



Program Years

2017 – 2020

Workforce Plan Modification

July 1, 2018 – June 30, 2020

Local Workforce Development Area 09

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CONTENTS

VISION FOR IMPLEMENTING THE WORKFORCE INNOVATION AND OPPORTUNITY ACT	1
ORGANIZATIONAL STRUCTURE	2
Chief Elected Official(s) (CEO)	2
(1) Local Workforce Development Board (LWDB)	5
(2) Local Grant Subrecipient	6
ANALYSIS OF NEED AND AVAILABLE RESOURCES	11
WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS	23
COORDINATION OF SERVICES	29
(1) Coordination of programs/partners	29
(3) Coordination of education and workforce investment activities	31
(4) Coordination of transportation and other supportive services	31
(5) Coordination of Wagner-Peyser Services	32
(6) Coordination of Adult Education and Literacy	33
(7) Reduction of Welfare Dependency	34
(8) Cooperative Agreements	35
DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM	37
(1) General System Description	37
(2) Customer Access	40
(3) Integration of Services	44
(4) Competitive Selection of OSO	44
(5) System Improvement	45
DESCRIPTION OF PROGRAM SERVICES	47
(1) System description	47
(2) Sub-grants and contracts	48
(3) Expanding access to employment	48
(4) Key Industry Sectors	49
(5) Industry Partnerships	50
(6) In-demand training	52
(7) Employer Engagement	52
(8) Priority for Services	53
(9) Training Services	54
(10) Customer choice process	54
(11) Individual training accounts	55

(12)	Microenterprise and Entrepreneurial Training	56
(13)	Enhancing Apprenticeships	57
(14)	Other Program Initiatives	58
(15)	Service Provider Continuous Improvement	58
(16)	Youth Program Design	59
PUBLIC COMMENT PROCESS		62
SIGNATURE PAGE		64

VISION FOR IMPLEMENTING THE WORKFORCE INNOVATION AND OPPORTUNITY ACT

CareerSource North Central Florida has a business-led, market-responsive, results-oriented and integrated workforce development system. The enhanced system will foster customer service excellence, seek continuous improvement and demonstrate value by enhancing employment opportunities for all individuals, including those with disabilities. This focused and deliberate collaboration among education, workforce and economic development networks will contribute to the competitiveness of businesses and the productivity of our workforce, thus increasing economic prosperity. The local workforce development board and our regional strategic vision for WIOA implementation will be realized by accomplishing these three goals:

- Enhanced alignment and market responsiveness of workforce, education and economic development systems through improved service integration provides businesses with skilled, productive, and competitive talent and workers in Alachua and Bradford Counties. This alignment provides individuals with employment, education, training and support services that reduce welfare dependence and increase opportunities for self-sufficiency, high-skill and high-wage careers, lifelong learning and self-employment support with an emphasis on preparing workers for the future of work in the 21st Century where technology takes on a much greater importance.
- Promoting accountable, transparent and data-driven workforce investment through excellent performance, monitoring and evaluation that informs strategies, drives operational excellence, leads to the identification and replication of best practices and empowers an effective and efficient workforce delivery system. We will emphasize quantitative and qualitative evaluations to guide future strategies.
- Improvement of career exploration, educational attainment and skills training for in-demand and emerging industries and occupations that leads to enhanced employment and self-employment, career development, credentialing and post-secondary education opportunities.

Additionally, CareerSource North Central Florida will continue to engage in leadership roles that align with the needs of our business community, local economic development priorities and specifically to promote the growth of our new companies poised for high growth in job creation.

ORGANIZATIONAL STRUCTURE

CHIEF ELECTED OFFICIAL(S) (CEO)

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

Per the region's Interlocal Agreement, the Chief Elected Official for Alachua County is the Alachua County Board of County Commissioners (ABoCC).

Name: Lee Pinkosin, Chair
Title: Alachua County Board of County Commissioners
Mailing Address: 12 S.E. 1st Street, Gainesville, Florida 32601
Phone: 352-264-6900
Email: bocc@alachuacounty.us

The Chief Elected Official for Bradford County is:

Name: Ross Chandler, Chair
Title: Chair of the Bradford Board of County Commissioners (BBoCC)
Address: 945 North Temple Avenue, Starke, Florida 32091.
Telephone: 904-966-6280.
Email: rachel_rhoden@bradfordcountyfl.gov

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

The current Interlocal Agreement between CareerSource NCFL and Alachua and Bradford County is attached.

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

The current Interlocal Agreement between CareerSource NCFL and Alachua and Bradford County is attached.

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

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

The CareerSource NCFL Bylaws and the Interlocal Agreement between the CEO(s) and the Board address the nomination process.

The CareerSource NCFL Board's Bylaws state that:

Section 3.2: Membership Nominations and Appointments – Voting Board members shall be nominated as set forth by law, and pursuant to the process established in the Interlocal Agreement shall be appointed by the Chief Elected Officials of Alachua and/or Bradford Counties.

The Interlocal Agreement, Section 7.3(1) states:

Appoint the members of the Board, in accordance with Section 117 of Title I of the WIA, Chapter 445, F .S. and Section 9 of this Agreement, which shall serve the functions as described in Section 106 of Title I of the WIA; and

Interlocal Agreement, Sections 8.2:

Members of the CareerSource NCFL Board are nominated by various agencies as mandated under WIOA. Those nominations are to be approved by the Chief Elected Officials for selection and appointment and then will be submitted to the appropriate Board of County Commissioners. Attachment 1, which is made a part of this Agreement, defines which Board seats represent which county(ies). Either County may choose to solicit member nominations directly from the appropriate agencies. Members shall be appointed for fixed or staggered terms and may serve until their successors are appointed. Terms of CareerSource NCFL Board members shall be three (3) years and may be renewed for one or more additional three (3) year terms.

Interlocal Agreement, Section 9.6:

The Chair of the CareerSource NCFL Board must be from the business community and serve for a term of no more than two years and serve no more than two terms as chair. [§ 107(b)(3)], US-WIOA, § 445.007(2)(a) F.S., FL-WIOA]

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

The Interlocal Agreement states that Board members shall be appointed for fixed and staggered terms and may serve until their successors are appointed. Terms of Board members shall be three years and may be renewed for one or more additional three (3) year terms.

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

Board Member terms that expire or Board Member resignations are reported to the CEO at a meeting of the Dual County Consortium, described in *Article II, Purpose* of the Bylaws and defined in *Section 6, Chief Elected Officials* of the Interlocal Agreement, which includes “a four-member consortium may be created with two members of each county commission”. This Consortium meets quarterly and stays informed of any current or upcoming vacant seats.

The Executive Director of the Board works with the commissioners, their staff and various agencies in our communities to identify interested candidates for Board membership when seats become available. Board member applications are taken year round and compliant applications are provided to the Counties for selection of Board members for each individual seat. Subsequent nominations by these agencies are submitted to the CEO(s) for selection and appointment. Either County may choose to solicit Board member nominations directly from the appropriate agencies.

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

CareerSource NCFL’s Bylaws Section 5.2 specifies that “a Board member who is unable to attend a Board meeting may designate a non-Board member to appear in his/her place. The designee may participate in the Board’s discussions but may not vote. The designee shall be counted toward a quorum, but the Board member shall receive credit for attendance.” The identification of designees is determined when the roll call is taken at the beginning of the Board meeting.

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

CareerSource NCFL’s Bylaws Section 5.1.G specifies: “A Board Member who is unable to attend a Board meeting in person may attend, participate, and vote by telephone or Internet meeting conference.” The Board uses the SUNCOM system to enable members and the public to telephonically attend Board meetings. The phone number and meeting identification number are included on the meeting agenda, which is posted on CareerSource NCFL’s web site calendar.

- 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,

CareerSource NCFL Board membership represents a wide variety of interests and sectors including local county government, private businesses, economic development, community based organizations, educational and training institutions, labor, and service

providers. This representation has led to the development of strong ties within each sector and ongoing collaborative working relationships throughout the region. The results have been a continuing process of generating feedback regarding the employment and other essential needs of the region.

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

Working with the CEO's of Alachua and Bradford Counties, Chambers of Commerce and other economic development organizations, school superintendents, post-secondary institutions, and private business(es), CareerSource NCFL strives to obtain a diverse membership that represents and promotes the goals, aspirations, leadership, development, sustained growth, and well-being of our communities.

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

Seats 28 and 30 of the CareerSource NCFL Board are held by a county commissioner from each county, thus the CEO is involved in all activities at the bimonthly Board meetings, in addition to any committee meetings the two commissioners sit on (as all Board members are required to sit on and participate on at least one committee). Additionally a Dual County Consortium meeting is held each quarter with two representatives from each county commission for a total of four members. CareerSource NCFL communicates frequently with the CEO in both Alachua and Bradford Counties by providing public presentations at the County Commission meetings. Workshops are held in Alachua and Bradford County that are open to the public to discuss the work being done by CareerSource NCFL (including workshops for Gainesville's City Commission). Community outreach includes such workshops to keep all elected officials aware of all Board activities, including the review of this plan.

All plans are submitted to the CEO for their review, comment and approval.

(1) 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.

The CareerSource NCFL Board Chair for 2017-2018 is Ethan Fieldman, President and Founder of Study Edge, 104 N. Main Street, 2nd Floor, Gainesville, Florida; (352) 246-3842, ethanfieldman@gmail.com.

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

The vice chair of the CareerSource NCFL Board is Dawn Strickland, small business owner of Home Sweet Bone in Bradford County; 5041 SW CR 100A, Starke, Florida 32091; (352) 745-1317; dawnstrickland@embarqmail.com.

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

The Administrative Entity for CareerSource NCFL, Focused Management Solutions (FMS), began working on the plan update in December, 2017. FMS works closely with other service providers and partners to obtain and update information to incorporate into the plan. The 2016 plan was discussed at public workshops for Bradford County in February and at a City Commission Workshop on March 2016. The plan was discussed at the both County Commissions and the Dual County Consortium during the month of April, 2016. The plan went before the CareerSource NCFL Executive Committee on March 22, 2016 for approval and before the Full Board on March 28, 2016. The plan was then posted on the CareerSource NCFL website with notices sent to the two county newspapers of the availability of the plan for public comment. Concurrent to posting the plan for public comments, the plan was sent to the Alachua Board of County Commission and the Bradford Board of County Commission for approval.

The current modification was presented to the Executive Committee of the Board on February 13, 2018 and to the Alachua and Bradford Boards of County Commission in March, 2018.

(2) 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

Grant funds are received into and disbursed from the bank account of the Alachua Bradford Regional Workforce Board (d/b/a CareerSource North Central Florida) who serves as the fiscal agent of the federal funds that pass through to the Board from DEO. The Board delegates the financial services duties to its Administrative Entity, including audit preparation.

- 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

The designated Administrative Entity (AE) for the Board is Florida Management Solutions, Inc., d/b/a Focused Management Solutions (FMS), a Public Consulting Group, Inc. company. In lieu of hiring Board staff, the Board procures and contracts with the AE to provide the necessary administrative and fiscal expertise on behalf of the Board. This includes hiring and paying an Executive Director, who is embedded 100% (along with other staff) in service to the Board.

FMS was competitively procured by the Board to serve as its administrative entity, which includes providing fiscal services for the Board. With the approval of the Board, FMS subcontracts with James Moore & Company (financial services subcontractor) to provide sub-contracted financial services, to assure separation of duties and a check and balance system for overall financial oversight. Expenses are reviewed and approved for correctness by FMS, then submitted to James Moore for a second review of backup documentation and procurements for compliance. Both organizations monitor expenses in real-time to assure they are reasonable, allocable and allowable. Board officers sign all contracts and checks, with second signatures on checks provided by James Moore & Company. FMS does not sign contracts or checks.

Financial statements and budgeted versus actual reports are approved by the Board monthly.

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

The CareerSource NCFL Board's design for service delivery has all of its services competitively procured and contracted with independent contractors.

(1) The Board serves as the sub-awarded fiscal agent.

(2) Focused Management Solutions (FMS) is contracted to serve as local board staff that provides administrative and financial services. FMS then subcontracts some financial services (AP, AR, Bank reconciliations, etc.) to James Moore & Co. (JM&Co.), a Florida-based accounting firm. FMS' contract as the administrative entity and the oversight of JM&Co. provides the necessary firewall between acting as board staff and acting as the fiscal agent. FMS and JM&Co. were competitively procured through the Board's

established procurement processes. FMS has two contracts for services with the Board, one for the Administrative Entity (fiscal agent) and one for the Board Staff. This contract design provides the necessary firewalls between the duties of each.

(3) Kaiser Group, Inc. d/b/a/Dynamic Workforce Solutions (DWFS) was competitively procured and contracted in 2015 to be the One-Stop Operator and the direct provider of career services. DWFS has a contract with CareerSource NCFL that separates the duties of the one-stop operator and the career services. Additionally, the career services duties have performance based contract requirements that are reviewed by the Administrative Entity and the CareerSource NCFL Board on a monthly and quarterly basis.

(4) To maximize a WIOA eligible/ITA participant's freedom to choose an approved training provider, CareerSource NCFL does not contract with any training providers. State universities, colleges and private non-profit and for-profit training providers are on the Eligible Training Provider List to provide occupational training. Decisions as to which provider to use is left up to individual informed customer choice. CareerSource NCFL uses training vouchers to provide training from Individual Training Accounts (ITA) for individual participants. CareerSource NCFL does not contract for ITA training. Purchase orders are used for employability skills training or teen pregnancy prevention training with competitive procurements for private trainers (not state universities or colleges).

(3) ONE-STOP SYSTEM

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

The CareerSource NCFL one-stop system is rooted in the concept of providing quality employer and worker services and universal access to a variety of programs and services in a seamless and integrated manner, and is designed to facilitate the effective and efficient delivery of workforce services in the region. Information and access to a comprehensive array of employer services, educational, vocational, job training and other workforce development services, including occupational skills training and lifelong learning, job development and support services will be available to all Alachua and Bradford Counties' residents in a single, customer-focused, user friendly system. CareerSource NCFL has two comprehensive physical centers, located in Starke and Gainesville, providing all required core services and access to programs operated by one-stop partners. Information about each center is listed below.

Alachua County Career Center
10 NW 6th Street
Gainesville, FL 32601
(352) 955-2245

Bradford County Career Center
819 South Walnut Street
Starke, FL 32091
(904) 964-8092

The local vision fulfills the integrated universal access approach by electronically interconnecting all partners (service providers and customers – employees and employers) in order to transfer, share and provide universal access to information and services from anywhere within the two-county area. This process, facilitated through a combination of physical location where providers are co-located in one central facility, and “virtual” connection of service providers through a computer network, demonstrates the concept of universal access.

The success of the one-stop system is dependent on the development of an integrated team that is represented by staff drawn from the various system partners to work efficiently together to serve customers. This integration is accentuated by the Employ Florida Marketplace system that will be used by all agencies throughout the system to obtain and document customer information. The data collected will constitute the basis of the initial participant file that will be maintained in the system from which partners will access common data elements.

- E. 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 career centers are open with access for programs, services and activities Monday, Tuesday, Wednesday and Friday from 8:00 a.m. to 5:00 p.m. On Thursdays the career centers are open from 10:00 a.m. until 5:00 p.m. When evening activities are ongoing, such as providing space for training activities or community events, the centers are open after hours.

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

The Kaiser Group, Inc. d/b/a Dynamic Workforce Solutions (DWFS) was selected in 2015 through a competitive procurement process to be the one-stop operator and provider of career services by the CareerSource NCFL Board. The next procurement will be conducted in the spring of 2019.

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

DWFS provides career services within the one-stop system.

- H. 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.

DWFS provides all career services. DWFS also supervises state DEO staff that provides Wagner Peyser and Veterans services.

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

Per the CareerSource Florida Administrative Policy for One-Stop Certification, both of CareerSource NCFL's one-stop centers meet the comprehensive 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

The unemployment rate in Local Area 9 has declined in the workforce area 4.7 percent in January, 2017 to 3 percent January, 2018. The labor force has increased by 16 percent in the past two years from 139,324 to 147,611, with the number of persons decreasing from 6,292 to 5,080. However the unemployment rate for persons with disabilities is at 16.5 percent and for individuals more than 55 years of age had an unemployment rate of 4.4 percent.

The labor force status by race is from 2016 where the unemployment rate was at 8.5 percent for American Indians and Alaska Natives, 14.9 percent for Native Hawaiians and Other Pacific Islanders., and 5.6 percent for persons 55 and older.

The educational attainment for the WDA population has digressed with increases in the number of individuals having less than a high school diploma and a high school diploma, and decreases in the percent of individuals having some college and post-secondary degrees. The educational distribution of the population per 2016 estimates for WDA 9 (25 to 64 years old) were bachelor's degree or higher at 39.6 percent (this has decreased from 2013 estimates), followed by some college or Associate degree at 30.2 percent, and then high school diploma (including equivalency) at 22.6 percent, 8.1 percent of workforce participants had attained less than a high school diploma (a significant increase from prior workforce plan).

EXISTING INDUSTRY AND OCCUPATIONAL SECTORS

The current 2017 employment by industry are displayed in the table below:

Industry	Number of Employees
Total, All Industries	156,607
Government	44,199
Education and Health Services	26,876
Trade, Transportation, and Utilities	22,027
Leisure and Hospitality	16,364
Professional and Business Services	14,539
Self-Employed and Unpaid Family Workers	8,181
Financial Activities	6,953
Construction	5,249

Manufacturing	4,863
Other Services (Except Government)	4,594
Information	1,545
Agriculture, Forestry, Fishing and Hunting	1,035
Mining	182

The five top industries without our region align with our local area industry sectors as defined above.

The table below shows the existing occupations in the local Alachua and Bradford Counties area:

Occupation Code	Occupation Title	Number of Workers
251000	Postsecondary Teachers	13,082
291000	Health Diagnosing and Treating Practitioners	10,810
353000	Food and Beverage Serving Workers	9,422
412000	Retail Sales Workers	8,901
131000	Business Operations Specialists	5,926
291141	Registered Nurses	5,862
292000	Health Technologists and Technicians	5,041
353021	Combined Food Prep. and Serving Workers, Inc. Fast Food	5,015
372000	Building Cleaning and Pest Control Workers	4,822
251191	Graduate Teaching Assistants	4,812
434000	Information and Record Clerks	4,710
436000	Secretaries and Administrative Assistants	4,633
412031	Retail Salespersons	4,549
472000	Construction Trades Workers	4,324
439000	Other Office and Administrative Support Workers	4,244
412011	Cashiers	3,711
151100	Computer Occupations	3,703
372011	Janitors and Cleaners, Except Maids and Housekeeping	3,497
537000	Material Moving Workers	3,285
252000	Primary, Secondary, and Special Education Teachers	3,277
533000	Motor Vehicle Operators	3,177
119000	Other Management Occupations	3,132
353031	Waiters and Waitresses	3,064
439061	Office Clerks, General	3,044
435000	Material Recording, Scheduling, and Distributing Workers	2,997
433000	Financial Clerks	2,910
436014	Secretaries, Except Legal, Medical, and Executive	2,815
499000	Other Installation, Maintenance, and Repair Occupations	2,722
251071	Health Specialties Teachers, Postsecondary	2,703
311000	Nursing, Psychiatric, and Home Health Aides	2,650

EXISTING IN 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.

Combined food preparation and serving workers, including fast food, continues to be the top existing demand occupation, with 2,284 projected total job openings between 2015 and 2023.

Three of the top 15 existing demand occupations require significant technical training: registered nurses, postsecondary health specialties teachers, and accountants and auditors.

Two of the top 15 existing demand occupations are registered nurses and postsecondary health specialties teachers, which reflects the prevalence of medical education employment in Alachua County and the high demand for medical services resulting from population aging, expanding medical insurance coverage, and technological innovation.

The table below shows the demand occupations based on the number of new jobs that will be available from now until 2025:

TOP 15 EXISTING DEMAND OCCUPATIONS (ranked by total job openings)							
Workforce Development Area 9 - Alachua and Bradford Counties							
Rank	Occupation Code	Occupation Title	Employment		2017 - 2025		2017 Hourly Wage (\$)
			2017	2025	Level Change	Percent Change	Median
1	353021	Combined Food Prep. and Serving Workers, Inc. Fast Food	5,015	5,768	753	15.0	9.36
2	412031	Retail Salespersons	4,549	4,830	281	6.2	9.78
3	412011	Cashiers	3,711	3,773	62	1.7	9.27
4	353031	Waiters and Waitresses	3,064	3,289	225	7.3	9.70
5	372011	Janitors and Cleaners, Except Maids and Housekeeping	3,497	3,961	464	13.3	10.32
6	251191	Graduate Teaching Assistants	4,812	4,968	156	3.2	NA
7	291141	Registered Nurses	5,862	6,405	543	9.3	31.11
8	439061	Office Clerks, General	3,044	3,244	200	6.6	13.43
9	537062	Laborers and Freight, Stock, and Material Movers, Hand	2,131	2,384	253	11.9	12.18
10	436014	Secretaries, Except Legal, Medical, and Executive	2,815	3,042	227	8.1	14.79
11	311014	Nursing Assistants	2,207	2,510	303	13.7	11.99
12	434051	Customer Service Representatives	1,954	2,181	227	11.6	13.39

13	251071	Health Specialties Teachers, Postsecondary	2,703	3,064	361	13.4	99.80
14	131199	Business Operations Specialists, All Other	2,516	2,697	181	7.2	29.25
15	435081	Stock Clerks and Order Fillers	1,612	1,699	87	5.4	11.51

EMERGING INDUSTRY SECTORS

Emerging industries tend to employ a higher percentage in professional occupations. The table below is the top emerging industries as provided by the Department of Economic Opportunities (DEO) Bureau of Labor Market Information for December, 2017. The industry sectors are considered emerging based on the percentage change of jobs rather than the number of jobs available:

TOP EMERGING INDUSTRIES By percentage of jobs

Workforce Development Area 9 - Alachua and Bradford Counties

Industry		Employment		2017 - 2025 Change	
Code	Title	2017	2025	Total	Percent
6214	Outpatient Care Centers	439	616	177	40.3%
6219	Other Ambulatory Health Care Services	346	479	133	38.4%
6233	Continuing Care Retirement Communities and Assisted Living F	856	1,177	321	37.5%
3212	Veneer, Plywood, and Engineered Wood Product Manufacturing	113	152	39	34.5%
5112	Software Publishers	443	579	136	30.7%
2361	Residential Building Construction	583	749	166	28.5%
2389	Other Specialty Trade Contractors	413	525	112	27.1%
5417	Scientific Research and Development Services	680	852	172	25.3%
5416	Management, Scientific, and Technical Consulting Services	786	978	192	24.4%
5614	Business Support Services	624	771	147	23.6%
5223	Activities Related to Credit Intermediation	48	59	11	22.9%
4884	Support Activities for Road Transportation	172	209	37	21.5%
2383	Building Finishing Contractors	717	868	151	21.1%
4413	Automotive Parts, Accessories, and Tire Stores	503	605	102	20.3%
5511	Management of Companies and Enterprises	675	807	132	19.6%

EMERGING INDUSTRY OCCUPATIONS:

The following table shows the top 15 emerging occupations in WDA 9 by percentage of new jobs. This data is somewhat flawed as the occupation ranked first will only see a change of four (4) jobs in the next eight years. A table with the number of new jobs by number of jobs is listed as the second table. The table also includes the industry sector linkage and of the 15 occupations listed, 8 are healthcare occupations:

**Top 15 Emerging Occupations
(ranked by percent growth)**

Workforce Development Area 9 - Alachua and Bradford Counties

Rank	SOC Code	Title	Employment		2017-2025		Industry Sector Linkage	2017 Hourly Wage (\$)
			2017	2025	Level Change	Percent Change		Median
1	194092	Forensic Science Technicians	12	16	4	33.3	Government	19.14
2	172031	Biomedical Engineers	75	98	23	30.7	Manufacturing	42.69
3	291067	Surgeons	105	134	29	27.6	Healthcare	NA
4	292057	Ophthalmic Medical Technicians	58	74	16	27.6	Healthcare	17.20
5	452091	Agricultural Equipment Operators	40	51	11	27.5	Agriculture	NA
6	312021	Physical Therapist Assistants	74	94	20	27.0	Healthcare	29.68
7	152041	Statisticians	75	95	20	26.7	Professional Services	32.85
8	113111	Compensation and Benefits Managers	15	19	4	26.7	Various	38.74
9	151134	Web Developers	147	186	39	26.5	Professional Services	23.19
10	312022	Physical Therapist Aides	103	130	27	26.2	Healthcare	13.78
11	319097	Phlebotomists	115	145	30	26.1	Healthcare	12.33
12	395094	Skin Care Specialists	33	41	8	24.2	Personal Services	16.94
13	291064	Obstetricians and Gynecologists	34	42	8	23.5	Healthcare	101.11
14	291171	Nurse Practitioners	131	161	30	22.9	Healthcare	44.08
15	292032	Diagnostic Medical Sonographers	103	126	23	22.3	Healthcare	29.15

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

The Gainesville Area Chamber of Commerce (GACC) and North Florida Regional Chamber of Commerce have been CareerSource NCFL contracted business services providers since 2006. The Board recognizes that Chambers of Commerce are better positioned and have better knowledge and skills to serve business needs than any other organization in our

community. Chambers of Commerce have the “ear” of the business community and can be a liaison between employers and the Board.

GACC oversees the Council for Economic Outreach (CEO) and Innovation Gainesville, iG 2.0, their goals include helping “to drive the five-year economic development strategy, transforming Greater Gainesville, bringing 3,500 new jobs and \$250 million in capital investment to the region. Advocate teams represent each of the targeted industry sectors of the Greater Gainesville area: Advanced Logistics, Advanced Materials, Agricultural Life Sciences, Human Life Sciences, and Software/IT. Teams will work to identify and assist with recruitment of top companies to relocate or expand in Greater Gainesville.”

CareerSource NCFL has used data from the CEO and local and state labor market information to identify our targeted sectors which are:

- Logistics
- Advanced Manufacturing (including Advanced Materials)
- Healthcare
- Technology (in general, including Software, information technology and biotechnology)
- Leisure and Hospitality

(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)).

Employers state that they need workers who possess basic employability and soft skills combined with strong technical skills. Many employers state that they are unable to find workers that meet their needs. This is why CareerSource NCFL promotes an ‘earn and learn’ training component that is funded through an H-1B Ready to Work grant for STEM occupations and an H-1B Strengthening Working Families Initiative grant that supports work-based training in information technology.

Healthcare is a growing industry that requires trained specialists. CareerSource NCFL provides training for registered nurses and other healthcare workers to meet the needs of an aging society.

The following table shows the academic and technical competencies for the four industry sectors:

Industry Sector	Academic Competencies	Industry Wide Technical Competencies
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Industry Sector	Academic Competencies	Industry Wide Technical Competencies
Advanced Manufacturing	<ul style="list-style-type: none"> * Science * Basic Computer Skills * Mathematics * Reading * Writing * Communication - Listening & Speaking * Critical & Analytic Thinking * Information Literacy 	<ul style="list-style-type: none"> * Manufacturing Process Design & Development * Production * Maintenance Installation & Repair * Supply Chain Logistics * Quality Assurance/Continuous Improvement * Sustainable & Green Manufacturing * Health, Safety, Security & Environment
Information Technology	<ul style="list-style-type: none"> * Reading * Writing * Mathematics * Science * Communication * Critical & Analytical Thinking * Fundamental IT User Skills 	<ul style="list-style-type: none"> * Principals of Information Technology * Databases and Applications * Networks, Telecom, Wireless & Mobility * Software Development & Management * User & Customer Support * Digital Media and Visualization * Compliance Risk Mgmt., Security & Info Assurance
Healthcare	<ul style="list-style-type: none"> * Reading * Writing * Mathematics * Science & Technology * Communication - Listening & Speaking * Critical & Analytical Thinking * Basic Computer Skills * Information Literacy 	<ul style="list-style-type: none"> * Health Industry Fundamentals * Healthcare Delivery * Health Information * Health Industry Ethics * Laws & Regulations * Safety Systems
Logistics	<ul style="list-style-type: none"> * Communication - Visual & Verbal * Reading * Locating & Using Information * Writing * STEM * Critical & Analytical Thinking * Information Technology Fundamentals 	<ul style="list-style-type: none"> * Industry Fundamentals * Design & Development * Operations & Management * Maintenance & Repair * Technology Applications * Regulations * Safety & Security
Leisure and Hospitality	<ul style="list-style-type: none"> *Reading for Information *Business Writing *Math *Basic Computer Skills *Communication Skills *Locating and Using Information 	<ul style="list-style-type: none"> *Sales *Customer Service *Merchandising/Retailing *Operations *Human Resources

- (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)).

The 2016 American Community Survey reports the population over 16 years of age for Alachua and Bradford Counties is 237,728, up slightly since the origin of this plan two years ago. Of that population 136,792 is in the civilian labor force. Current unemployment rates (not seasonally adjusted) for the two-county local area (as of December 2017) are at 3.2%. This is the second lowest unemployment rate for all 24 workforce areas (Workforce 02 being the lowest at 3.0%).

Current labor force employment for Alachua and Bradford Counties:

Population 16 years and over	Alachua County	Bradford County	Total Local Area
Total Population	215,536	22,192	237,728
Civilian Labor Force	126,515	10,277	136,792
Employed	117,507	9,161	126,668
Unemployed	8,872	1,082	9,954

The education level of the two counties is displayed in the table below:

Education Level	Alachua County	Bradford County
Education for population 25 years and over	153,641	19,390
Less than 9th grade	2.7%	6.0%
9th to 12th grade, no diploma	4.8%	17.2%
High School Graduate	21.9%	34.8%
Some College, no degree	18.9%	20.1%
Associates degree	10.2%	10.1%

Education Level	Alachua County	Bradford County
Bachelor's degree	21.3%	8.4%
Graduate or professional degree	20.2%	3.4%

Employment of persons with barriers is significantly higher than the numbers presented above. Persons with disabilities have a significantly higher unemployment rate nationally as do persons with less than a high school diploma.

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

The workforce development activities in the local area provide services to all programs, including WIOA Adult, Dislocated Worker and Youth; Trade Adjustment Assistance (TAA); Wagner Peyser; SNAP; and Welfare Transition program to assist all workers to obtain employment and self-sufficiency through an individualized mix of career and training-related activities and work experience.

Career Services

Career services are available to all individuals through the local One-Stop service delivery system and will be offered in a variety of formats including self-service, limited assistance and will, at a minimum include the following:

- Determinations of whether the individuals are eligible to receive assistance;
- Outreach, intake (which may include worker profiling), and orientation to the information and other services available through the one-stop service delivery system;
- Initial assessment of skill levels, aptitudes, abilities and supportive service needs;
- Labor exchange services including:
 - Job search and placement assistance, and where appropriate, career counseling; provision of information on in-demand industry sectors and occupations; and provision of information on non-traditional employment
 - Appropriate recruitment and other business services on behalf of employers;
- Provision of referrals to and coordination of activities with other programs and services;

- Provision of labor market information including information on job vacancies, information on job skills necessary to obtain jobs, and information related to local occupations in –demand;
- Provision of performance information and program cost information on eligible providers of training services;
- Provision of how the local area is performing, the local performance measures and any additional performance information with respect to the one-stop delivery system in the local area;
- Provision of accurate information relating to the availability of supportive services, including child care, housing and transportation, available in the local area and referral to such services, as appropriate;
- Referral to supportive services;
- Provision of information regarding filing claims for unemployment compensation;
- Assistance in establishing financial aid eligibility;
- Services, if determined to be necessary for an individual to obtain or retain employment:
 - Comprehensive and specialized assessments including diagnostic testing and in-depth interviewing to identify employment barriers;
 - Development of an individual employment plan;
 - Group counseling;
 - Individual counseling;
 - Career planning;
 - Short-term pre-vocational services;
 - Internships and work experience linked to careers;
 - Workforce preparation activities;
 - Financial literacy services;
 - Out of area job search assistance and relocation assistance;
 - English language acquisition and integrated education and training programs;
 - Follow-up services, including counseling regarding the workplace for participants in workforce investment activities authorized under this subtitle that are placed in unsubsidized employment, for not less than 12 months after the first day of employment as appropriate.

Our primary job is to match jobseekers (workers) with employers with job vacancies. Often this is a difficult job and CareerSource NCFL works with employers to build workers to meet the needs of the job.

Employer needs as identified through targeted sector outreach by business services representatives, surveys, focus groups and team meetings continues to identify jobseekers with greater skills to meet the continuing growth of new technologies.

CareerSource NCFL offers a wide range of training options for our customers, some funded through WIOA formula dollars but most funded through special grants received from the Department of Labor. Traditional classroom occupational training is mostly used for our WIOA participants in need of training to gain self-sufficiency. However, many are co-enrolled and benefit from work experience, internships and experienced based training

such as those provided from Stem Ready and Opportunity Quest programs, funded directly from non-formula dollars.

Our employer customers are interested in on-the-job training and internships to train their own employees in skills that the individual business needs. They are also interested in incumbent worker training to upskill their current, proven employees in the newest technologies.

Additionally CareerSource NCFL is increasing registered apprenticeships in non-traditional apprenticeship occupations such as information technology.

(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)).

In addition to the career services listed above, CareerSource NCFL may provide the following training services to eligible Adults and Dislocated Workers, based on availability of funding:

Training Services

Training activities, most of which will be provided through Individual Training Accounts (ITAs), will be available through the One-Stop System and may include, based on funding and Board priorities:

- Occupational skills training;
- On-the-job training;
- Incumbent worker training;
- Programs that combine workforce training with related instruction;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs;
- Job readiness training provided in combination with training services above;
- Adult education and literacy activities, including English language acquisition and integrated education and training programs; and
- Customized training.

When an eligible Adult of Dislocated Worker has completed training and received a credential they are referred back to career services for assistance in finding self-sufficient employment. Support services are provided as necessary and documented in the individual's career plan. Follow-up activities are conducted for 12 months after employment is achieved.

- (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)).

CareerSource NCFL works closely with the local community college and Chambers of Commerce to identify and develop training opportunities that are in line with Alachua and Bradford County labor market needs. Training in customer service, maintenance, retail sale and entrepreneurship are offered to all youth participants. Youth participate in occupational training and job shadowing to ensure an adequate translation of skill sets.

The youth program is partnered with multiple community agencies that work with out-of-school youth. In most instances we work to co-enroll participants so that we may offer layered services to ensure participant success. In addition, staff works with business services to disseminate information at area workforce events—such as job fairs. The youth program is also a close partner with the area community college and housing authority. The year round youth program works with out of school youth to ensure retention by offering work experiences and training opportunities to expose the participant to local employment and education opportunities.

To serve youth most at-risk, including those with disabilities, those who have aged out of foster care, youthful offenders, out-of-school youth, and those who are basic skills deficient, CareerSource NCFL has developed a comprehensive partnership with area agencies to identify the needs and resources available to this population. These partnerships include educators, employers, human services agencies such as juvenile justice, youth with disabilities and local law enforcement agencies, and organizations that have experience relating to youth activities; the Job Corps, the chambers of commerce, trade associations; and economic development entities, public and private educational institutions (including Alachua and Bradford County Public Schools and Santa Fe College); community-based organizations; organized labor; the area's local elected officials; and state agencies, including Department of Children and Families and the Department of Juvenile Justice. The youth services program provides assessment services for this targeted population to identify what services can be provided by the workforce system, and any additional and complementary services that can be provided by partner agencies. CareerSource NCFL provides the targeted youth with referrals to the additional services

WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

The mission of CareerSource NCFL is “Everybody Works”. This mission guides us in everything we do as our focus is to provide self-sustaining work for all jobseekers and to provide well-trained and qualified individuals to fill the increasing demand by employers for skilled workers.

The following strategic objectives were determined to be those that the CareerSource NCFL Board chose to work toward:

Strategic Goals and Objectives	Action Plan for Achievement
Goal 1: Strongly support job creation through entrepreneurship training.	
Strategic Objective 1	Expand the Startup Quest training to train CareerSource NCFL participants in entrepreneurship and the resources available to commercialize technology at the University of Florida’s Office of Technology Licensing. Promote and support our community’s professional unemployed to leverage their skills and education, keeping them in our community, helping them prosper and become employed and create new companies.
Strategic Objective 2	Realign our TANF participant training programs to a more entrepreneurial self-empowered approach to promote self-employment, self-confidence and self-esteem among those received subsidies. Expand our Opportunity Quest entrepreneurial programs.
Strategic Objective 3	Expand entrepreneurial training to our youth through our Tech Quest entrepreneurial and Opportunity Quest programs. Expose our youth at highest risk of dropping out of high school to technology innovation in our community and teach them how they can tap into the innovation culture of Alachua and Bradford counties.
Goal 2: Develop and implement an alternative route to employment and increased education. Create an “Earn while you learn” system.	
Strategic Objective 1	Expand apprenticeship programs in our region.
Strategic Objective 2	Expand pre-apprenticeship programs in our region.
Strategic Objective 3	Expand year-round internships for youth with local businesses.

Strategic Goals and Objectives	Action Plan for Achievement
Strategic Objective 4	Expand the outreach to place our experienced senior workforce in paid mentorships and internships in our local businesses.
Strategic Objective 5	Focus on methods to provide opportunity for higher education to those who must work full time and do not have the time or the tuition to increase their skills.
Goal 3: Develop and implement a robust “Soft Skills” training program (professionalism, interpersonal communication, customer service, personal accountability, interviewing...).	
Strategic Objective 1	Expand the use of Disc Personal Profile, Conover Success Profile, Personal Responsibility Software, and other Entrepreneurial Quotient based tools in our community.
Strategic Objective 2	Expand employability training, customer service training, and workshops on emotional intelligence in our community.
Goal 4: Establish CareerSource NCFL as a Subject Matter Expert (SME) and national authority on workforce development.	
Strategic Objective 1	Research, locate, and recruit expertise in workforce development.
Strategic Objective 2	Research the types of data needed in longitudinal workforce activity tracking, integration of workforce outcomes to education, and resources of this data today.
Strategic Objective 3	Engage expertise in documenting and messaging the effectiveness and ROI of workforce development activities in our region and state.
Strategic Objective 4	Document the effect workforce development will make on the economic development of our region and the nation.
Goal 5: Act as an SME and catalyst in shaping the future direction of workforce development, the welfare system and the education system in both the state and the Nation.	
Strategic Objective 1	Develop industry cluster, service, and data distribution partnerships. Use existing successful medical, education, and economic development partnerships to expand awareness of the benefits of workfare, welfare, and education reform.
Strategic Objective 2	Leverage workforce data to affect policy change.
Strategic Objective 3	Engage legislators to effect change to support workforce development in our region and nationally.

CareerSource NCFL is in the process of conducting a new five-year strategic plan that will be completed prior to June, 2018.

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

CareerSource NCFL's strategy to work with entities carrying out the core programs is to convene partner meetings on a regular basis to collect information on how each agency/organization can work together to reduce duplication of services while providing better, streamlined services to our customers. Core programs that have met with CareerSource NCFL include Vocational Rehabilitation, Adult Education, Senior Community Service Employment Program and Community Development Block Grant grantees. Memoranda of Understanding have been implemented.

CareerSource NCFL also meets regularly with our business consumers and our economic development collaboratives to ensure that the workforce strategy is consistent with the needs of the business community.

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

As part of our plan, in accordance with WIOA 108(b)(18), CareerSource NCFL will continue its practices and processes that have, to date, resulted in a high-performing board that is business-led, market-responsive, results oriented and integrated with other workforce development system partners. Our performance to date in our negotiated standards demonstrates CareerSource NCFL's commitment to maintaining these high standards.

The design of the CareerSource NCFL system has multiple providers working together to meet high standards. Each provider's contract has performance standards built in that incentivize the provider to meet the regional standards. Monthly review of performance is conducted and reviewed with the Board committees. Quarterly performance improvement plans are developed for any standards that do not meet contract and negotiated goals.

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

CareerSource NCFL has and will continue to work diligently to provide workforce services to target populations to enhance the ability of individuals to become employed. CareerSource NCFL ensures that priority for receipt of career services is given to

individuals with disabilities, veterans, older workers, recipients of public assistance (including food stamps, subsidized housing, Medicaid, etc.) ex-offenders, those who are basic skills deficient, homeless, unemployed, employed, and other economically disadvantaged individuals. Through special grant programs and partnerships, CareerSource NCFL strives to provide viable opportunities for individuals of targeted populations to enter the workforce.

CareerSource NCFL has an MOU in place with Vocational Rehabilitation and are looking into expanding more integrated services with VR, for example - to increase transition services and opportunities to youth with disabilities. Vocational Rehabilitation is co-located partial days in the Starke Career Center and is working towards co-location at the Gainesville center.

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

The CareerSource NCFL Board participated in robust strategic planning, mission and vision planning sessions in 2011 that resulted in our strategic goals and visions defined in (1) above. The CareerSource NCFL Board will be engaging in another strategic planning session in 2018 to update goals. Members of the Board of Directors met with a proven facilitator to develop the strategic goals in multiple planning sessions. Meetings were publicly noticed and open to the public to ensure that all had a voice in the process.

CareerSource NCFL membership represents a wide variety of interests and sectors including local county government, private businesses, economic development and community based organizations, educational and training institutions, labor, and service providers. This representation has led to the development of strong ties within each sector and on-going collaborative working relationships throughout the region. The results have been a continuing process of generating feedback regarding the employment and other essential needs of the region. This process has directed the development of the local Plan.

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

CareerSource NCFL's goals were designed to provide innovation within the local workforce system. We believe that our strategies and goals will ultimately lead to achievement of the federal performance measures that have been negotiated with the Department of Economic Opportunity for WIOA indicators for multiple populations.

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

The negotiated goals for Workforce Local Area 9 for the 2017-2018 program year are as follows:

Measures/LWDBs	Negotiated Goals
Adults:	
Employed 2nd Quarter After Exit	86.00%
Employed 4th Quarter After Exit	72.00%
Median Wage 2nd Quarter After Exit	\$7,850.00
Dislocated Workers:	
Employed 2nd Quarter After Exit	83.00%
Employed 4th Quarter After Exit	62.00%
Median Wage 2nd Quarter After Exit	\$6,850.00
Youth:	
Employed 2nd Quarter After Exit	73.00%
Employed 4th Quarter After Exit	64.00%
Wagner-Peyser:	
Employed 2nd Quarter After Exit	64.00%
Employed 4th Quarter After Exit	63.00%
Median Wage 2nd Quarter After Exit	\$4,850.00

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

Both the CareerSource NCFL Board and its fiscal agent have annual OMB audits by a competitively procured CPA firm. No audit exceptions have been identified.

CareerSource NCFL uses a variety of methods to measure performance and effectiveness of all contracted service providers. Primarily each contract has performance measures identified that have a funding penalty if not met. Each major program operated by the one-stop delivery system is included. These measures align closely with the annual strategic goals established by the CareerSource NCFL Board. We also use the Monthly Management Report as a tool to assist us in meeting state guidelines and the common measures.

The CareerSource NCFL Strategy Committee reviews all performance and programmatic monitoring and approves all performance improvement plans submitted by service

providers. Follow-up is routinely conducted to ensure that all performance has been effective in reducing errors.

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

The local definition of economic self-sufficiency for employed workers is defined as an hourly wage that is more than \$25.00 per hour individually earned or 250% of the federal poverty level adjusted for family size, whichever is greater, at the time of first service. For an employed individual who is served with WIOA Dislocated Worker funds, self-sufficiency is defined as income of not less than 80% of the earnings prior to job separation.

The self-sufficiency level for Welfare Transition Program participants is defined as 200% of the federal poverty level.

COORDINATION OF SERVICES

- (1) **COORDINATION OF PROGRAMS/PARTNERS:** Describe how individualized career services are coordinated across programs/partners in the one-stop centers, including Vocational Rehabilitation, TANF and Adult Education and Literacy activities. Specify how the local area coordinates with these programs to prevent duplication of activities and improve services to customers (TEGL 3-15).

The CareerSource NCFL Administrative Entity set up meetings with regional partners (Vocational Rehabilitation, Adult Education, DCF) and career center staff. These groups met on an as-needed basis to discuss the coordination of individualized career services to prevent duplication and improve services to customers. During these meetings, each partner gave an overview of the services they offer and provided program updates. Representatives of each of the agencies are members of the CareerSource NCFL Board and are present at meetings to provide information on services available.

- Services provided to the universal customer at the CareerSource NCFL centers through our contracted one-stop operator and career services provider includes:
- Labor exchange services by Wagner-Peyser staff
- Trade Adjustment Assistance programs
- Veteran's employment programs
- Welfare Transition Programs
- RESEA
- WIOA Adult, Dislocated Worker and Youth programs
- SNAP employment and training program

An understanding of what each agency partner brings to the local area is essential in ensuring that there is no duplication of services. Ongoing meetings with agency stakeholders will be held to continue to explore ways in which the local workforce system can meet the needs of the community while reducing redundancy of service.

In the case of mass job dislocation at a local employer, CareerSource NCFL has established rapid response activities that are designed to respond quickly to employer, worker, and community needs when a mass layoff or plant closure appears imminent. CareerSource NCFL operates under the appropriate State and Federal guidelines and has no local operating procedures for rapid response activities other than those outlined here.

CareerSource NCFL first seeks to avert layoffs, when possible, while maintaining the capacity to return workers to productive employment as quickly as possible if the layoff is unavoidable. The objectives of rapid response are reemployment on or before the affected worker's last day of employment and, upon notification of layoff, the successful transition of dislocated workers to appropriate services (intensive or training services) to help facilitate a quick return to work.

In addition, rapid response is part of the comprehensive system of services to employers. The local Business Services team utilizes the team resources to match the skills of workers being laid off with the skills requirements of companies that are hiring. It is widely recognized that maintaining a positive relationship with an employer that is conducting a layoff creates opportunities to assist the company with future staffing needs. The rapid response team will hold informational meetings at affected employers to provide information on the services available through the local workforce system and community partners.

When mass layoffs occur where state level rapid response funding is needed, CareerSource NCFL will request funds to assist workers in need.

(2) Coordination with Economic Development Activities: Describe how the local board coordinates workforce investment activities carried out in the local areas with economic development activities carried out in the region (or planning region) in which the local area is located, and promotes entrepreneurial training and microenterprise services (WIOA §108(b)(5)).

CareerSource NCFL partners with the Gainesville Area Chamber of Commerce (GACC) and the North Florida Regional Chamber of Commerce (NFRCC) to provide outreach and recruitment to our business partners. Each Chamber is responsible for economic development activities including the creation of new businesses.

CareerSource NCFL supports entrepreneurial training and microenterprise services. CareerSource NCFL currently has a Strengthening Working Families Initiative grant that will fund entrepreneurial training for the low- to middle-skilled individuals who are interested in gaining self-employment skills. Opportunity Quest is an entrepreneurial training program focused on assisting Welfare Transition participants with developing home-based and small businesses to increase their self-sufficiency and reduce their reliance on public subsidies.

CareerSource NCFL recently ended another Workforce Innovation Fund federal grant that provided entrepreneurship training in eight other workforce regions in Florida. This grant trained more than 1,800 unemployed individuals on how to start a business. CareerSource NCFL also partnered with the Santa Fe College, Center for Innovation and Economic Development (CIED), to provide entrepreneurial skills and microenterprise

services workshops to individuals in Bradford County. CareerSource NCFL also will be providing entrepreneurial skills training to WIOA eligible youth during the program year.

CareerSource NCFL will also be initiating a self-employment portal in our comprehensive one-stop centers. This project will include providing workshops on how to use the Internet to find and get business using some of the many self-employment websites available for the self-employed and small businesses.

- (3) COORDINATION OF EDUCATION AND WORKFORCE INVESTMENT ACTIVITIES:** Describe how the local board coordinates education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services (WIOA §108(b)(10)).

CareerSource NCFL has Memoranda of Understanding with the local education service providers that defines the services that each will provide without duplicating services. CareerSource NCFL regularly meets with stakeholders at the secondary and post-secondary school levels to discuss emerging programs, program needs, educational needs, and other mutual service delivery concerns.

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

CSNCFL has policies in place to provide transportation and other supportive services to eligible participants. Due to limited funding the majority of support services provided are transportation services in the form of gas cards, bus passes for Alachua County's Regional Transit Authority and a contract with Communities in Schools of Bradford County (CISTO) to provide transportation to low-income individuals in Bradford County to ensure that they are able to get to work.

Other support services include, but are not limited to:

- Eye care to correct vision problems. Elective surgery or cosmetic products such as sunglasses are prohibited unless determined to be necessary as a result of a documented medical condition,

- Dental care to correct deficiencies that impact employment prospects. Elective cosmetic treatments such as braces are prohibited;
- Clothing, footwear, hair care, and personal appearance/hygiene products for adequate presentation at job interviews or work;
- Family or personal mental health or substance abuse counseling;
- Domestic abuse counseling;
- Housing assistance to stabilize the household including security deposits, rent, mortgage payments, and utilities. Consultation regarding credit counseling is required;
- Vehicle repair, replacement, and acquisition;
- Driver and vehicle licensing and required liability insurance, and
- Specialized assistance not otherwise specifically listed that is required to participate in One-Stop services or to accept or retain employment.

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

CareerSource NCFL, in accordance with WIOA 108(b)(12) plans for Wagner-Peyser services as a labor exchange program that brings together individuals who are seeking employment and employers who are seeking employees. Self-services are available to all workers and employers. Services may be accessed from computers in the CareerSource NCFL resource room.

The Wagner-Peyser Program provides for a no-cost nationwide public employment system that is fully integrated with all other one-stop partners to provide critical employment and training programs mandated through the Workforce Investment Act. The main focus of the Wagner-Peyser system is to promote employment services and training opportunities that are needed by both employers and workers by facilitating the match between employers to fill vacancies and workers in finding appropriate employment.

Services to Florida Region 9 employers and workers include interviewing and assessment, job development, recruitment, provision of occupational and labor market

information, and referrals to the jobs and training; as well as other services relating to preparing people for employment and training opportunities. A continuum of services, ranging from self-help to intensive, individualized services, is available to meet the needs of job applicants. Specific services include intake and assessment, job development, job search, workshops, career management and referral to jobs. Applicants who are not considered job ready can be referred to other partner agencies for appropriate training and assistance, or counseling for problems related to vocational choices, occupational changes or job adjustment. Proficiency and aptitude testing are available to job ready applicants, as well as for those who need further employment preparation.

Employ Florida uses a variety of techniques to ensure that employers who are in need of workers have access to a wide variety of qualified applicants. The techniques range from the traditional manual order taking and matching process to direct on-line employer input and screening. Employers will have direct on-line input via the Internet. Space is made available to employers to conduct interviews for perspective employees.

Employers also receive help in obtaining workers, filling jobs with special skills or other job requirements and applying personnel management tools, auxiliary services include comprehensive information on employment, unemployment and labor market information on local, state, regional and national levels.

CareerSource NCFL conducts job matching of qualified clients to open job orders. EFM job matching capabilities are used by Worker Services staff as well as Business Services staff to assure that employers and employees are connected. Contracts include shared performance measurable for all service providers that track both job openings filled and jobseekers placed. Emphasis is also placed on Job Fairs and community events that bring workers and employers together on a regular basis. Employers come to the One-Stop throughout each month to meet and interview employees referred by CareerSource NCFL. Training is provided to both jobseekers and employers on how to use the job matching capabilities within EmployFlorida.

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

Title II of the WIOA defines the purpose of adult education and literacy as assisting adults to 1) become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency; 2) to assist adults who are parents or family members to obtain the education and skills that a) are necessary to becoming full partners in the

educational development of their children; and b) lead to sustainable improvements in the economic opportunities for their family; 3) to assist adults in attaining a secondary school diploma; and 4) to assist in the improvement of English literacy.

CareerSource NCFL has strong relationships with the School Boards of Alachua and Bradford County with representative on our Board. CareerSource NCFL refers youth and adults needing assistance with adult education, remedial education and GED to the respective Adult Education departments. These collaborative activities will be solidified in jointly-signed memorandums of understanding either at the state or local level.

Coordination between Adult Education and Literacy and the workforce system will include the review of applications for providing adult education and literacy activities for demonstrated effectiveness prior to becoming an eligible provider.

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

CareerSource NCFL provides welfare transition services to applicant, mandatory and transitional TANF recipients. CareerSource NCFL also provides SNAP employment and training activities to Able Bodied Adults Without Dependents (ABAWD). Services to these individuals is closely aligned with the universal customer and other eligible individuals being served in our integrated one-stop career system with case managers working multiple funding stream caseloads (include WIOA).

CareerSource NCFL is also the recipient of a Strengthening Working Families Initiative grant, the Opportunity Quest program, from the Department of Labor. This grant specifically targets the TANF and low-income, low- and middle-skilled individuals served through our career centers. Opportunity Quest provides funding for comprehensive case management, occupational skills upgrading, on-the-job training and entrepreneurial/work readiness training to eligible custodial parents. The extra funding from this grant helps us provide a greater depth of services to the low-income individuals that we serve, with greater manpower and case management availability, including training dollars to reduce welfare dependency within our local area.

Additionally, CareerSource NCFL is working with partner local areas in developing a program that would reduce welfare dependency called Pay 4 Performance (P4P) which seeks to assist individuals reliant on public assistance to become more self-reliant and self-sufficient through redesigning work activities to pay recipients after they have performed them, thus mimicking real world activities.

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

CareerSource NCFL understands that individuals with disabilities face significant challenges to obtaining the education, skills, and training needed to obtain and retain employment. CareerSource NCFL has been proactive in working closely with the following organizations to implement service strategies for all individuals seeking services within the region:

- AARP – SCSEP Program
- Alachua County Coalition for the Homeless and Hungry
- Alachua County Housing Authority – HUD
- Alachua County Library District
- Big Brothers/Big Sisters of Mid-Florida
- Bradford County Public Library
- Central Florida Community Action Agency
- Community Housing Partners, Inc.
- Communities in Schools Transportation Organization
- Department of Children and Families – SNAP and TANF eligibility
- Early Learning Coalition of Alachua County
- Gainesville Job Corps
- Partnership for Strong Families

- Putnam County Farmworker Career Development Program
- Santa Fe College Adult Education Program
- School Board of Bradford County
- Suwanee River Economic Council, Inc.
- United Way of North Central Florida
- University of Florida Career Resource Center
- Vocational Rehabilitation Services

CareerSource NCFL continues its efforts promoting and enabling entrepreneurship within our workforce region and across the state as an option for all workers, but especially for workers who have any type of work limitation.

The area director of the Division of Vocational Rehabilitation (DVR) is a member of our Board and has assigned staff to each of the CareerSource NCFL board committees. Additionally DVR is co-located within our Starke office to provide services to workers with disabilities. We are currently working on a similar co-location plan for the Gainesville center.

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)).

In accordance with the local plan requirements at WIOA 108(b)(6), CareerSource NCFL provide a One-Stop system that utilizes all programs, including WIOA, TAA, Wagner Peysner, SNAP, and TANF to assist all workers to obtain employment and self-sufficiency through an individualized mix of career and training services.

Career Services

Career services will be available to all individuals through the local One-Stop service delivery system and will be offered in a variety of formats including self-service, limited assistance and will, at a minimum include the following:

- Determinations of whether the individuals are eligible to receive assistance;
- Outreach, intake (which may include worker profiling), and orientation to the information and other services available through the one-stop service delivery system;
- Initial assessment of skill levels, aptitudes, abilities and supportive service needs;
- Labor exchange services including:
- Job search and placement assistance, and where appropriate, career counseling; provision of information on in-demand industry sectors and occupations; and provision of information on non-traditional employment
- Appropriate recruitment and other business services on behalf of employers;
- Provision of referrals to and coordination of activities with other programs and services;
- Provision of labor market information including information on job vacancies, information on job skills necessary to obtain jobs, and information related to local occupations in -demand;

- Provision of performance information and program cost information on eligible providers of training services;
- Provision of how the local area is performing, the local performance measures and any additional performance information with respect to the one-stop delivery system in the local area;
- Provision of accurate information relating to the availability of supportive services, including child care, housing and transportation, available in the local area and referral to such services, as appropriate;
- Referral to supportive services;
- Provision of information regarding filing claims for unemployment compensation;
- Assistance in establishing financial aid eligibility;
- Services, if determined to be necessary for an individual to obtain or retain employment:
- Comprehensive and specialized assessments including diagnostic testing and in-depth interviewing to identify employment barriers;
- Development of an individual employment plan;
- Group counseling;
- Individual counseling;
- Career planning;
- Short-term pre-vocational services;
- Internships and work experience linked to careers;
- Workforce preparation activities;
- Financial literacy services;
- Out of area job search assistance and relocation assistance;
- English language acquisition and integrated education and training programs;
- Follow-up services, including counseling regarding the workplace for participants in workforce investment activities authorized under this

subtitle that are placed in unsubsidized employment, for not less than 12 months after the first day of employment as appropriate.

Career services are offered directly through the one-stop operator and career services provider.

Training Services

Training activities are funded by normal WIOA and TANF formula funds as well as significant additional grants funded directly from DOLETA from both WIOA and H-1B funds. Training activities, most of which will be provided through Individual Training Accounts (ITAs), will be available through the One-Stop System and may include, based on funding and Board priorities:

- Occupational skills training;
- On-the-job training;
- Paid internships and work experience;
- Apprenticeships;
- Incumbent worker training;
- Programs that combine workforce training with related instruction;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs;
- Job readiness training provided in combination with training services above;
- Adult education and literacy activities, including English language acquisition and integrated education and training programs; and
- Customized training.

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

All of the required partners are included in the CareerSource NCFL one-stop delivery system. All of the WIOA mandatory program partners continue to be accessed through virtual or physical means. The one additional partner, TANF, has been a partner in the Florida system since integration of the Workforce Innovation Act of 2000. Services provided on site include Wagner-Peyser, WIOA Adult and Dislocated Worker, WIOA Youth, Supplemental Nutrition Assistance Program, Welfare Transition Program, Trade Adjustment Assistance, Veteran's services, Reemployment Assistance and other special programs.

Since the CareerSource NCFL Gainesville office has moved to its new location on NW 6th Street, a far more accessible location within downtown Gainesville, decreasing the physical distance for access to partners such as the Division of Vocational Rehabilitation. The previous location was located on the far south side of town, far removed from the areas of town housing those most needing services. Vocational Rehabilitation is in the Starke Career Center on a weekly basis and is planning on being co-located within the Gainesville Center this upcoming year. The Senior Community Service Employment Program offers services within the career center.

The Gainesville Job Corps center offered workshops in the career center until Hurricane Irma hit the Florida peninsula. The building was badly damaged and was closed in September.

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

CareerSource NCFL has a referral network with multiple community-based organizations to provide services within the one-stop system. The Supplemental Nutrition and Assistance Program is co-located within the current comprehensive one-stops.

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

A copy of all executed MOUs is included in the plan attachments.

(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.

CareerSource NCFL employs a supply and demand system to serving the needs of both businesses and individual workers. CareerSource NCFL contracts with Chambers of

Commerce to ensure seamless integration of business services provided by the LWDB to the business community. Business Services manages the demand side of the equation through outreach and recruitment with the local business community. Job orders obtained and entered into Employ Florida are assigned to career center staff for direct recruitment of candidates--the supply side of the equation. In addition to recruiting active caseloads, career center staff recruit for assigned job orders by conducting skill and resume searches in Employ Florida. When viable candidates are identified, referrals are made in Employ Florida and passed to Business Services for presentation to employers. Career Center staff are kept apprised of the specific needs of employers through ongoing communications with the Business Services team. Skill gaps are addressed through seeking out and securing training providers and programs that meet the needs of local employers.

The Gainesville Career Center has a designated Business Services suite where individual businesses may access jobseekers for interviewing and screening. Additionally there is a large event center where job fairs and other recruitment events are held. Job orders are gathered from participating employers and entered into Employ Florida so that jobseekers are aware of the jobs available.

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

CareerSource NCFL ensures that individuals with disabilities have equal opportunity to access programs, benefits, and activities. Providers must provide individuals with disabilities the same opportunities to participate in programs, projects, and activities offered to individuals without disabilities. Individuals with disabilities are served through the same channels as individuals without disabilities, while receiving reasonable accommodation, modifications, and auxiliary aids and services, as appropriate. This includes access to employment opportunities and all functions performed by CareerSource NCFL, including: registration for and provision of aid, benefits, services, training, support services and any right, privilege, advantage, or opportunity enjoyed by others.

Additionally, staff is trained to assist and can access professionals to provide sign language or other services needed to accommodate participants that will benefit from such assistance.

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

Qualified individuals with disabilities will be given a meaningful opportunity to participate in and benefit from aid, benefits, services, or training, and support services in the most integrated setting appropriate. This includes the adoption of effective communication strategies for applicants, participants, and the general public with a wide range of physical, perceptual, communication, and cognitive abilities. The objective is to ensure that universal access is a reality for all persons interested in participating in programs, projects, and activities contracted through CareerSource North Central Florida, including persons with disabilities.

With regard to aid, benefits, services, and training, CareerSource NCFL will provide reasonable accommodations to qualified individuals with disabilities unless providing the accommodation would cause undue hardship. CareerSource NCFL will also make reasonable modifications in policies, practices, and procedures when the modifications are necessary to avoid discrimination on the basis of disability unless making the modifications would fundamentally alter the nature of the service, program, or activity. In those situations, the CareerSource NCFL contracted service provider has the burden of proving that the accommodation/modification would result in such undue hardship, and will work with the region's Equal Opportunity Officer for an alternative accommodation. The reasonableness of an accommodation will depend upon the circumstances of each case. Furthermore, where more than one possible reasonable accommodation exists, the local entity should give primary consideration to the individual's preference in determining what accommodation it will provide. Examples of reasonable accommodations include:

Providing or modifying equipment, devices or materials (e.g., raising a desk on boards for a person who uses a wheelchair, providing flashing lights and volume controls on intercoms and telephones, installing text telephones [TTYs], utilizing the Florida Relay Service (7-1-1), providing large-print computer display programs, or materials in alternative formats, including Braille, audio tape or enlarged print, etc.);

Providing qualified readers, interpreters, or other support services for all aspects of programs and activities including the application, interview, and testing processes, and during training and employment-related activities;

Making facilities physically accessible to and usable by people with disabilities (e.g., providing ramps, rest room grab bars, signage, etc.).

CareerSource NCFL prohibits discrimination in the provision of services on the basis of an individual's race, color, creed, sex, sexual orientation, gender identity, national origin,

religion, age, or disability. In utilizing the Section 188 Disability Checklist as a foundation, CareerSource NCFL provides universal access to programs and activities such as:

- Ensuring Equal Opportunity
- Implementing Universal Access and Equal Opportunity through the following:
 - Designation of Qualified Equal Opportunity Officer
 - Notice and Communication
 - Assurances
 - Data and Information Collection, Analysis and Maintenance
 - Monitoring For Compliance
 - Complaint Processing Procedures
 - Corrective Actions/Sanctions

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

CareerSource NCFL facilitates access to services through our website and one stop facilities located throughout the County. To the extent possible one-stops are strategically located to provide physical access to workers and employers. We have worked very closely with our one stop operator to develop online videos and forms for workers, program applicants/participants, and employers to access from external locations.

These on-line services include but are not limited to; program orientation, applications for training services, e-signature for forms required by law for participation, job search assistance videos, internship website, virtual job fairs, and basic job exchange activities through EFM.

Additionally, we have worked collaboratively with the county library system to train library staff how to assist job seekers register in EmployFlorida to do job search and connect with one-stop staff remotely as needed. Once participants are registered, the state Wagner-Peyser staff and one-stop operator collectively manage bulk email outreach efforts using tools that include pulling data through backend SQL calls to capture various groups of job-seekers and contacting them with Constant Contact like email tools that pull users into a call system to follow up with thousands of users that

never set foot in the career centers. This allows staff to target for specific employer recruitment needs, target those newly on UC benefits that do not come in to the centers, those on cash benefits or other high-risk groups. These practices increase access by people in rural areas using very cost effective technology tools.

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

CareerSource NCFL is implementing improved, streamlined processes to better utilize technology in serving customers, including both jobseekers and employers. For example, we are currently developing web-based orientations, short informational videos such as the “5-Minute Countdown,” and online intake and assessments.

CareerSource NCFL uses an electronic records management system, ATLAS. ATLAS is an all in one web-based software solution developed specifically for the Workforce Development industry and includes features such as electronic document management, service tracking by swiping driver’s licenses or logging in manually, and self-service document submission. Customers entering the career centers signs in through the ATLAS kiosk system located in the lobby, and is routed to the appropriate staff person or location based on the reason for his or her visit. The system is also used as a centralized database for programmatic records. Forms and all records are stored in this paperless environment for participants enrolled in case management programs such as WIOA, WTP, SNAP, RESEA, and other special projects. Extensive data reporting and variable information is now available to staff to increase data driven decision-making and trend analysis.

The quality of workforce development services will be improved through the provision of consistent, integrated, and non-duplicative services across education, rehabilitation, economic and workforce activities and a focused communication strategy. CareerSource NCFL providers and partners will infuse strategies so individuals with barriers to employment will be integrated and achieve successful competitive employment. Workforce delivery systems will work in concert to provide workers with the skills, work-based learning opportunities, resources, accommodations and supports needed through the systematic development of career pathways for in-demand industries. All jobseekers will have access to the occupational and training resources and skills needed to work to their fullest potential and to secure and maintain self-sustaining employment.

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

CareerSource NCFL has established procedures for the selection of service providers which follow a Board approved procurement policy which is attached to this plan. The procurement process begins with the development of funding priorities based upon both the local and state goals and strategic objectives. The CareerSource NCFL Board committees develop annual goals that lead to funding priorities. These priorities are the guiding principal for the development of procurement documents (generally Request for Proposals (RFP) or Invitation to Negotiate (ITN)). The procurement specifications are issued and published on the CareerSource NCFL website. All responses are reviewed by technical consultants for responsiveness to the procurement document requirements. Only those responses that are deemed responsive will continue to move through the process. A series of evaluation materials are provided to the CareerSource NCFL Board review committee appointed for the specific procurement to aid them in an unbiased and efficient review process. The selection committee may use these rating and scoring materials or define their own processes. The Administrative Entity and other outside professionals review the method chosen for proposal scoring to assure proper compliance and procedures are in place, and are consistent with Board policy and legal requirements. The responses are then rated using a pre-established rating form by the Board review committee. The scores of the responses are recorded, with recommendations for funding presented to the committees and full Board.

The procurement process is a very important part of providing services to our community. While it is a time consuming process it is critical and needs to be done carefully and in complete compliance, openness, and equality for all respondents.

All proposals received, along with rating forms and other pertinent documentation will be maintained at the Administrative Entity offices for review by independent and government auditors or other interested parties.

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

Both comprehensive one-stop centers in Workforce Area 9 are physically and programmatically accessible to all customers, including individuals with disabilities. We utilize reasonable accommodations for persons with disabilities and utilize language interpretation for those who do not speak English or who are hearing impaired. Once state guidance has been finalized the one-stop system will be reviewed and analyzed for system improvements that exceed state guidelines.

Career center staff have been cross-trained in all programs managed by the career centers as well as referral networks for individuals seeking services not available through the one-stop system.

Individuals can access the CareerSource NCFL services virtually through our website and through the Employ Florida Marketplace.

DESCRIPTION OF PROGRAM SERVICES

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

As CareerSource NCFL has documented throughout this plan, there are two comprehensive one-stop centers in the local area – one in Gainesville in Alachua County and one in Starke in Bradford County. These two cities are the population centers for each county.

Programs that are included in the local workforce system and directly provided by CareerSource NCFL service providers include:

- Wagner-Peyser
- Veterans Services
- WIOA Adult and Dislocated Worker
- WIOA Youth
- Temporary Assistance to Needy Families/Welfare Transition Program
- Trade Adjustment Assistance
- Reemployment Services and Eligibility Assessment (RESEA)
- Supplemental Nutrition Assistance Program (SNAP)
- Federal H-1B grant programming

Additional programs that are available through partner organizations:

- Adult education and literacy

- Vocational Rehabilitation Services
- Senior Community Service Employment Program
- Housing and Urban Development employment and assistance programs
- Community Block grants

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

The procurement process for sub-grants begins with the development of funding priorities based upon both the local and state goals and strategic objectives. It follows a Board approved procurement policy which is attached to this plan. The CareerSource NCFL committees develop annual goals that lead to funding priorities. These priorities are the guiding principal for the procurement process and the development of Request for Proposals (RFP) or Invitations to Negotiate (ITN). RFPs or ITNs are issued and published on the www.careersourcencfl.com.

All responses are reviewed by technical consultants for responsiveness to the RFP or ITN requirements. Only those responses that are deemed responsive will continue to move through the process. A series of evaluation materials are provided to the CareerSource NCFL Board review committee appointed for the specific procurement to aid them in an unbiased and efficient review process. The selection committee may use these rating and scoring materials or define their own processes. The Administrative Entity and other outside professionals review the method chosen for proposal scoring to assure proper compliance and procedures are in place, and are consistent with Board policy and legal requirements. The responses are then rated using a pre-established rating form by the Board review committee. The scores of the responses are recorded, with recommendations for funding presented to the committees and/or full Board.

(3) EXPANDING ACCESS TO EMPLOYMENT: Describe how the local board, working with entities carrying out core programs, expanded access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. This includes how the local board facilitates developing career pathways and co-enrollment, as appropriate, in core programs, and improves access to activities leading to recognized postsecondary credentials

(including portable and stackable industry-recognized certificates or certifications) (WIOA §108(b)(3)).

CareerSource NCFL is working with the WIOA core programs in developing a local area plan to reduce redundancies in service. Currently CareerSource NCFL utilizes Employ Florida to provide services to our Wagner-Peyser, WIOA and Trade Adjustment Act customers. However EmployFlorida does not provide the technological connectivity to connect other populations served such as the TANF and SNAP programs. Nor does EFM provide connectivity to other core programs such as Vocational Rehabilitation, YouthBuild, Senior Community Service Employment Program (SCSEP) or Job Corps.

CareerSource NCFL does utilize the ATLAS document management system that allows us to integrate files from all populations directly served by the one-stop system into one localized, integrated location.

Individuals seeking services from the one-stop system have access to career pathway development, co-enrollment amongst various programs, and access to training activities that lead to a recognized credential.

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

The CareerSource NCFL local area promotes key industry sectors within the one-stop system. Some of these industries are:

- Healthcare
- Technology and STEM
- Advanced Manufacturing
- Logistics
- Leisure and Hospitality

These sectors promote the in-demand jobs within the local area and are those occupations that are represented on the local area Targeted Occupation List (TOL). Training with individual training accounts are predicated on the occupation being in – demand and on the TOL. Customer choice is maximized by offering training to a wide variety of occupations that are within our industry sectors through individual training accounts to eligible training providers.

CareerSource NCFL also received federal funding from an H-1B Ready to Work Grant Employers in the STEM industries that is used to provide occupational training and paid work internships to individuals to upgrade their skills in high-demand, high-wage occupations.

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

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

CareerSource NCFL works closely with the Gainesville and North Florida Chambers and their partners and members to define the local industry sectors of demand. Additionally labor market data is utilized in conjunction with the partners to define those industries that are most likely to provide the most work in the future, including those industries and occupations that may be high-skill and high-wage.

B. Describe how sector strategies are founded on a shared/regional vision;

CareerSource NCFL works closely with its stakeholders in a regional partnership that has defined the regional sectors. The Council for Economic Outreach (as defined in the Analysis of Need section) has gathered a group of Alachua County and city of Gainesville stakeholders to define industry sectors for Alachua County. The North Florida Regional Chamber of Commerce has conducted a similar process in Bradford County. The two county priorities are then reviewed by the CareerSource NCFL board and industry sectors are selected for focus.

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

By partnering with the primary economic development organizations in each county, whose members are industry leaders, we ensure that the strategies that CareerSource NCFL has developed are driven by regional industry needs and plans.

The Council for Economic Outreach has convened multiple industry councils of which CareerSource NCFL is a partner. The Advanced Manufacturing Council is on a mission to connect and grow the regional manufacturing sector through unified marketing, advocacy and economic development efforts. Organized and guided by a group of 15 industry leaders, this council has leveraged the momentum gained in its inaugural year as an impetus for high performance and visibility.

Since its inception, the Council has established collaborative relationships with education institutions in the region, hosted two successful Manufacturing Months to raise awareness of career options in manufacturing, and launched madeingnv.com as a community resource for information about the region's manufacturing industry and the opportunities it presents. The mission of the Tech Council is to foster the growth of Alachua County's technology sector. In 2015, the four founding members created a Tech Council Board of technology executives to expand and enhance the mission of the council. The Council works with community partners to address common industry-specific issues.

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

Using the key industry sectors as defined by our industry and economic development partners, CareerSource NCFL aligns its program offerings to those industries and occupations in-demand. CareerSource NCFL actively researches alternative funding from federal resources that support training in the industry demand occupations as defined by our partners. Recently CareerSource NCFL was awarded multiple federal grants that focused on providing STEM occupational and work-based training, primarily focused on healthcare, information technology, advanced manufacturing and financial occupations. We trained more than 780 individuals in STEM occupations between 2014 and 2017 through these grants.

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

The career services provider has developed industry focused case management and job development teams that align with the regional industry sectors. Staffing specialists are assigned to a team and work closely with individuals who are interested and have aptitude in the occupations within each industry.

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

CareerSource NCFL and the Chamber of Commerce partners actively use existing and emerging data and industry demand to guide our work. Currently we do not have a definitive method of measuring the success of our sector work except anecdotally. However we are pursuing ideas that include analysis of the outcomes of workers within our identified in-demand sectors, whether or not training in industry sectors is effective and results in training-related employment, industry sector recruitment events, industry sector surveys and using the WIOA employer performance indicators.

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

CareerSource NCFL uses the local area Targeted Occupation List (TOL) process to determine what training is in-demand in our region in accordance with DEO guidance. This applies to ITA training.

Each year, CareerSource NCFL reviews the TOL using the statewide demand occupation lists as a guide. We reach out to our business community to identify additional occupations that are in demand through various mechanisms including publishing on our website a form that can be utilized to submit an occupation. We also use alternative resources such as supply/demand lists and other labor market resources in the development of the TOL.

To meet the list threshold, occupations should show ten (10) or more openings per year at the regional mean entry wage. Industries and training providers may request the addition of occupations if they can show the demand and the required wage levels.

- (7) EMPLOYER ENGAGEMENT:** Describe strategies and services used in the local area to:

- A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs;
- B. Support a local workforce development system that meets the needs of businesses in the local area;

CareerSource NCFL engages employers in key targeted industries regularly in groups and individually to determine their greatest workforce needs and how the workforce system can help them meet those needs. By understanding the talent needs of the businesses in the community, CareerSource NCFL can work towards aligning industry sector skill needs with available training. We also promote the availability of Employ Florida to post open job positions and diligently job match current talent with new and emerging job vacancies.

One of the needs communicated to CareerSource NCFL was the need for employers to engage in earn and learn programs. Employers vocalized that they would like to be able to train workers who have basic workforce and occupational skills on an employer-specific platform or method of doing business. As such, CareerSource NCFL has actively sought funding from the Department of Labor to provide on-the-job training and paid internships in high-demand and high-skilled occupations.

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

Refer to the section on Emerging Industries that discusses ongoing coordination plans with economic development to align and contribute to the community's economic plan.

CareerSource NCFL contracts with the local economic development entities: the Gainesville Area Chamber of Commerce (GACC) and the North Florida Regional Chamber of Commerce (NFRCC) to provide a pipeline between the workforce system and economic development and business consortiums. The Chambers collectively are responsible for being the conduit between the local employer base and the workforce system by educating employers on our services and by bringing the employer's needs to the CareerSource NCFL Board for development of strategies to meet the need for skilled workers.

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

Both CareerSource NCFL career centers have resource rooms with access to the CONNECT program and dedicated staff who are on-hand to assist individuals with making reemployment assistance applications. Career center staff are cross-trained on all programs to serve each participants based on their needs in a customer centric manner, making the various programs, regulations and funding as "invisible to the user" as possible. Initial claim questions and further assistance may be provided through telephone to a CONNECT representative.

Reemployment assistance claimants may meet their work test requirement any given week by meeting with career center staff and engaging in reemployment services.

CareerSource NCFL is engaged in the Re-employment Services and Eligibility Assessment (RESEA) program to strengthen the services provided to persons receiving reemployment assistance. This program replaced PREP on January 1, 2016. Individuals participating in the RESEA program receive dedicated hands-on assistance including orientations to the one-stop system, an initial assessment, labor market information and the development of an Employability Development Plan. Individuals are also provided with job referrals.

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

Priority of services for individualized career and training services will be granted to adults in the following order:

First priority shall be given to recipients of public assistance and other low-income individuals, and those who are basic skills deficient, who are also veterans.

Second priority of service shall be given to recipients of public assistance and other low-income individuals and those who are basic skills deficient.

Third priority shall be among participants who are not low income or public assistance recipients, or who are not basic skills deficient. Veterans will receive priority over non-veterans.

WIOA federal priority guidelines apply to adult funds only, therefore funds allocated for dislocated workers are not subject to this requirement. However, dislocated workers who are also veterans shall receive priority for career or training services over dislocated workers who are not veterans.

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

CareerSource NCFL uses Individual Training Accounts (ITA) to fund occupational training for individual participants. On-the-job training and customized training activities are conducted under a contract with the employer of record as needed. No 'blanket' contracts with eligible training providers are currently used for adult or dislocated worker training under WIOA however individual vouchers are used on a per participant level that defines training, costs and provides accountability of training provided. CareerSource NCFL maintains an Eligible Training Provider List (ETPL) that is compliant with state and federal regulations.

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

CareerSource NCFL provides a wide variety of trainings based on the Targeted Occupations List (TOL) and the Eligible Training Provider List. Customers who are determined to be in need of training to gain employment are provided with information on the local labor market, occupations in demand, occupational wages and forecasting as part of the training process. This information along with the trainings that are on the TOL and the providers that provide training in those occupational areas, are provided to the consumer to ensure that they have all information needed to make an informed

choice on occupation and training provider. Discretion is made by staffing specialists to determine if requested training is appropriate for the participant based on their individual employment plan, will provide a wage that will provide a self-sufficient solution prior to approval of training requests. Training is based on availability of funding, which may be more available in certain sectors (i.e. STEM occupations) based on programs that are funded by DOLETA through competitive awards that focus on specific types of training or certain populations.

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

Training services for adults and dislocated workers are primarily provided through Individual Training Accounts (ITAs). Participants are expected to take an active role in managing their employment future through the use of ITAs. Adults and dislocated workers receiving training under this approach will receive information (e.g., skills assessment, labor market conditions and trends, training vendor performance) to make a self-informed choice about their own employment future – and the training to support their decision.

Staffing specialists and the participant jointly develop a career plan based on the participant’s skill level, aptitudes, interests, work history, and barriers. The career plan determines what services are necessary to provide the participant the best chance of becoming self-sufficient. The ITA is developed based on the costs associated with that particular training program.

ITA assistance will be provided to participants who after an interview, evaluation or assessment, and career planning, have been determined to be unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and have the skills and qualifications to successfully participate in the training program. Training services will be available to employed and unemployed adults and dislocated workers who have met WIOA Adult or Dislocated Worker eligibility requirements. Evaluation/assessment and case management will determine that the participant is in need of training services, and has the skills and qualifications to successfully complete the selected training program. In addition, to be eligible for WIOA funding, there will be documentation/evidence that the participant is unable to obtain funding for training through other resources, including applying for Pell grants and other types of financial aid.

Training assistance will be provided for training programs that are short-term, with a usual maximum length of one year. In order to enable participants to continue his/her course of study, exceptions will be considered on an individual basis.

Once a training program has been selected and the participant has been approved, a voucher for training will be initiated by the staffing specialist, to be approved by one-stop management.

A. Describe any ITA limitations established by the board;

On an annual basis, the CareerSource NCFL Board reviews the current funding available for WIOA Adult and Dislocated Worker programs and determines an annual limit for ITA training. For 2017-2018 the limit is \$1,500 per participant because such high levels of non-ITA training dollars are available from other funding including two direct DOL grants that provide employer based OJT, paid internships and occupational skills training. ITA limits have been as high as \$5000 in past years. Recommendations are made collaboratively by the One-Stop Operator and the Administrative Entity for Board consideration when needed.

B. Describe any exceptions to the use of ITAs.

The exceptions to the use of ITA training include training done on the job by employers and worksite supervisors, as well as non-occupational training, such as entrepreneurship training. Since ITAs are used only for occupations that are on the Targeted Occupation List (TOL), as defined in the DEO guidance, training outside of the TOL do not use ITAs.

Consequently these types of training are provided through other accountable mechanisms, outside of the ITA process.

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

Entrepreneurial training and microenterprise services are an important strategic goal for the CareerSource NCFL Board.

CareerSource NCFL supports entrepreneurial training and microenterprise services in multiple ways. CareerSource NCFL recently finished a 5 year federal grant that provided Startup Quest® entrepreneurship training in our area as well as in eight other workforce regions in Florida. This \$12 million grant trained more than 1,800 unemployed individuals on self-employment and how to start a business. CareerSource NCFL in prior years partnered with the Santa Fe College, Center for Innovation and Economic Development (CIED), to provide entrepreneurial skills and microenterprise services workshops to individuals in Bradford County in an effort called the Bradford County Incubator that was housed in the Starke career center.

CareerSource NCFL will also be initiating a self-employment portal in our comprehensive one-stop centers. This project will include providing workshops on how to use the Internet to find and get business using some of the many self-employment websites available for contractors, store owners and small businesses. Digital tools such as Etsy, Upwork, Uber, Task Rabbit and other contracting and retail based platforms will be explored to teach digital literacy, financial literacy, self-employment, customer service and other soft skills to those who have barriers to full time long term employment. The concepts of creating a portfolio of income sources that can provide training and possible generate revenue will be explored in an evaluation based pilot to measure success at achieving self-sufficiency through employment, self-employment and/or wage gains.

CareerSource NCFL has a \$4 million, 4 year Strengthening Working Families Initiative from the US Department of Labor that has an entrepreneurial focus for low- to middle-skilled custodial adults. The training begins in March, 2018.

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

Registered apprenticeships are an important component of training and employment services. CareerSource NCFL is working to increase the number of registered apprenticeships available in the local area and is working with industry leaders to create additional apprenticeships in key industries including construction and advanced manufacturing. Earning and learning is a key goal of the CareerSource NCFL Board strategy.

Jobseekers are provided with information on the registered apprenticeships currently available within the region and are referred to the apprenticeship sponsors as appropriate based on their interest.

Information about registered apprenticeships is also provided to local employers as a method to train and retain skilled employees.

Registered apprenticeships can be funded through a variety of mechanisms including through 1) individual training accounts; 2) through on-the-job training contracts with employers; 3) a combination of an ITA to cover classroom instruction and OJT contracts to cover a portion of the apprentice's salary; and 4) incumbent worker training for upskilling apprentices who already have an established relationship with the apprenticeship program.

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

CareerSource NCFL provides paid work-based training to eligible participants through special federal grants which includes on-the-job training and paid internships. Current WIOA funding levels are not adequate to provide work-based training or incumbent worker training at this time.

We also contract with business intermediaries in each county: the Gainesville Area Chamber of Commerce in Alachua County and the North Florida Regional Chamber of Commerce in Bradford County. CareerSource NCFL partners with the chambers to develop sector strategies that are built upon community partnerships and collaboration between business, workforce and other community stakeholders.

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

Information and data integrity and accuracy is a critical component to assess program effectiveness and performance of contracted service providers. Data collected and recorded into the various reporting systems (i.e. EFM/OSST) are utilized in analyzing performance as well as reporting outcomes and performance to the state and federal governments. Thus, it is important that file and system data is accurate in order to facilitate appropriate analysis and subsequent decision-making. Ongoing monitoring and performance reports are provided to both service providers and the board to assure data is accurate and being entered in a timely and correct manner.

With that data integrity priority in place, actual services performed by staff and entered into the system are pulled in monthly reports and reviewed with operations and finance to review how staff activities are driving performance as well as cost allocations. The cost allocation plan provides methods to calculate staff time working on each program, based on the activities they perform for participants being served through each program's funding source. Consequently, staff performance is constantly reviewed and

analyzed in real time, by pulling ongoing reports of activities, which then drives continuous improvement and cost allocations simultaneously.

Systems and case record reviews are completed to ensure that contracted service providers are in compliance with written policies, procedures, and directives; to recommend changes that improve the effectiveness and quality of service delivery; and to respond to compliance issues related to performance. In order to achieve the desired level of accuracy, on-going monitoring of the data systems and case files are and will continue to be performed. Additionally, service providers have negotiated performance deliverables defined in their respective contracts to include both state/federal measures (e.g. entered employment, credentials, etc.) as well as locally defined measures applicable to the needs of our local area.

In the event that deficiencies or a need for improvement are identified, providers are obligated to prepare a corrective action plan that identifies the steps they will take to correct the deficiency and the plan for eliminating or greatly reducing these deficiencies in the future. The Board's administrative entity then conducts follow up reviews to ensure the corrective action plan was implemented and results show improvements

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

CareerSource NCFL has implemented the 11 program elements that were required under the WIA law as part of our youth program design. Five new program elements that were not required under WIA have been built into your WIOA Youth Program design. These new elements are 1) education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster; 2) financial literacy education; 3) entrepreneurial skills training; 4) services that provide labor market and employment information about in-demand industry sectors or occupations in the local area; and 5) activities that help youth prepare for and transition to post-secondary education and training.

All 14 program elements are available to eligible youth. The program has the discretion to determine which elements to provide based on the individual's assessment and individual service strategy.

CareerSource NCFL provides the 14 program elements as follows:

- Tutoring – CareerSource NCFL provides tutoring as needed to youth who are basic skills deficient through vendors in each county: StudyEdge provides tutoring in Bradford County; Sylvan Learning provides tutoring in Alachua County;

- Alternative Secondary School Services – CareerSource NCFL works with the local education agencies in each county to provide information regarding alternative school resources.
- Paid and Unpaid Work Experiences – CareerSource NCFL provides eligible youth with the opportunity to participate in internships with local employers who agree to be host sites. Work experience can be either summer-based or year-round. At least 20% of CareerSource NCFL’s funding is spent on paid work experience opportunities.
- Occupational Skill Training – youth who are assessed to be in need of occupational skill training to obtain employment are enrolled in in-demand occupations.
- Education offered concurrently with and in the same context as Workforce Preparation Activities – youth in need of remedial academic preparation can participate in programs that either offer both basic skills remediation and occupational skills training.
- Leadership Development activities – Dynamic Workforce Solutions, the local WIOA youth provider, provides leadership training as part of their Dynamic Futures® curriculum provided to each youth enrolled in the WIOA youth program.
- Supportive services – youth in need of support to participate in WIOA youth activities will be assessed and provided with support in accordance with CareerSource NCFL’s support service policy.
- Adult mentoring – CareerSource NCFL is working on a youth mentoring program in partnership with local organizations such as the Gainesville Area Chamber of Commerce and other youth-based programs.
- Follow-up Services – all youth who are exited from a WIOA youth program received 12 months of follow-up to ensure that they remain on track with the positive outcome.
- Comprehensive guidance and counseling – WIOA youth provider career navigators provide career counseling and guidance to all enrolled WIOA youth as part of the case management process;
- Financial literacy education – The Dynamic Futures® curriculum includes a financial literacy workshop and tests.
- Entrepreneurial skills training – CareerSource NCFL has been providing entrepreneurial skills training for eligible WIOA youth for many years. The program Tech Quest is a technology based entrepreneurship program based on the Kauffman Institute’s Ice House program. Additionally in Bradford County, CareerSource NCFL partnered with the Bradford County School Board to host a

Family Business Mentoring Program where in-school youth were trained in entrepreneurship and started a simulated business with their families.

- Labor Market Information – all enrolled WIOA youth are provided with information on the local labor market occupations in demand during the Dynamic Futures® workshops.
- Transition Activities to Post-Secondary Education and Training – as part of the career planning sessions, youth career navigators provide information to youth on transitioning from the program to post-secondary education or another positive outcome.

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

CareerSource NCFL defines youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society as an eligible youth who is unable to read or write at a 9th grade level as determined by Test of Adult Basic Education (TABE) testing. Reasonable accommodations are made to ensure that youth with disabilities can participate in the assessment process.

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

The local definition for “requires additional assistance” for youth as defined by Board policy is:

- Personal or family substance/alcohol abuse, or
- Gang involved/affiliated/affected
- Victim of abuse or domestic violence, or

- Individual who has a parent that is incarcerated, or
- An individual who is lacking a significant or positive work history.

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

- Executed Memoranda of Understanding for all one-stop partners.
- Executed Infrastructure Funding Agreements with all applicable WIOA required partners.

The executed Memoranda of Understanding with our one-stop partners are attached. Per a memo released from the Department of Economic Opportunity on January 30, 2018 the executed infrastructure funding agreements are not included.

Infrastructure funding agreements provided under separate cover on May 30, 2018 per request.

PUBLIC COMMENT PROCESS

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

- (1) Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media (WIOA §108(d)(1)).
- (2) Provide a 30-day period for comment on the plan before its submission to CareerSource Florida, Inc., beginning on the date on which the proposed plan is made available, prior to its submission to the Governor (WIOA §108(d)(2)).
- (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 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 expressing disagreement or offering recommendations for continuous improvement, the

LWDB's response to those comments, and a copy of the published notice (WIOA §108(d)(3)).

The plan was provided to the CareerSource NCFL Executive Committee in February, 2018 for approval. Once approved the plan was posted on the www.careersourcencfl.com website encouraging public comments from members of the Alachua and Bradford communities. We have established a 30-day comment period to provide an opportunity for public input beginning on February 15, 2018 and ending on March 17, 2018. Advertisement of the availability of the plan was made in the local news media. No public comments were received. If comments disagreeing with any part of the plan had been received they would have been evaluated and the plan modified if warranted.

. Meetings were held with core partners as needed to elicit their input into the plan. The plan was provided to the Alachua and Bradford Boards of County Commission for review, comments and approval.

SIGNATURE PAGE

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

Alachua and Bradford

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

Workforce Development Board Chair

Chief Elected Official

Signature

Signature

Date

Date

ATTEST: _____

SIGNATURE PAGE

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

Alachua and Bradford


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

Workforce Development Board Chair

Chief Elected Official



Signature



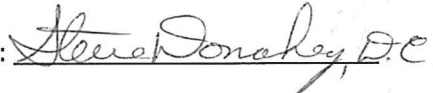
Signature

4/13/2018

Date

April 10, 2018

Date

ATTEST: 

Attestor

SIGNATURE PAGE


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


Alachua and Bradford

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

Workforce Development Board Chair

Chief Elected Official


Signature Ethan Fieldman


Signature Ross Chandler
Chairman

4/2/2018
Date

3/15/18
Date

ATTEST: 