATTEST: Wakulla County Clerk of the Circuit Court

Date of Commission Action

BY: _____
Wakulla County Clerk of the Circuit Court

**BIG BEND JOBS & EDUCATION
COUNCIL, INC. d/b/a CareerSource Capital Region**

CareerSource Capital Region Chairperson, George Banks

APPROVED AS TO FORM:

BY: _____
Secretary, Beth Kirkland

**BIG BEND JOBS & EDUCATION COUNCIL, INC. d/b/a CareerSource Capital Region
GADSDEN COUNTY BOARD OF COUNTY COMMISSIONERS
LEON COUNTY BOARD OF COUNTY COMMISSIONERS
WAKULLA COUNTY BOARD OF COUNTY COMMISSIONERS
INTERLOCAL AGREEMENT**

THIS AGREEMENT IS ENTERED INTO ON BEHALF OF:

GADSDEN COUNTY

Gadsden Consortium Member, Eric Hinson

Date of Commission Action

LEON COUNTY



Leon Consortium Member, Nick Maddox

Date of Commission Action

WAKULLA COUNTY

Wakulla Consortium Member, Jerry Moore

Date of Commission Action

**BIG BEND JOBS & EDUCATION
COUNCIL, INC. d/b/a CareerSource Capital Region**

CareerSource Capital Region Chairperson, George Banks

APPROVED AS TO FORM:

BY: _____
Gadsden County Attorney

ATTEST: Gadsden County Clerk of the Circuit Court

BY: _____
Gadsden County Clerk of the Circuit Court

APPROVED AS TO FORM:



Leon County Attorney

ATTEST: Leon County Clerk of the Circuit Court

BY: 

Leon County Clerk of the Circuit Court

APPROVED AS TO FORM:

Wakulla County Attorney

ATTEST: Wakulla County Clerk of the Circuit Court

BY: _____
Wakulla County Clerk of the Circuit Court

APPROVED AS TO FORM:

BY: _____
Secretary, Beth Kirkland