

CareerSource North Central Florida



**Workforce Innovation and Opportunity Act
Local Workforce Plan
Two-Year Modification
January 1, 2023 – December 31, 2024
Local Workforce Development Area 09**

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INTRODUCTION

These instructions provide direction for local workforce plans (local plans) submitted under [Public Law 113-128, the Workforce Innovation and Opportunity Act \(WIOA\)](#). WIOA requires each local workforce development board (LWDB), in partnership with the appropriate chief local elected official(s), to develop and submit a comprehensive four-year local plan to the state. Additionally, local plans must be modified at the end of the first two-year period of the four-year local plan to reflect changes in labor market and economic conditions and other factors affecting the implementation of the local plan. Federal regulations require states and LWDBs to regularly revisit and recalibrate state plan strategies in response to changing economic conditions and workforce needs of the state (20 Code of Federal Regulations (CFR) 676.135).

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

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

- A. Identify and describe policies, procedures, and local activities that are carried out in the local workforce development area (local area), consistent with the strategic and operational elements of the state plan as well as [CareerSource Florida Strategic Policy 2021.12.09.A.1 – Comprehensive Employment Education and Training Strategy](#).
- B. Align with the CareerSource Florida Board of Directors business and market-driven principles to be the global leader for talent. These principles include:
 - Increasing the prosperity of workers and employers.
 - Reducing welfare dependency.
 - Meeting employer needs.
 - Enhancing productivity and competitiveness.
- C. Address how the LWDB coordinates service delivery with core programs of the Florida Department of Education's Division of Vocational Rehabilitation, Division of Blind Services and Division of Career and Adult Education, as well as other required and optional partners.
- D. Be based on current and projected needs of the local workforce investment system, with an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for employers and job seekers, including veterans, Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) benefit recipients, individuals with disabilities, and individuals residing in rural

areas.

- E. Set forth a strategy to utilize all allowable resources to:
- Assist Floridians with securing employment that leads to economic self sufficiency and reduces the need for public assistance.
 - Provide opportunities for Floridians to develop skills intended to meet the present and future needs of employers.
 - Ensure that workforce-related programs are responsive to present and future needs of business and industry and complement the initiatives of state and local economic development partners, including Enterprise Florida, Inc. in relation to:
 - Job training;
 - The attainment of a credential of value identified pursuant to Section 445.004(4)(h)4.c., Florida Statutes;
 - The attainment of a postsecondary degree or credential of value; and
 - Any other program that has, at least in part, the goal of securing employment or better employment for an individual and receives federal funds or a state appropriation.
 - Prioritize evidence-based, results-driven solutions to improve outcomes for Floridians and Florida businesses.
 - Develop collaborative partnerships that leverage multiple sources of funding to provide services to all customers seeking assistance, especially Florida's vulnerable populations.
 - Identify barriers to coordinating and aligning workforce-related programs and develop solutions to remove such barriers.
- F. Identify the education and skill needs of the workforce and the employment needs of the local area and include an analysis of the strengths and weaknesses of services provided to address identified needs. Assessments include the best available information, evidence of effectiveness, performance information for specific service models and a plan to improve program effectiveness by adopting proven or promising practices as a part of the local vision.
- G. Provide a comprehensive view of the systemwide needs of the local area.
- H. Address how LWDBs foster strategic alignment, improve service integration and ensure the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers.
- I. Lead to greater efficiencies, reduce duplication, and maximize financial and human resources.
- J. Address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce investment system and its focus on customer service excellence.

KEY DATES ON OR BEFORE

Florida Unified Plan Public Comment.....	February-March 2022
Florida Unified Plan Reviewed by Federal Agencies.....	March-June 2022
Key Dates Sent to Local Boards.....	March 25, 2022
Local Plan Guidelines Issued.....	May 25, 2022
Final Revisions and Approval of Florida Unified Plan.....	July-August 2022
Local Plans Due.....	October 3, 2022
Local Plans Approved by State Board.....	December, 2022
Local Plans Effective.....	January 1, 2023

PUBLIC COMMENT PROCESS

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

- (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) Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education (WIOA § 108(d)(2)).
- (3) Provide no less than a 14-day period and no more than a 30-day period for comment on the plan before its submission to DEO, beginning on the date on which the proposed plan is made available (WIOA § 108(d)(2)).

PLAN SUBMISSION

ONLINE FORM

Each LWDB must submit its local plan, required attachments and contact information for primary and secondary points of contact for each local plan via the state's online form established for WIOA local plan submissions. Hard copies of local plans or attachments are not required. **All local plans must be submitted no later than 5:00 p.m. (EDT) on Monday, October 3, 2022. Please note, the local plan and all attachments must be submitted in a searchable PDF format that is Americans with Disabilities Act compliant.**²

² A searchable PDF file is a PDF file that includes text that can be searched upon using the standard Adobe Reader "search" functionality [CTRL+F]. In Microsoft Word Click **File > Save As** and choose where you want the file to be saved. In the **Save As** dialog box, choose **PDF** in the Save as type list. Click **Options**, make sure the **Document structure tags for accessibility** check box is selected, and then click **OK**.

The web address for the state's online form for submitting local plans, required attachments and links to requested documents is <https://careersourceflorida.com/wioa-form/>.

Please carefully review these instructions and those posted online prior to submitting plans.

Prior to local plan submission, please ensure:

- The LWDB members reviewed the plan.
- The LWDB chair and the chief local elected official signed the appropriate documents.
- The name and number of the LWDB are on the plan cover page.
- The plan submitted date and point of contact is on the cover page.
- The structure and numbering follow the plan instructions format.
- A table of contents with page numbers is included and each page of the plan is numbered.
- Text is typed, preferably in the fonts Arial or Calibri, with a font size of 11 or greater.
- Responses to all questions are informative and concise.
- The name of the LWDB, the page number and plan submission date are listed in the footer of the document.

ATTACHMENTS

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

- A. Executed interlocal agreement that defines how parties carry out roles and responsibilities of the chief local elected official** (if the local area includes more than one unit of general local government in accordance with WIOA § 107(c)(1)(B) .
- B. Executed agreement between the chief local elected official(s) and the local workforce development board.**
- C. Evidence of designation of the fiscal agent** by the chief local elected official(s), if other than the chief local elected official.
- D. Current bylaws** established by the chief local elected official to address criteria contained in 20 CFR 679.310(g) and [CareerSource Florida Administrative Policy 110 – Local Workforce Development Area and Board Governance](#).
- E. Current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board's vote on the local plan.**
- F. Agreements describing how any single entity selected to operate in more than one of the following roles:** local fiscal agent, local board staff, one-stop operator, or direct provider of career services, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.) created to ensure

such risks are mitigated; and d) oversight and monitoring procedures.

G. Executed Memoranda of Understanding for all one-stop partners (Section III(b)(2) of the State of Florida WIOA Unified Plan).

H. Executed Infrastructure Funding Agreements with all applicable WIOA required partners (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan).

I. Executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to all services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA section 107(d)(11)(B) between the LWDB or other local entities described in WIOA section 107(d)(11)(C) of the Rehabilitation Act of 1973 (29 U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

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

PLAN APPROVAL

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

DEO will recommend approval of the local plan to the CareerSource Florida Board of Directors (state board), unless DEO notifies the LWDB in writing that:

- There are deficiencies in workforce investment activities that have been identified through audits, and the local area has not made acceptable progress in implementing plans to address the deficiencies;
- The local plan does not comply with applicable provisions of WIOA and the WIOA regulations, including the required consultations and public comment provisions, and the nondiscrimination requirements of 20 CFR Part 38; or
- The local plan does not align with the state plan, including with regard to the alignment of the core programs to support the strategy identified in the state plan in accordance with WIOA § 102(b)(1)(E) and 20 CFR 676.105.

The local plan, including plan modifications, will be considered to be approved upon written notice by DEO advising of state board approval or at the end of the 90-day period beginning the day DEO receives the local plan, or plan modification, unless, in accordance with 20 CFR

679.570, any deficiencies referenced above were identified by DEO in writing and remain unresolved.

Any questions regarding the submission, review and/or approval of local plans should be submitted to DEO at: WIOA-LocalPlans@DEO.MyFlorida.com.

ORGANIZATIONAL STRUCTURE

The local plan must describe the organizational structure in place in the local area, including: **(1) Chief Elected Official(s)**

- (a) Identify the chief local 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: Marihelen Wheeler, Chair
Title: Alachua County Board of County Commissioners
Mailing Address: 12 S.E. 1st Street, Gainesville, Florida 32601
Phone: 352-339-1113
Email: mwheeler@alachuacounty.us

The Chief Elected Official for Bradford County is:
Name: Chris Dougherty, Chair
Title: Chair of the Bradford Board of County Commissioners (BBoCC)
Address: 945 North Temple Avenue, Starke, Florida 32091.
Telephone: 904-966-6327
Email: bocc@bradfordcountyfl.gov

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

The Chief Elected Officials have been actively involved in the process of finalizing this Local Plan, especially as it has aligned with a refreshed Interlocal Agreement and WDB Bylaws. This plan reflects their work to reorganize LWDB 9 and they have had the chance to review and provide feedback to the Board.

According to the Interlocal Agreement section 9, the Chief Elected Officials are responsible for the drafting of the Four-Year Local Plan, and the Two-Year Local Plan Modification as well as the Regional Plan if the NCFWDA is part of a workforce development region based upon:

- The vision and the mission of LWDB 9.
- LWDB 9's strategies and goals for meeting the intent of the vision.
- LWDB 9's analysis of the local labor market in the workforce development area.
- LWDB 9's analysis of the local economy.
- LWDB 9's analysis of available training providers able to deliver skills training to fill job vacancies.
- An operational plan for delivering services.
- A plan for coordinating and integrating service delivery with the legislative one-stop partners; and
- Such other criteria may be required by the authorizing legislation or the State.

(2) Local Workforce Development Board

- (a) Identify the chairperson of the LWDB by name, title, mailing address, phone number and email address. Identify the business that the chairperson represents.

The CareerSource NCFL Board Chair for 2012-2023 is Dr. Jeffrey Tate, Chief Operating Officer and Chief Quality Officer; Cyclo Therapeutics, Inc (previously CTD Holdings, Inc.); Address: 6714 NW 16th Street, Suite B, Gainesville, Florida; Phone (386) 418-8060, Email: jeff@cyclodex.com

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

Currently, the Vice Chair position is vacant. The process to fill the position is underway.

- (c) Describe how the LWDB members were involved in the development, review, and approval of the local plan.

CareerSource NCFL began working on the plan update in July 2022. The modification was posted on the CareerSource NCFL website on August 10, 2022 with notices sent to the two county newspapers of the availability of the plan for public comment. Concurrent with posting the plan for public comments, the plan was sent to each LWD Board member, the Alachua Board of County Commission and the Bradford Board of County Commission for review. Comments from the public and any changes from the Board and Commissioners were incorporated and the Plan Modification went to the NCFWDB and the DCWDC on September 18, 2022. The plan modification was submitted to the Department of Economic Opportunity on October 3, 2022.

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

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

The Dual County Workforce Development Council (DCWDC) has designated the Fiscal Agent for the CSNCFL, which shall be the Alachua County Clerk of Court. The Clerk of Court shall be responsible for ensuring the fiscal integrity of all funds received. Funds shall be accounted for in accordance with:

- Generally Accepted Accounting Principles

- Standards for Internal Control in the Federal Government
- The Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, 2 CFR 200 et seq

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

The DCWDC has designated the administrative entity as CareerSource North Central Florida (CSFNCFL), a department of Alachua County BoCC, to provide staff support for the Council and LWDB 9. The Alachua County Clerk of Court shall serve as the sub-grant recipient to receive all workforce grant funds allocated to the North Central Florida Workforce Development Area.

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

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

- SCAD Media effective July 1, 2021.

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

CareerSource NCFL has established procedures for the selection of vendors 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 principle for the development of procurement documents (generally Request for Proposals (RFP) or Request for Quotes (RFQ). The procurement specifications are issued and published on the CareerSource NCFL website. All responses are reviewed by Administrative Staff 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 with the Administrative Entity for review by independent and government auditors or other interested parties.

It shall be the policy of CSNCFL to follow the requirements of State DEO policies and 2 CFR 200 as it may be modified in the procurement of goods and services for CSNCFL in accordance with the more restrictive guidance. In general, all goods and services shall be procured using a method of procurement described in 2 CFR 200.320. CSNCFL shall competitively procure all goods and services. The extent of competition shall be consistent with the dollar thresholds established in 2 CFR 200 as they may be amended from time to time by the FAR.¹ Breaking down an aggregate purchase into smaller units, to bring the cost below a purchasing threshold, is prohibited. All procurement decisions shall be documented as appropriate to the type of procurement.

A. Following an acceptable method of procurement, the Executive Director or his/her designee is authorized to initiate and approve:

1. The purchase of any individual good or service necessary for the day to day operations of CSNCFL up to \$50,000.
2. The entry into contracts with employers for On-the-Job Training, Customized Training and Incumbent Worker Training opportunities where the contract does not exceed \$50,000 per program year. Incumbent worker contracts and customized training contracts shall be approved by the One Stop Dislocated Worker Committee prior to entry into the contracts.
3. The entry into non-financial agreements to carry out the purposes of the grants such as contracts with public, not-for-profit and for-profit entities which have agreed to serve as host worksites for WIOA work experience (internship) or WTP community work experience or for summer youth work experience participants.
4. The entry into non-financial master agreements with educational institutions approved by the CSNCFL governing boards to be added to the Eligible Training Provider List.

B. Following an acceptable method of procurement the CSNCF governing boards shall Approve:

1. Any single good or service which exceeds \$50,000.
2. The purchase of goods and services necessary to provide the

programs and services funded to implement the grants awarded to CSNCFL.

3. The selection of the CSNCFL monitors and audit firm.

C. CSNCFL governing boards' approval may be obtained through:

1. Identification of items in the CSNCFL budget presented for governing boards' approval at a scheduled and publicly noticed meeting, or
2. Submission of specific goods or services for approval of the governing boards at a scheduled and publicly noticed meeting, or
3. Approval of a grant application or acceptance of a grant award containing a description of programs, goods and/or services that must be purchased in order to implement the grant.

D. The use of vendor lists:

Where many entities can provide the same or similar goods or services, or where no one entity can provide sufficient amounts of a good or service, following an acceptable method of procurement and compliance with applicable publication requirements, based upon the responses received CSNCFL may establish a vendor list of all interested responsive providers. CSNCFL may select from the vendor list on a rotating basis, a ranked basis or based upon the entity that can best meet CSNCFL's needs as determined in the sole discretion of the CSNCFL Executive Director.

E. The signatory on all contracts and agreements shall be the Executive Director.

F. All single item purchases of \$5,000 or more with a useful life of one-year, and out-reach/informational items in excess of \$5,000 in total for the program year shall require State Department of Economic Opportunity (DEO) approval prior to purchase in accordance with DEO's Prior Approval Administrative Policy for Regional Workforce Boards effective June 10, 2015 as revised.

G. Items considered "unallowable costs" under the Uniform Guidance 2 CFR 200.420 – 2 CFR 200. 475 may not be procured. In general, CSNCFL shall follow Contract and Other Signatory Powers (allowable and unallowable costs and signatories) approved by the CSNCFL governing boards at the Dual County Workforce Development Council on August 27th, 2020.

H. CSNCFL shall take affirmative steps to assure that minority businesses and women's business enterprises are used above the micro purchase level when possible by:

1. Including minority and women's businesses on solicitation lists
2. Soliciting minority and women's businesses when such firms are potential bidders
3. Dividing total contract requirements where economically feasible to enable more minority participation

I. CSNCFL shall not purchase goods or services from any entity that is debarred or suspended from participation in federal assistance programs. or who is guilty of a Public Entity Crime in accordance with the Florida Statutes.

J. Conflicts of interest in procurement are prohibited, except that purchases of training and program services from individuals represented on the CSNCFL governing boards or a CSNCFL employee is allowable if approved by a 2/3 vote of the governing boards and if greater than \$25,000 with written approval from CareerSource Florida. Purchases of goods or services other than training or program services for participants from a CSNCFL Board member or employee are prohibited. In addition, board members with a conflict of interest shall complete a State Conflict of Interest Form 8B.

K. Where discounts or credits are available CSNCFL shall take advantage of the discounts or credits offered

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

The LWDB does not serve as the One Stop Operator. SCAD Media (SCAD) was competitively procured and contracted in 2021 to be the One-Stop Operator. SCAD has a contract with CareerSource NCFL that separates the duties of the one-stop operator. SCAD has established the necessary firewalls to keep One Stop Operator services being provided by SCAD.

(d) Describe the roles and responsibilities the LWDB has identified and assigned to the one stop operator. (Scope of Work from Contract)

The Sub-grant Recipient, SCAD Media, now called One Stop Operator, shall serve as the coordinator of the public one-stop partners pursuant to the strategy and direction of the CSNCFL governing boards as communicated through the CSNCFL Executive Director.

One Stop Operator shall develop a project plan together with the CSNCF Executive Director specifying the various deliverables and milestones to be completed. This shall be accomplished within thirty (30) business days following execution of this Agreement. This shall include:

a. A matrix that contains the following information for the legislative partners:

i. Allowable services and activities by partner / funding stream

- ii. Program/funding stream participant eligibility
- iii. Legislative partners' performance requirements
- iv. Fund, program or expenditure restrictions
- b. A schedule of at least 2 meetings over the course of the year with legislative partner representatives to work on a:
 - i. A cross referral plan.
 - ii. A plan on sharing information

Including the 2 meetings described immediately above, One Stop operator shall facilitate 2 more meetings (a meeting each quarter) to address one-stop partner services coordination.

One Stop Operator shall assure all CSNCFL one-stop memoranda of understanding (MOUs) and infra-structure/resource sharing budgets are current and shall assist CSNCFL to track and update the MOU's to assure CSNCFL is meeting WIOA requirements.

One Stop Operator shall assist in the development of MOU's with non-mandatory one-stop partners as may be approved by the CSNCFL governing boards

One Stop Operator shall familiarize themselves with the Florida State Department of Economic Opportunity and CareerSource Florida one-stop certification criteria to assure CSNCFL's compliance.

One Stop Operator shall work to facilitate consistency across the two (2) CSNCFL Career Centers as it is related to the creation and maintenance of a welcoming, inclusive and professional environment with a focus on quality customer services to job seekers and employers.

One Stop Operator will work with CSNCFL's Quality Assurance staff to develop a tracking mechanism to gauge the number of cross referrals made to partner agencies on a quarterly basis by one stop staff.

As part of the onboarding of new staff, One Stop Operator will work with the CSNCFL to provide one-stop center partner information as part of a one-stop orientation packet for new employees.

One Stop Operator shall organize and facilitate an annual one-stop partner meeting with the partner "decision makers" to agree on continuous improvement goals and objectives to be communicated to staff through their quarterly meetings.

One Stop Operator shall observe on-site operations, space configuration, customer flow and integration of services and make recommendations for consideration by the one-stop partners, especially identifying best practices that will result in better services to shared customers.

One Stop Operator shall work with the CSNCFL One-Stop Centers and One-Stop partners to identify and adopt uniform outreach materials targeted toward job seekers and employers.

One Stop Operator will coordinate a public resource fair to be hosted by CSNCFL to showcase the existing and co-located partner resources/services available to the social service community.

One Stop Operator shall provide a quarterly report to the CSNCFL Executive Director of the activities and accomplishments each quarter so that they can be reported to the CSNCFL governing boards.

One Stop Operator shall work with the one-stop partners to improve on the technological solutions to connect partners not co-located in the CSNCFL Career Centers.

One Stop Operator shall work with the one-stop partners to develop training on WIOA section 188 equal opportunity, and accessibility requirements. The Training shall be provided annually on a rotation basis by the partners.

One Stop Operator shall be provided a workspace in the CSNCFL Comprehensive One-Stop Center.

One Stop Operator shall be provided access to "Go to Meeting" software, and/or "Zoom" and equipment necessary to perform the tasks identified in the Scope of Work remotely if necessary.

One Stop Operator shall work with the partners to define how technological access shall work to assure participant access to services.

One Stop Operator shall provide CSNCFL with a written project plan. The project plan shall include:

- a. A schedule including timetable for accomplishing the Scope of Services.
- b. The anticipated deliverables associated with the accomplishment of each task identified in Article II
- c. Identification of support needed to accomplish the deliverables that is to be provided by CSNCFL staff.
- d. Any non-personnel resources needed such as equipment, facilities, and information.
- e. The contents of the monthly report to be submitted with One Stop Operator's monthly invoice

- (e) Provide the location (address) and type of each access point, indicating whether it is a comprehensive center³, affiliate site or specialized center, as described in [CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#).

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
TBD
Starke, FL 32091
(904) 964-2863

- (f) Identify the days and times when each access point is open to customers.

The career centers are open with access for programs, services and activities Monday through Friday from 8:00 a.m. to 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.. Comprehensive career centers must be open to the general public for walk-in service a minimum of eight hours per day during regular business days, Monday through Friday.

(g) For each access point, identify how each local area provides customers with access to each required (and any approved optional) one-stop career center partners' programs, services and activities (physical co-location, electronic methods, and/or referrals).

Partner Organization	Authorization/Category	Method of Customer Access
AARP Foundation SCSEP	Senior Community Service Employment Program (SCSEP) authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)	Physical Co-location
Santa Fe	WIOA title II Adult Education and Family Literacy Act (AEFLA) Program	Referrals
DEO/ Mandated Partner	Jobs for Veterans State Grants (JVSG) programs authorized under chapter 41 of title 38, U.S.C.	Physical Co-location
Vocational Rehabilitation	State Vocational Rehabilitation (VR) Services program authorized under title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.), as amended by WIOA title IV	Referrals
North Florida Technical College	Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	Referrals
Central Florida Community Action Agency	Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)	Referrals
DEO/ Mandated Partner	National Farmworker Jobs Program (NFJP), WIOA Sec. 167	Physical Co-location
DEO/ Mandated Partner	Unemployment Insurance (UI) programs under state unemployment compensation laws	Physical Co-location
DEO/ Mandated Partner	Trade Adjustment Assistance (TAA) activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)	Physical Co-location
DEO/ Mandated Partner	Wagner-Peyser Act Employment Service program authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), as amended by WIOA title III;	Physical Co-location

DCF /Mandated Partner	Temporary Assistance for Needy Families (TANF) program authorized under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), unless exempted by the Governor under 20 CFR 678.405(b)	Physical Co-location, Electronic Access and Referrals
DEO/ Mandated Partner	WIOA title I Adult, Dislocated Worker, and Youth Programs	Physical Co-location
Youthbuild	YouthBuild WIOA Sec. 171 (29 USC 3226)	Referrals
N/A	Indian and Native American Programs (INA), WIOA sec. 166, 29 USC 3221	Electronic Access
N/A	Job Corps, WIOA Title I, Subtitle C	Electronic Access

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

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. **See attached attestation as Attachment _____**

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

CSNCFL does not have or utilize any additional criteria (or higher levels of service coordination than required in [CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One Stop Career Center Certification Requirements](#)) relating to service coordination achieved by the one-stop delivery system, to respond to education/training needs, labor market, economic, and demographic conditions and trends in the local area.

(5) Provider of Workforce Services

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

Career services are available to all individuals through the local One-Stop. The DCWDC has designated the administrative entity and provider of workforce services as CSNCFL to provide staff support for the Council and LWDB 9. CSNCFL shall serve as the sub-grant recipient to receive all workforce grant funds allocated to the North Central Florida Workforce Development Area.

Basic Career Services - One-Stop service delivery system and career services 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 Reemployment Assistance (RA) of unemployment insurance (UI) claimants), 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;
- 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;
- Referrals to the Division of Vocational Rehabilitation and the Division of Blind 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;
- Provision of information and assistance regarding filing claims for Reemployment Assistance; and
- Assistance in establishing financial aid eligibility.

Individualized Career Services -

- Comprehensive and specialized assessments including diagnostic testing and in- depth interviewing to identify employment barriers;
- Development of an individual employment plan;
- Group counseling and/or individual counseling;

Follow Up Services - Follow-up services, including counseling regarding the workplace for participants in workforce investment activities that are placed in unsubsidized employment, for not less than 12 months after the first day of employment as appropriate.

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.

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

No workforce services are provided by the One-Stop Operator.

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

See answer to 5 (a).

(d) If the LWDB serves as the direct provider of workforce services (except training services), provide the last date the CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and the approved duration. The North Central Florida Workforce Development Board (NCFWDB) is not the direct provider of workforce services in the local workforce area. The NCFWDB is a policy and oversight board. Services are provided by Alachua County and therefore approval of the service delivery model was not required.

(6) Youth Service Provider

(a) Provide the name of the entity or entities selected to provide youth workforce investment activities (youth program services) and, if the entity was competitively procured, the term through which the entity is contracted to provide these services.

CSNCFL staff, designated as the Administrative Entity and as a department under the Alachua County BoCC, provide Youth Services directly.

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

See answer to 6(a) above.

- (c) Describe any additional criteria⁴ the LWDB has established to ensure providers best positioned to deliver required youth program elements resulting in strong outcomes for youth participants are used, if applicable.

See answer to 6(a) above.

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

See answer to 6(a) above.

B. ANALYSIS OF NEED AND AVAILABLE RESOURCES

The local workforce plan must describe strategic planning elements, including:

(1) A regional analysis of:

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

Due to restructuring and reorganization of the Workforce Board and organization, LWDB 9 has not conducted Strategic Planning and Analysis since the WIOA Annual Plan for 2020 was written. The information and data below is from the 2020 Plan. Strategic Planning and Analysis will take place prior to the next Four Year Plan.

The following analysis contains data collected and analyzed from Economic Modeling Specialists Int'l. (EMSI), U.S. Census Bureau, and the U.S. Bureau of Labor Statistics. Though 2019 is the current calendar year, 2018 labor market data are utilized as these represent the latest full calendar year of data available from federal statistical agencies.

INDUSTRY MIX

The table below details the top 20 industries in the CS NCFL region in 2018 at the 2- digit North American Industry Classification System (NAICS) level. Government is the largest industry, constituting over a quarter of all jobs in the region. Health Care and Social Assistance; Retail Trade; and Accommodation and Food Services round out the top jobs in the region behind Government. The greatest percent change in jobs over the last five years was in Mining, Quarrying, and Oil and Gas Extraction (97%), however it is among the smallest industries in the CS NCFL region. Construction, which experienced a 28% increase over the

same time period, added 526 jobs due to the competitive effect (CE). A positive CE number indicates more growth within a particular industry than would have been expected from non-local trends. Industries with significant positive CE scores include Retail Trade (1,199 jobs); Government (942 jobs); and Administrative and Support and Waste Management and Remediation Services (906 jobs).

Location Quotient (LQ) measures the relative importance of an industry's employment to a particular region. Typically, industries with an LQ score above 1.25 represent an importance to the region. Only two industries in the CS NCFL region have an LQ score above 1.25: Government (1.88) and Health Care and Social Assistance (1.27).

Industry	2018 Jobs	% of Total Jobs	% Change 2013-2018	2018 LQ	2018 CE
Government	43,253	28.26%	4%	1.88	942
Health Care and Social Assistance	24,633	16.09%	12%	1.27	188
Retail Trade	15,890	10.38%	13%	1.03	1,199
Accommodation and Food Services	14,550	9.51%	14%	1.11	149
Professional, Scientific, and Technical Services	7,645	5.00%	19%	0.77	428
Administrative and Support and Waste Management and Remediation Services	7,082	4.63%	27%	0.74	906
Construction	6,485	4.24%	28%	0.76	526
Other Services (except Public Administration)	6,228	4.07%	5%	0.86	(109)
Finance and Insurance	4,734	3.09%	13%	0.77	236
Manufacturing	4,606	3.01%	1%	0.38	(172)
Transportation and Warehousing	3,476	2.27%	23%	0.63	60
Wholesale Trade	2,818	1.84%	16%	0.50	353
Real Estate and Rental and Leasing	2,716	1.77%	10%	1.05	(31)
Educational Services	2,476	1.62%	16%	0.63	155
Arts, Entertainment, and Recreation	2,217	1.45%	12%	0.83	(65)
Information	1,555	1.02%	2%	0.55	(53)
Agriculture, Forestry, Fishing and Hunting	1,487	0.97%	(10%)	0.83	(187)
Management of Companies and Enterprises	498	0.33%	(16%)	0.23	(161)
Utilities	431	0.28%	4%	0.82	8
Mining, Quarrying, and Oil and Gas Extraction	256	0.17%	97%	0.40	150
Unclassified Industry	17	0.01%	(11%)	0.08	(8)

KEY INDUSTRIES

Diving deeper, the table below details the 20 largest 4-digit NAICS industries in terms of employment in the CS NCFL Region in 2018. The top industries include Education and Hospitals (State Government) (23,027 jobs); General Medical and Surgical Hospitals (11,805 jobs); and Restaurants and Other Eating Places (11,662 jobs). In comparison to the top industries at the 2- digit NAICS level, several of the industries in the table are representative of Government and Health Care and Social Assistance. Over half of the top industries in the CS NCFL region have an average earning above \$50,000. Federal Government, Civilian has the highest average earning at \$109,397 which is \$90,408 more than the lowest paid industry, Restaurants and Other Eating Places (\$18,989). However, the latter has over 7,000 more jobs than the former. The top two industries with the greatest number of jobs in 2018 also have the highest LQ score and CE.

Future projections indicate that the greatest percentage of growth will be experienced by the smallest employed industry in the table: Foundation, Structure, and Building Exterior Contractors. State Government, Excluding Education and Hospitals, which experienced the second greatest decrease in jobs over the last five years, is projected to experience the greatest (and only) decrease in jobs over the next five years of all top industries at the 4-digit NAICS level. With a relatively competitive LQ score of 2.24, the continual decrease of jobs for this industry will have a negative impact on the CS NCFL region's economy along with its significant negative CE score.

Industry	2018 Jobs	% Change 2013-2018	Projected % Change 2018-2023	2018 LQ	2018 CE	Average Earnings
Education and Hospitals (State Government)	23,027	21%	6%	7.86	426	\$81,941
General Medical and Surgical Hospitals	11,805	19%	8%	2.67	414	\$69,077
Restaurants and Other Eating Places	11,662	13%	6%	1.16	(227)	\$18,989
Local Government, Excluding Education and Hospitals	5,224	2%	1%	0.97	(124)	\$67,043

Industry	2018 Jobs	% Change 2013-2018	Projected % Change 2018-2023	2018 LQ	2018 CE	Average Earnings
Education and Hospitals (Local Government)	5,090	(28%)	5%	0.63	81	\$53,147
State Government, Excluding Education and Hospitals	4,758	(10%)	(14%)	2.24	(657)	\$58,651
Federal Government, Civilian	4,570	3%	1%	1.69	32	\$109,397
Grocery Stores	3,574	13%	3%	1.39	40	\$25,922
Services to Buildings and Dwellings	3,541	22%	11%	1.30	111	\$26,125
Offices of Physicians	2,656	15%	10%	1.06	(29)	\$93,792
Building Equipment Contractors	1,983	32%	10%	0.88	28	\$50,289
Department Stores	1,780	10%	4%	1.64	236	\$25,407
Employment Services	1,756	46%	11%	0.51	99	\$30,274
Nursing Care Facilities (Skilled Nursing Facilities)	1,750	(6%)	2%	1.15	27	\$37,911
Religious Organizations	1,677	10%	8%	1.02	49	\$20,069
Warehousing and Storage	1,656	38%	9%	1.58	(150)	\$48,439
Insurance Carriers	1,632	13%	0%	1.38	(26)	\$69,550
Agencies, Brokerages, and Other Insurance Related Activities	1,406	7%	3%	0.95	(88)	\$75,029
Architectural, Engineering, and Related Services	1,402	19%	1%	0.96	(68)	\$71,695
Foundation, Structure, and Building Exterior Contractors	1,344	80%	20%	1.29	182	\$46,687

OCCUPATION MIX

The table below identifies the top occupations for the CS NCFL region in 2018 at the 2-digit Standard Occupational Classification (SOC) level. The top occupations include Office and Administrative Support Occupations (21,770 jobs); Education, Training, and Library Occupations (16,842 jobs); Food Preparation and Serving Related Occupations (14,628 jobs); and Healthcare Practitioners and Technical Occupations (14,527 jobs). Only four occupations have an LQ score above 1.25: Education, Training, and Library Occupations (1.944); Life, Physical, and Social Science Occupations (1.55); Healthcare Support Occupations (1.36); and Building and Grounds Cleaning and Maintenance Occupations (1.31). These occupations are considered to be strong occupations in the CS NCFL region.

Median hourly earnings for the top occupations range from \$9.69 for Food Preparation and Serving Related Occupations to \$38.92 for

Management Occupations. Of the top five occupations, only two have median hourly earnings below \$15.00.

Occupation	2018 Emp.	% of Total Emp.	Median Hourly Earning	2018 Location Quotient
Office and Administrative Support Occupations	21,770	14.2%	\$15.20	0.98
Education, Training, and Library Occupations	16,842	11.0%	\$17.42	1.94
Food Preparation and Serving Related Occupations	14,628	9.6%	\$9.69	1.14
Healthcare Practitioners and Technical Occupations	14,527	9.5%	\$29.04	1.71
Sales and Related Occupations	14,224	9.3%	\$11.56	0.94
Building and Grounds Cleaning and Maintenance Occupations	7,362	4.8%	\$11.14	1.31
Transportation and Material Moving Occupations	7,006	4.6%	\$14.40	0.67
Business and Financial Operations Occupations	6,522	4.3%	\$25.50	0.82
Management Occupations	6,487	4.2%	\$38.92	0.75
Healthcare Support Occupations	5,669	3.7%	\$12.29	1.36
Construction and Extraction Occupations	5,185	3.4%	\$16.39	0.74
Installation, Maintenance, and Repair Occupations	5,140	3.4%	\$17.70	0.86
Personal Care and Service Occupations	5,055	3.3%	\$10.65	0.77
Production Occupations	3,989	2.6%	\$14.88	0.44
Protective Service Occupations	3,765	2.5%	\$16.83	1.10
Computer and Mathematical Occupations	3,532	2.3%	\$27.54	0.80
Community and Social Service Occupations	2,766	1.8%	\$19.29	1.09
Arts, Design, Entertainment, Sports, and Media Occupations	2,253	1.5%	\$18.57	0.80
Life, Physical, and Social Science Occupations	1,950	1.3%	\$24.83	1.55
Architecture and Engineering Occupations	1,912	1.2%	\$29.45	0.74
Legal Occupations	1,113	0.7%	\$28.18	0.88
Farming, Fishing, and Forestry Occupations	1,054	0.7%	\$9.94	0.92
Military-only occupations	301	0.2%	\$17.68	0.32

TOP OCCUPATION BY EMPLOYMENT

A closer look at the top occupations in the CS NCFL region are displayed in the table below at the 5-digit SOC level. The top occupations for the region include Postsecondary Teachers (8,471 jobs); Registered Nurses (5,834 jobs); Combined Food Preparation and Serving Workers, Including Fast Food (4,741 jobs); and Retail Salespersons (4,075 jobs). Over the last five years, nearly all of the region's top occupations experienced positive job growth, with the exception of Bookkeeping, Accounting, and Auditing Clerks, which experienced a 1% decline. Future projections indicate positive growth for all occupations aside from Secretaries and Administrative Assistance, Except Legal, Medical, and Executive, which is projected to experience very little decline.

The greatest number of annual openings (921) were experienced by Combined Food Preparation and Serving Workers, Including Fast Food, followed by Waiters and Waitresses (627). Though these occupations offer the greatest number of opportunities for employment, they are also associated with lower median hourly earnings which limits economic growth by the labor force in the region. Median hourly earnings for the CS NCFL region range from \$9.30 for Combined Food Preparation and Serving Workers, Including Fast Food to \$31.02 for Registered Nurses, a difference of \$21.72.

Occupation	2018 Emp.	% Change 2013- 2018	% Change 2018- 2023	Median Hourly Earnings	Annual Openings
Postsecondary Teachers	8,471	18%	10%	\$17.45	865
Registered Nurses	5,834	18%	8%	\$31.02	445
Combined Food Preparation and Serving Workers, Including Fast Food	4,741	16%	6%	\$9.30	921
Retail Salespersons	4,075	5%	4%	\$10.18	609
Cashiers	3,945	12%	2%	\$9.29	775
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3,694	14%	9%	\$10.59	586
Office Clerks, General	3,606	6%	3%	\$14.30	453
Waiters and Waitresses	3,113	12%	5%	\$9.71	627
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,720	4%	(0%)	\$14.68	331
Customer Service Representatives	2,687	31%	5%	\$13.17	421
Nursing Assistants	2,102	4%	5%	\$11.90	252
Maids and Housekeeping Cleaners	1,656	0%	4%	\$10.98	245
Bookkeeping, Accounting, and Auditing Clerks	1,642	(1%)	1%	\$17.15	191
Stock Clerks and Order Fillers	1,632	20%	6%	\$11.27	241
Laborers and Freight, Stock, and Material Movers, Hand	1,603	22%	8%	\$11.11	256
Cooks, Restaurant	1,508	26%	7%	\$11.28	247
Maintenance and Repair Workers, General	1,456	13%	6%	\$15.95	166
First-Line Supervisors of Retail Sales Workers	1,431	6%	4%	\$18.42	163
First-Line Supervisors of Office and Administrative Support Workers	1,372	8%	3%	\$23.48	148
Landscaping and Groundskeeping Workers	1,335	9%	7%	\$11.36	192

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

North Florida Regional Chamber of Commerce has been a CareerSource NCFL contracted business services provider since 2006, and the Greater Gainesville Chamber of Commerce was previously contracted but still remains an integral partner. 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.

The Chambers collect data through regular Chamber and Community events, company presentations, and recruitment events. These activities allow the Chamber to verify employment needs of employers. Recently, the Greater Gainesville Chamber worked with the North Central Florida chapter of the Society of Human Resource Managers to host their regional conference and learn about employment needs. Additionally, the Chambers are hosting a yearly “State of the Workforce” summit in conjunction with an annual State of the Workforce Report that provides data and analysis of the talent landscape of the region. The report commissioned by the Board will include an annual summary of CS NCFL activities, an updated scorecard, resource allocation details, and labor market intelligence, including growing and emerging industries, occupational demand, skills gaps, demographic information, training/skills attainment, etc. that are supported by both qualitative and quantitative data.

Additionally, the strategic planning process included three focus groups composed of business with a purpose of gaining an assessment of workforce needs in Alachua and Bradford counties. The participants thought that there is a lack of low and middle skilled talent; the middle-skilled talent refers to workers that require more than a high school diploma. Participants would like more education and to explore other avenues in order for the workforce to become knowledgeable of soft skills such as: attitude, professional communication, listening skills, problem-solving skills, mechanical Skills, and basic Mathematics and English skills. Multiple participants were fond of increasing work-based learning programming such as internships and apprenticeships. Participants would like support of vulnerable groups in the community, particularly low income individuals, and assistance with supportive services.

The strategic planning process also included a survey for business and industry. Survey respondents identified some of the most significant talent or workforce development challenges facing business growth today. The responses were reviewed and organized into common themes. The most significant challenges identified by respondents were an abundance of unqualified workers in the region and lack of soft skills. Soft skills that were identified included punctuality, work ethic, workplace communication, teamwork, positive attitude, and strong motivation.

The first goal of CareerSource NCFL’s strategic plan is to cultivate a workforce that meets the needs of businesses today and the future. The strategies to accomplish the goal are 1) Institute a Board-level culture of data-driven policymaking and 2) Decrease the skills gap in targeted industries.

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
- Construction
- Healthcare
- Technology

- Leisure and Hospitality

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

In a survey of employers from the strategic planning process, the participating employers identified the most significant talent or workforce challenges as an abundance of unqualified workers in the region and lack of soft skills. Advanced Manufacturing had the greatest number of respondents identify unqualified workers as their most significant challenge compared to Leisure and Hospitality which had the greatest number of respondents identify soft skills as the most significant challenge. Advanced Manufacturing was also one of the few industries that did not cite retention or recruitment as a challenge. Healthcare had the widest ranging responses, including leadership, unqualified workers, lack of experienced workers, unrealistic expectations, healthcare, retention, and recruitment.

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. CS CNF offers a team of business services executives with services including custom recruitment events, job fairs, assessments, on-the-job training, work experience programs, incumbent training, and other training grants.

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

Industry Sector	Academic Competencies	Industry Wide Technical Competencies
Advanced Manufacturing	Science Basic computer skills Mathematics Reading Writing Communication – Listening & Speaking Critical & Analytic Thinking Information Literacy	Manufacturing Process Design & Development Production Maintenance Installation & Repair Supply Chain Logistics Quality Assurance/Continuous Improvement Sustainable & Green Manufacturing Health, Safety, Security & Environment
Information Technology	Reading Writing Mathematics Science Communication Critical & Analytical Thinking Fundamental IT User Skills	Principles of Information Technology Databases and Applications Networks, Telecom, Wireless & Mobility Software Development & Management

		User & Customer Support Digital Digital Media and Visualization Compliance Risk Management, Security, and Information Assurance
Healthcare	Reading Writing Mathematics Science & Technology Communication – Listening & Speaking Critical & Analytical Thinking Basic Computer Skills Information Literacy	Health Industry Fundamentals Healthcare Delivery Health Information Health Industry Ethics Laws & Regulations Safety Systems
Logistics	Communication – Visual & Verbal Reading Locating & Using Information Writing STEM Critical & Analytical Thinking Information Technology Fundamentals	Industry Fundamentals Design & Development Operations & Management Maintenance & Repair Technology Applications Regulations Safety & Security
Leisure and Hospitality	Reading for Information Business Writing Math Basic Computer Skills Communication Skills Locating and Using Information	Sales Customer Services Merchandising/Retailing Operations Human Resources

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

In a survey of employers from the strategic planning process, the participating employers identified the most significant talent or workforce challenges as an abundance of unqualified workers in the region and lack of soft skills. Advanced Manufacturing had the greatest number of respondents identify unqualified workers as their most significant challenge compared to Leisure and Hospitality which had the greatest number of respondents identify soft skills as the most significant challenge.

Advanced Manufacturing was also one of the few industries that did not cite retention or recruitment as a challenge. Healthcare had the widest ranging responses, including leadership, unqualified workers, lack of experienced workers, unrealistic expectations, healthcare, retention, and recruitment.

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. CS CNF offers a team of business services executives with services including custom recruitment events, job fairs, assessments, on-the-job training, work experience programs, incumbent training, and other training grants.

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

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.

Basic 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 Reemployment Services systems of unemployment insurance (UI) claimants), 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;
 - ❖ 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;
- ❖ Provision of information and assistance regarding filing claims for unemployment compensation; and
- ❖ Assistance in establishing financial aid eligibility.

Individualized Career Services

- Comprehensive and specialized assessments including diagnostic testing and in-depth interviewing to identify employment barriers;
- Development of an individual employment plan;
- Group counseling and/or 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; and
- English language acquisition and integrated education and training programs.

Follow-up Services

- Follow-up services, including counseling regarding the workplace for participants in workforce investment activities that are placed in unsubsidized employment, for not less than 12 months after the first day of employment as appropriate.

Business and industry are the primary customers of the workforce development system. The Board's focus is to seek to understand and anticipate the needs of business, and make strategic decisions and craft policies that will generate a skilled pipeline of qualified talent. Employer needs are identified through targeted sector outreach by business services representatives, surveys, focus groups and team meetings to identify jobseekers with greater skills to meet the continuing growth of new technologies. Each year nearly 1000 employers in Alachua and Bradford counties come to CareerSource NCFL to recruit candidates and grow businesses. Staff work with employers to carefully vet, train, and refine candidates.

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

CareerSource NCFL utilizes monitoring, monthly management reports, Employ Florida Marketplace reports and predictive reports, and surveys to assess services including results and customer satisfaction.

- (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 are provided to equip individuals to enter the workforce and retain employment. Additionally, the training programs will be linked to employment opportunities in demand in the local area.

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.

- (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 targets at-risk out-of school youth with barriers to employment and academic achievement. Services to youth are integrated with services offered through the One Stop system in order to maximize the use of all resources. Co-enrollments are also achieved through community-based youth program partnerships who serve out-of-school youth. In most instances we work to co-enroll youth participants so that we may offer layered services to ensure the participant's success. Youth ages 18 to 24 may be co-enrolled in other programs such as WIOA Adult, Dislocated Worker, or

Special Programs if services provided under those programs are appropriate. CareerSource NCFL priority is to connect youth to local employers and provide mutually beneficial matches leading to job placements and work-based training. Inclusion and integration of youth and career services occurs as frequently as possible with a focus on avoiding redundancy in service delivery. Youth services include the following: outreach and recruitment; one stop orientation; eligibility determination; objective assessment; development of service strategies; career development; work-based learning; support services; program outcomes; follow-up services; case management and quality case noting.

Leveraging partnerships is key in-service delivery. CareerSource NCFL utilizes partnerships to expand relationships throughout the community and attract more youth in need of career center services. Staff regularly participate in community events, offer presentations to schools, associations, and various community partner locations.

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CareerSource NCFL youth staff regularly complete management reports to monitor the services provided. For example, with youth services, CareerSource NCFL utilizes Employ Florida Marketplace reports and predictive reports to review WIOA youth caseloads, measurable skills gains, education and employment rates, and credential attainment rates.

Additionally, CareerSource NCFL established a youth council/workgroup known as WIOA Youth Engagement Group (YEG) to assist CareerSource NCFL to monitor and address employment, training, education, human and supportive service needs of all eligible youth. YEG will work to improve and monitor programming in areas such as:

1. Policy recommendations to help with the design, development, and implementation of programs that benefit all youth
2. Recommend the design of a comprehensive community workforce development system to ensure a full range of services and opportunities for all youth, including disconnected youth
3. Recommend ways to leverage resources and coordinate services among schools, public programs, and community-based organizations serving youth;

4. Recommend ways to coordinate youth services and recommend eligible youth service providers;
5. Provide on-going leadership and support for continuous quality improvement for local youth programs;
6. Assist with planning, operational, and other issues relating to the provision of services to youth; and
7. If so delegated by the Local WDB after consultation with the chief elected official (CEO), oversee eligible youth providers, as well as other youth program oversight responsibilities.

The WIOA Youth Engagement Group (YEG) consist of members from community-based organizations who have demonstrated a record of success in serving eligible youth, and other individuals with appropriate expertise and experience. YEG meeting attendance is offered in person or virtual. Members are asked to serve a one-year membership (can renew for 3) and be active (offering suggestions, questions, concerns, feedback).

WIOA Youth Engagement Group 2022-2023	
Member Name	Organization
Aida Diaz, Transition Specialist	North Central Florida Public Charter School
Amielia Holt, Former Youth Participant	CareerSource NCFL
Angela Howard, President/CEO NCFL YMCA	NCFL YMCA
Cherie Kelly, Resource Center Manager	Partnership for Strong Families
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Evelitza Soto, S.N.A.P. Program Supervisor	CDS Family & Behavioral Health Services, Inc

C. LOCAL WORKFORCE DEVELOPMENT BOARD STRATEGIC VISION AND GOALS

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

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

Following are the strategic goals and strategies of the CareerSource NCFL Board:

GOAL 1: Cultivate a workforce that meets the needs of businesses today and in the future.

Strategy 1.1: Institute a Board-level culture of data-driven

polycymaking.

Strategy 1.2: Decrease the skills gap in targeted industries.

GOAL 2: Become a nationally recognized leader on collaboration among regional economic and workforce development partners.

Strategy 2.1: Convene and engage all economic and workforce development system partners regularly.

Strategy 2.2: Position all partners to be ambassadors of the system by implementing a consistent messaging and advocacy agenda.

GOAL 3: Excel among workforce systems in accessibility and customer service.

Strategy 3.1: Increase access to skill development and employment opportunities among targeted populations.

Strategy 3.2: Establish a culture of continuous improvement to enhance the customer experience.

(2) Taking into account the analyses described in (1) through (4) in **Section B. Analysis of Need and Available Resources** above, describe the local area's strategy to work with entities that carry out the core programs and required partners to align resources available to the local area, to achieve the strategic vision and goals described above (20 CFR 679.560(a)(5)).

CareerSource NCFL's mission is to be a strategic hub of partners that provides advocacy and invests resources to spur economic growth through talent development with a goal of becoming a nationally recognized leader on collaboration among regional economic and workforce development partners. To accomplish this goal, CSNCFL regularly convenes and engages all economic and workforce development partners as well as positions all partners to be ambassadors of the system by implementing consistent messaging and advocacy. The regular partner convening meetings share information on how each agency/organization can work together to coordinate services and reduce duplication of services while providing better, streamlined services to our customers. An essential component for the Board is to position itself as the centralized hub for regional workforce development activities through the convening of these partners, consistent messaging, and creating a network of ambassadors that disseminate consistent information and advocate for the workforce development needs of the community. This network of ambassadors helps to create a vibrant talent ecosystem where businesses are served efficiently and are able to access the resources available to them through a customer friendly environment. The centralized hub allows the Board and partners to maintain a proactive, coordinated approach that can adjust to the changing needs of customers.

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. The Board's focus is to seek to understand and anticipate the needs of business, and make strategic decisions and craft policies that will generate a skilled pipeline of qualified talent.

D. DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

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

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

- (a) All of the programs that are included in the system; and
- (b) How the LWDB supports the strategy identified in the state plan under 20 CFR 676.105 and works with entities carrying out core programs and other workforce development programs, including programs of study authorized under [The Strengthening Career and Technical Education for the 21st Century Act \(Perkins V\)](#) (20 U.S.C. 2301 et seq.) to support service alignment (WIOA § 108(b)(2) and 20 CFR 679.560(b)(1)).

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)
- WIOA Get There Faster funding

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) Adult and Dislocated Worker Employment and Training Activities:

Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local area (WIOA §108(b)(7) and 20 CFR 679.560(b)(6)). This must include a description of local policies and procedures for individualized career and training services in the Adult program to give priority to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

Career services for adults and dislocated workers are made available in the Gainesville and Starke one-stop centers. Individualized career services are made available to customers based on their employment needs and determined jointly by the customer and CSNCFL staff. Individualized career services offered to customers include the following: comprehensive and specialized assessments, interviewing/evaluation to identify employment barriers and appropriate employment goals, the development of an Individual Employment Plan and could include group counseling, individual counseling, career planning, short-term pre-vocational services, Internships and Work Experiences, financial literacy services, out-of-the-area job search assistance and relocation. Training services are made available and are conducted in a manner that maximizes the customer's choice for training.

Adults and dislocated workers interested in training are provided with a Targeted Occupations List, the State's Eligible Training Providers List and a Programs of Training List. At CSNCFL, the customers' Training Program of choice must be directly linked to occupations in demand in the area as established by the local CSNCFL board and as published on the CSNCFL area's Targeted Occupation List. Eligible adults and dislocated workers needing and approved for training are provided with individual training accounts. **Reference is made to the Careersource NCFL Individual Training Account Policy #OPS-03.** Types of training services provided include

Occupational Skills Training, On-The-Job Training, Incumbent Worker Training, Entrepreneurial Training, Job Readiness Training, Adult Education and Literacy, English Language provided concurrently or in combination with other eligible services and Customized Training. **Reference is made to the Careersource NCFL WIOA Adult and Dislocated Workers Eligibility and Services Policy #OPS-16.**

Careersource staff are available to meet with customers but also facilitate and provide access to employment and training activities through the use of technology. Customers who have the capability to upload applications and other supporting documentation through the use of technology are encouraged to use this resource in order to expedite processing and to facilitate the needs of individuals with disabilities or other barriers.

There is an established process for collecting information to support a determination of WIOA Individualized and Training eligibility. During this process, staff are trained to identify and serve individuals with barriers to employment and staff are also trained to coordinate programs and services with other community partners when needed. Priority of service is always in effect when determining WIOA Adult eligibility.

Careersource NCFL implemented a Priority of Service Policy that prioritizes the way Individualized and Training services are provided to individuals who are served with WIOA Adult funding. Veterans and eligible spouses continue to receive a priority of service for all services funded by the Department of Labor. **Reference is made to the Careersource NCFL WIOA Priority of Service Policy #OPS-12.** Career Center staff working with WIOA Adult eligible individuals must give priority for receipt of career and training services to participants in the following order:

First - priority shall be given to eligible adults who are recipients of public assistance, other low-income individuals or individuals who are basic skills deficient who also meet the definition of veteran or eligible spouse.

Second - priority of service shall be given to non-veteran eligible adults who are recipients of public assistance, other low-income individuals or individuals who are basic skills deficient.

Third - priority shall be given to adult program eligible veterans or eligible spouses who are not low income, not public assistance recipients or who are not basic skills deficient.

Fourth - priority is for adult program eligible non-veterans who are not low income, not public assistance recipients or who are not basic skills deficient.

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

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

20 CFR Part 680.210(b) stipulates that approved training services are to be directly linked to occupations in demand in the area as established by the local area board and as published on the area Targeted Occupation List (TOL).

All recipients of an ITA from CSNCFL must be eligible for WIOA services as described in 20 CFR part 680.100 through 680.350, or an active, open and participating customer of the Welfare Transition Program and must be residents of Alachua or Bradford counties. **Reference is made to the Careersource NCFL Individual Training Account Budgeting and Fund Coordination Policy #OPS-03.**

The purpose of training is to provide eligible participants with the means to obtain the necessary skills to become gainfully employed or re-employed at a self-sufficient wage. Prior to the development of an ITA, all CSNCFL staff must provide customers with a copy of the TOL and Eligible Training Provider List. Next step is to have the customers complete a comprehensive/initial assessment and take a specialized career interests assessment to assist them with identifying their career interests, educational/training needs, employment goals and barriers to employment. In addition, CSNCFL staff must conduct an interview/evaluation with the customer for the purpose of confirming the customer's employment barriers, appropriate employment goals as identified in the assessments and to maximize the customers' choice for training. Enrollment into training must not only factor in eligibility but also factor in suitability for the training of choice.

The comprehensive/initial and specialized career assessments, educational provider administered entrance exams, Employ Florida Interest Profiler and Employ Florida Work Values Indicator assist with identifying the customers' suitability for the training. Suitability is established when training aligns with a customers' existing skill set or educational background and the customer is deemed to have the core competencies to be successful in the training program of choice. Some training programs that are on the TOL and Eligible Training Provider List do not require customers to have a High School Diploma or GED.

For customers without a High School Degree or GED, CSNCFL staff administer the TABE. The TABE scores are used to determine the customers' specific grade level in order to meet the requirements of the training provider. Customers must exhibit the skills, ability and competency to successfully complete a training program prior to the issuance of an ITA. Exceptions to the assessment requirements may be granted by the CSNCF CEO or Senior Management. A career assessment is not required for customers who are only seeking assistance with obtaining a GED.

Priority of Service is always in effect when determining WIOA Adult eligibility. When determining eligibility for WIOA Training and the development of an ITA, the following is required for issuing an ITA:

- Completion and review of customers' Initial Assessment and Career Interest Assessment

- Customers' interview/evaluation with CSNCFL staff to determine genuine career interests and the customers' training of choice
- Development of an Individual Employment Plan jointly with customers
- An acceptance letter for the customer from the Training Provider
- Customers' school transcript, unofficial transcript or degree/High School Diploma/GED
- Copy of school schedule for identified training of choice
- Itemized school cost for tuition, books, and other related training costs for the entire length of the training program
- Pell Award and other FAFSA acceptance/denial documentation
- Total costs applied from the Pell Grant or FAFSA towards tuition for the semester/quarter
- Documentation training is on the eligible training provider list and Targeted Occupational List
- TABE testing if no High School or GED

All sources of funds, excluding loans, shall be considered in determining a customer's overall need for WIOA funds. A primary focus of our customer's training and support funds shall be directed at Dislocated Workers, Adults and Out-of-School Youth who meet priority of service for: On-the-Job Training, Customized Training, Internship, Work Experience, Apprenticeships and classroom/online training programs.

ITAs may be issued/renewed for a time period equivalent to the time required to complete a two-year degree program with documentation that the participants are maintaining at least a passing "C" average grade point average. There are exceptions to the ITA issued/renewal rule. Additional training requirements should be considered when establishing a timeline for completion.

CSNCFL reserves the right to limit the amount of funding for an ITA. The funding limit for any approved training shall not exceed the published in-state tuition rate at a local, public educational institution or community college. Funding may exceed the published in-state tuition rate at public schools when funding is being coordinated for education at a private institution with higher rates.

At CSNCFL, ITAs have an established cost cap for training-related expenses of \$5,000.00 per individual per Program Year. However, the ITA cost cap can be increased by the CEO for certificate based training. Certificate based training is a valuable resource for customers that need additional assistance to re-enter the job market. An example of a certificate based training offered regionally is The Culinary Training Program where the expectation for successful completion of the Training Program is over a 16 week period and the students must complete 110 clock hours of online class work, 192 hours of kitchen-based laboratory and 120 clock hours of externship experience. Culinary training completers could receive additional state certifications along with the training program certification that will either advance their careers or provide them with the certifications needed for immediate employment at a self-sufficient wage rate.

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

At Careersource NCFL, ITAs are the primary method used for procuring training services. However, training contracts for services may be used for On-The-Job-Training, which may include paying for the on-the-job training portion of a Registered Apprenticeship Program, Customized Training, Incumbent Worker Training or Transitional Jobs. On-The-Job-Training can be conducted in conjunction with Customized Training or Registered Apprenticeships with an ITA as justified by industry standards. At Careersource NCFL, OJT and Customized Training activities are conducted under a contract with the employer of record as needed. Individual vouchers are used on a per participant level that defines training, costs and provides accountability for the training provided.

Our contracts include the guideline to ensure that if we are working with an employer who has a bargaining unit/union that we obtain the unions concurrence to provide the training. This ensures that our funding does not fill a position that is vacant due to a labor dispute or will in any way affect union organizing.

While ITAs are the preferred method of training delivery, CSNCFL reserves the right to use a contract for training services instead of an ITA (or in combination with an ITA) in certain circumstances as allowed under the DOL Final Rule.

Additional contract exceptions to an ITA are:

- To use a training services program of demonstrated effectiveness offered in a local area by a community-based organization or other private organization to serve individuals with barriers to employment. The local CSNCFL board will develop criteria to be used in determining demonstrated effectiveness, particularly as it applies to individuals with barriers to employment. The criteria may include:
 - Financial stability of the organization
 - Demonstrated performance in the delivery of services to individuals with barriers to employment through such means as program completion rate; attainment of the skills, certificates, or degrees the program is designed to provide; placement after training in unsubsidized employment, and retention in employment; and
 - How the specific program relates to the workforce investment needs identified in the local plan
- If the CSNCFL board determines that the most appropriate training could be provided by an institution of higher education or other provider of training services in order to facilitate the training of a cohort of multiple individuals for jobs in demand sectors or occupations, provided that the contract does not limit consumer choice; and
- If the CSNCFL Board determines that pay-for-performance contract is suitable consistent with 683.500 (note that no more than 10 percent of the local funds may be spent on pay-for-performance contract strategies as they are defined in section 3(47) of WIOA, and be consistent with 20 CFR 683.510)

Using a pay-for-performance (PFP) contract strategy will remove unintended incentives for agencies to take advantage of providing services that are motivated solely by profit. CSNCFL will conduct a feasibility study to identify the problem that the PFP project will address, the targeted population, services that will be provided, and the performance outcomes that will be used as criteria. In addition, the study will estimate the acceptable costs associated with achieving the projected performance outcomes using government funding. CSNCFL will also provide a description of how CSNCFL will reallocate funds not paid to a provider because the achievement of the performance did not occur and for further activities related to such a procurement strategy.

Details and processes for these exceptions will be outlined in procedures.

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

Prior to the development of an ITA, all CSNCFL staff must ensure the customers have been provided the areas Targeted Occupations List, the local Eligible Training Provider List, that they have completed a comprehensive and/or specialized assessment and that the customers have been interviewed and evaluated in order to identify their employment barriers and appropriate employment goals. These requirements guarantee the customers' participation in identifying their occupational strengths, career interests, training program of choice and desired outcomes. This process also assists CSNCFL staff with determining the customers' suitability for the training. In addition, during the interviewing process with the customers, staff engage and require the customers' participation in making the decision about their training needs.

For customers without a High School Degree or GED, CSNCFL staff administer the TABE. The TABE scores are used to determine the customers' specific grade level in order to meet the requirements of the training provider. Customers must exhibit the skills, ability and competency to successfully complete a training program prior to the issuance of an ITA. Exceptions to the assessment requirements may be granted by the CSNCFL CEO or Senior Management.

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

Reference is made to the Careersource NCFL Targeted Occupation List and Training Provider Selection Policy #OPS-06.

20 CFR section 680.210(b) stipulates that approved training services are to be directly linked to occupations in demand in the area as established by the local area board and as published on the area targeted demand list.

The State of Florida issues Regional Demand Occupation Lists and Eligible Training Providers Lists (ETPL) and is used as the foundation for provider and program selection. These State-issued lists also act as guidance for projections to be used by educational partners in their development of occupational training programs.

Benchmark performance standards are required for all Targeted Occupation List (TOL) occupations based on reporting data received through the Florida Education and the Training Placement Information Program as well as local training and employment placement data for previous Welfare Transition Program and WIOA training completers. Local labor market and economic needs are considered in the approval of training programs offered to WIOA and WTP participants. Final approval of the TOL will be at the discretion of the CSNCFL Board and the Dual County Workforce Development Council.

All locally approved training programs must have been offered by the approved institution for a minimum period of 12 consecutive months and have data available for review through FETPIP and/or the Commission for Independent Education, or be able to provide a copy of the last report submitted to FETPIP or CIE regarding program performance.

All proposed programs must be fully accredited, allow for the issuance of credentials upon training completion (certificate, degree, and diploma) or skills and competencies recognized by employers.

All locally approved training programs must meet at least one of the criteria listed below based on data provided by or acquired through:

FETPIP

- an 80% completion rate with at least 70% of the completers found in employment, or
- an 80% completion rate of training completers (training-related placement not required) or
- a 70% completion rate with one of the following:
 - Placement wages equal to or above the local LLSIL, or
 - 90% placement rate of training completers (training-related placement not required)

Local Management Information System (MIS)

- Previous 12 months of local WIOA/WT placement data that shows all of the following:
 - At least 80% successful program completion rate of trainees no longer in training activities
 - At least 90% of training completers with employment at closure OR
 - 80% of training completers with training related placement at closure
 - Average employment wage rate at closure represents 90% of the local LLSIL.

Local

- Quantifiable local data that exhibits an immediate or projected need for training in a specific occupation or occupational field (data approved by the CSNCFL Committees and Board).

Participants who are willing to relocate to another area are provided a localized in-demand occupation list for their chosen area of relocation. All training requests are reviewed on a case by case basis to assess demand in the area.

Reference is made to the Careersource NCFL Individual Training Account Budgeting and Fund Coordination Policy #OPS-03.

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

Work-based training is employer driven and presents an opportunity for Careersource NCFL to increase employer engagement, implement sector strategies and encourage industry partnerships. Careersource NCFL's design for service delivery has all of its services competitively procured and contracted with independent contractors. Work-based training activities include On-The-Job Training, Customized Training, Incumbent Worker Training and Registered Apprenticeships.

Work-based training is generally required to be on the in-demand occupation list or be an occupation that is part of our sector based strategy within the following industries: Advanced Manufacturing, Logistics & Transportation, Healthcare, Construction & Information Technologies, Agricultural Science & Technology, Human Life Sciences and Leisure & Hospitality. However, there are instances where a specific occupation may not be included in any of these industries. Under these circumstances, if the training is not listed in one of the industries but will provide the necessary skills needed to be employed in a different in-demand occupation, the training may be granted on a case by case basis with case notes entered in the MIS to describe the in-demand linkage and included as part of the customer's Individual Service Strategy. Any additions to the TOL must be approved by the Board. Work Experience, Community Work Experience and Transitional Jobs are considered Work-based Learning activities focused on soft skill development and do not require inclusion on the TOL.

All training is required to be developed with the participant and be a part of a full service strategy. This service strategy is developed jointly by the participant and the career center staff and is based on the results of the objective assessment and career planning. **Reference is made to the Careersource NCFL Work Based Training Overview Policy #OPS-083.**

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

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

Overview

CareerSource NCFL targets at-risk out-of school youth with barriers to employment and academic achievement. Services to youth are integrated with services offered through the One Stop system in order to maximize the use of all resources. Co-enrollments are also achieved through community-based youth program partnerships who serve out-of-school youth. In most instances we work to co-enroll youth participants so that we may offer layered services to ensure the participant's success. Youth ages 18 to 24 may be co-enrolled in other programs such as WIOA Adult, Dislocated Worker, or Special Programs if services provided under those programs are appropriate. CareerSource NCFL priority is to connect youth to local employers and provide mutually beneficial matches leading to job placements and work-based training. Inclusion and integration of youth and career services occurs as frequently as possible with a focus on avoiding redundancy in service delivery. Youth services include the following: outreach and recruitment; one stop orientation; eligibility determination; objective assessment; development of service strategies; career development; work-based learning; support services; program outcomes; follow-up services; case management and quality case noting.

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Cherie Kelly, Resource Center Manager	Partnership for Strong Families

Erika Howard, Former Participant's Mother	CareerSource NCFL
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Marilyn Roberts, Employment Specialist	Gainesville Housing Authority
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Tekevia McNiel-Jenkins, Program Manager	Alachua County Sheriff's Office Jail
Evelitza Soto, S.N.A.P. Program Supervisor	CDS Family & Behavioral Health Services, Inc

Eligibility

Outreach and Recruitment

Outreach and recruitment of potential WIOA Youth may be accomplished through building ongoing collaborative relationships and maintaining those partnerships with human service organizations, Alachua & Bradford County local law enforcement, Alachua County Public School (ACPS) & Bradford County School District (BCSD) guidance counselors/GED/ESOL, faith based organizations, mentorships programs, resource centers, housing programs, homeless shelters, juvenile justice centers, low income neighborhoods, and educational institutions. WIOA Youth Program outreach and recruitment is a year-round process to actively locate and recruit WIOA Youth participants

Marketing efforts which include:

- direct advertising

- press/media releases
- print materials such as brochures/flyers
- participation in community events, festivals, and job fairs
- social media platforms

Internal outreach and recruitment efforts include:

- CareerSource NCFL Center's front line staff are trained in the basics of WIOA so they may identify, refer and provide information to customers regarding WIOA youth services
- Partners are educated and have a basic understanding of WIOA youth services and targeted populations. Partners are emailed periodic updates regarding available WIOA Youth services and special grant opportunities. CSNCFL staff strive to be readily available to partners and respond in a timely manner
- WIOA Youth Coordinator serving on committees/boards of partners
- WIOA Youth information will be presented at the Reemployment Services and Eligibility Assessment (RESEA) orientations (if applicable)
- TAA participants are directly referred to the WIOA Youth team (if applicable)
- WIOA Youth Program services information is displayed in the Career Center on TV monitors, brochure holder near resource room and receptionist area throughout the center displaying current WIOA Youth Events/Program Flyers
- WIOA Youth Program services information is posted on the CareerSource North Central Florida's website

Potential eligible youth are identified through various community partners and sources:

- ACPS & BCSD Adult Education
- ACPS & BCSD McKinney-Vento
- ACPS & BCSD Teachers, Guidance Counselors, or other Administrative Staff Referrals
- Alachua & Bradford County Library District
- Alachua County Public Housing
- Alachua County Sheriff Office (ACSO) Program Manager
- Alachua County Social Services Service & Health Department Other Community Service Organizations

- Alternative Schools (Alachua & Bradford County)
- CDS Family & Behavioral Health Services (Interface Youth Shelter & Independent Living)
- Center for Independent Living of North Central Florida High School High Tech Program Coordinator
- Division of Juvenile Justice (DJJ)
- Gainesville Housing Authority Employment Specialist
- Job Corps
- North Florida Technical Center
- Partnership for Strong Families Resource Centers (Library Partnership, SWAG Family Resource Center, Cone Park Library Resource Center. Foster Care
- Self-referral
- SFC Adult Education Program
- SFC Educational Opportunity Center Grant Director
- Word of mouth
- YouthBuild

Who is Eligible

CareerSource NCFL Youth Department determines eligibility for all youth participants ensuring the individual meets either the out-of-school (OSY) or in-school youth (ISY) criteria. All youth participants must be a United States citizen or have a right to work in the United States. Males 18 and older must comply with the selective service registration requirement. Interested youth will begin with an orientation session to determine eligibility and submit their application to the program.

OSY & ISY Eligibility Criteria	
OSY	ISY
<p>§ Not attending school</p> <p>§ Between 16-24 at the time of enrollment</p> <p>§ Have one or more barriers:</p> <p>a) high school dropout</p> <p>b) Youth who is within the age compulsory attendance but has not attended school for at least the most recent school calendar year</p> <p>c) A recipient of a secondary school diploma or recognized equivalent who is a low-income individual either basic skills deficient or an English language learner</p> <p>d) An Offender</p> <p>e) Homeless or Run Away</p> <p>f) Foster care</p> <p>g) Pregnant or Parenting</p> <p>h) Disabled individual requiring additional assistance</p> <p>i) Low-income</p>	<p>§ Be attending school</p> <p>§ Between 14-21 (unless disabled)</p> <p>§ Low income</p> <p>§ Have one or more barriers:</p> <p>a) Basic skills deficient</p> <p>b) English Language Learner</p> <p>c) An offender</p> <p>d) Homeless or Run Away</p> <p>e) Foster care Pregnant or parenting</p> <p>f) Disabled individual requiring additional assistance</p>

Determining School Status

A WIOA youth participant's school status is based on status at the time of eligibility determination during the initial enrollment process. The school status remains the same throughout the youth participation in the WIOA Youth program. CareerSource NCFL determines a youth at enrollment out of school if the youth 16-24 years: graduated high school and registered for postsecondary education, but did have not started at the onset of registration, is enrolled in a non-credit bearing postsecondary classes, enrolled in home but is not required to attend per state school attendance requirement, or youth

is enrolled in a pre-apprenticeship or apprenticeship program. A youth is considered an out of school youth drop out if the youth has not received a high school diploma or equivalent. This rule does not apply to youth who previously dropped out of secondary school but subsequently returned or those who has dropped out of postsecondary education.

In school youth (ISY) are determined in school at enrollments if the youth 14-16 years: is in between school years (summer) and enrolled to continue in the fall, between high school graduation and credit bearing postsecondary education and has registered but not started, youth attending a high equivalence program (including drop-out re-engagement programs) funded by public K-12 school system classified by the school as enrolled in school, Homeschoolers per home education requirement set forth by Florida DEO, a youth attending Florida Virtual School (FLVS), or youth in a Florida DJJ youth facility and does not have a high school diploma or equivalence.

Determining Low Income Status

All ISY and some OSY must be low-income to qualify for the WIOA youth services unless the youth qualifies under the low-income exceptions. CareerSource classifies an applicant as low income if the individual or family member currently receives or has received assistance through the Supplemental Nutrition Program or Supplemental Security, or any public assistance within the last six months. Low-income youth are also those with a total income not exceeding the higher of poverty line, 70 percent of the lower living standard income level, receive free or reduced lunch, homeless, a disabled person whose income meets the low-income level, and a foster child receiving payment from the local government. The high poverty area designation is determined by using The Department of Economic Opportunity (DEO) Poverty Rate Map Tool. The rate used to determine if the youth lives in a high poverty area should be at least 25%. Other ways youth will be classified as lower income such as sources of income will be used as outlined in state law.

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

CareerSource NCFL will implement the WIOA Youth 14 program elements required under state law through contracted services with Success Training Institute 14 Element <https://14elements.net/> platform. All 14 program elements are available to eligible youth including participants with disabilities, through the mentioned platform. Eligible youth will also be able to access several WIOA Youth required 14 element coursework through UF Office of Professional & Workforce Development Pathways to Success modules at <https://pwd.aa.ufl.edu/>. CareerSource NCFL has the discretion to determine which elements to provide based on the individual's assessment and individual service strategy. WIOA Youth 14 elements charted below are categorized into a progression phase the three A's (Awareness, Access, Achieve). The categories reflect stages as the youth move through the program from beginning to end. All elements are designed to prepare youth to successfully obtain post-secondary education, employment (self-employment if applicable), apprenticeships, or join the U.S. Armed Forces.

Awareness	Access	Achieve
Knowledge to remove barriers and provide options/resources offering internal/external support	Enrolled youth gain access to more personalized service opportunities	Commitment to complete goals by transitioning into higher level activities
<ul style="list-style-type: none"> · Adult Mentoring · Alternative secondary school services & Dropout Recovery Services · Financial Literacy · Leadership & Development Opportunities · Supportive Services · Tutoring 	<ul style="list-style-type: none"> · Education offered concurrently and workforce preparation activities · Entrepreneurial skills training · Labor market and employment information · Paid & Unpaid work experience 	<ul style="list-style-type: none"> · Comprehensive Guidance & Counseling · Follow-up Services · Occupational Skills Training · Postsecondary Preparation & Transition Activities

CareerSource NCFL provides the 14 program elements as follows below: All 14 Elements will be implemented through contracted services with Success Training Institute 14 Element <https://14elements.net/> platform. WIOA Youth 14 Element PDF course alignment overview document is available upon request which shows courses, assignments, and assessment information

- Tutoring – CareerSource NCFL provides tutoring as needed to youth who are basic skills deficient through vendors in each county: Study Edge provides tutoring in Bradford County Khan Academy online services, and Gale Presents: Peterson’s Test Prep; Sylvan Learning provides tutoring in Alachua County, Khan Academy online services, and Alachua County Library District online Tutor.com, and Santa Fe College Educational Opportunity Center (EOC).

- Alternative Secondary School Services – CareerSource NCFL works with the local education agencies in each county to provide information regarding alternative school resources. Examples: North Central Florida Public Charter School, AMI4Kids, PACE Center for Girls, Youth Build, Job Corps, etc.

- Paid and Unpaid Work Experiences – CareerSource NCFL provides eligible youth with opportunities 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 and found to need 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 – CareerSource NCFL contracted with UF Office of Professional & Workforce Development to offer Pathways to Success <https://pwd.aa.ufl.edu/> leadership training curriculum to each youth enrolled in the WIOA youth program. Youth can be referred to LYFEhouse origination <http://lyfehouse.com/>. They are dedicated to building youth through 4 core values: Passion, Action, Community, and Knowledge. LYFEhouse youth programs includes Strive Career & Leadership Center ages 16-24, Youth Leadership Awards, YouthMax, Building Positive Relationships, Job search Strategies, and Design your Future trainings.
- Supportive services – youth in need of support to participate in WIOA youth activities will be assessed and provided with support in accordance with support service policy. Youth participants are not entitled to support service funds as they depend on the availability of funding. The basic WIOA Youth Support Service Community Resource Guide below will be discussed and shared (through email or print) with all youth participants at enrollment. The Resource Guide will be updated as needed to remove and or add new community-based resources.

WIOA Youth Support Service Community Resource Guide

<p>Linkage to Community Services</p>	<ol style="list-style-type: none"> 1. Alachua County Social Service Services (alachuacounty.us) 352-264-6750 Case management services, emergency financial Assistance Program (EFAP), general services, health and wellness, and waiver assessment services. Mortgage, Deposit Assistance, Prescriptions (\$5 co-pay), Prescription Discount Cards, Primary Care, Bus passes, Cremations, Glasses, and other urgent special needs 2. Central Florida Community Action Agency 352-373-7667 Services - Central Florida Community Action Agency, Inc. (cfcaa.org) Raising and improving self-sufficiency expectations Program, low-income home energy assistance program, aging in place home rehabilitation Program, and affordable housing (coming soon) 3. Gainesville Community Ministry (GCM) 352-372-8162 gcmhelp.org/contact_us0.aspx GCM services food pantry, USDA food, clothing, work path program, rental deposit assistance, GRU utility assistance, Identification replacements, dental/vision clinic, therapeutic listening and care counseling, medical clinic, strategies to empower people for success, GED, job search, prayer time, special needs, credit counseling, and homeless recovery program. 4. Catholic Charities of Gainesville 352-373-7667 www.catholiccharitiesgainesville.org Electricity: Call for appointments (no walk-ins accepted) Financial Fitness: (352) 372-0294 ext. 1004 Pregnancy Counseling: ext. 1005 ESOL (English as a second language) ext. 1014. Food 5. Partnership for Strong Families Resource Centers - Partnership For Strong Families (pfsf.org) SWAG Resource center 352-505-6823, Library Partnership 352-334-0160, Cone Park Resource Center Food, clothing closets, youth programs, case management services, Branch of Alachua County Library Onsite
<p>Assistance with Transportation</p>	<ol style="list-style-type: none"> 1. Gainesville Regional Transit System (RTS) 352-334-2600 https://go-rt.com/ Beginning Friday, Oct. 1, individuals 18 years of age and under, as well as those 65 and over, are eligible to ride the City of Gainesville's Regional Transit System (RTS) for free. 2. MV Transportation 352-375-2784 https://mvtransit.com/ Paratransit, fixed route, multimode, shuttle, school transport, Professional Svcs 3. CareerSource NCFL 352-955-2245 Bus passes & Gas Cards when funding available
<p>Assistance with Child care and dependent care</p>	<ol style="list-style-type: none"> 1. Early Learning Coalition of Alachua County (ELC) 352-375-4110 Early Learning Coalition of Alachua County (elcalachua.org) 2. Episcopal Children's Services (ECS) 352-240-6533 Home - Episcopal Children's Services (ecs4kids.org) serving Alachua & Bradford County 3. Alachua County Public Schools (ACPS) Pre-K ESE 3-5 yrs old, ACPS VPK Program 4 years old only by Sept 1st, and HIPPPY Programs home instruction 4. Bradford County School District (BCSD) VPK Program 4 yrs old only by Sept 1st at Rainbow Family Education Center

Assistance with Housing	<ol style="list-style-type: none"> 1. Gainesville Housing Authority (GHA) 352-872-5500 Gainesville Housing Authority 2. Alachua County Housing Authority 352-372-2549 https://www.acha-fl.com 3. Our Florida https://www.ourflorida.com/ 1-833-493-0594 Helping Florida Recover and Rebuild from the COVID-19 Public Health Emergency Our Florida Refer to Linkage to community services for other community resources
Needs Related Payments	<p>Salvation Army (352) 376-1743 Pre-screening Form on website No walk-ins or phone calls accepted Alachua County Only (FL Power & Light, GRU and Clay Electric) www.salvationarmygainesvillefl.org. For clothing vouchers, bus passes and inquiries about other needs call: (352) 376-1743, ext. 7111 Refer to Linkage to community services for other community resources</p>
Assistance with Educational Testing	<ol style="list-style-type: none"> 1. SFC Educational Opportunity Center 352-381-7228 https://www.sfcollege.edu/studentaffairs/trio/eoc/ Services offered: applying for state, local, or private scholarships, tuition assistance for some degree tracks, support funds for GED tutoring and test fees, financial wellness resources, and assistance filling out the FAFSA (free Application for Federal Student Aid) 2. Alachua County Public Schools (ACPS) 352-955-7035 https://www.sbac.edu/domain/37 GED Testing/Adult Education information 3. North Florida Technical College 904-966-6764 or 904-966-6769 Adult Basic Education (ABE) and Adult Secondary Education (ASE) https://www.bradfordschools.org/site/Default.aspx?PageID=481
Reasonable accommodations for youth with disabilities	<p>Center for Independent Living of North Central Florida (CIL) 352-378-7474 http://www.cilncf.org/services/ Advocacy, information/referral, independent living skills, peer support, transition, durable medical equipment closet, employment services/solutions, high school high tech, sign language interpreting services, and ADA paratransit screenings</p>
Legal Aid Services	<p>Three Rivers Legal Services Home - Three Rivers Legal Services Free Civil Legal Help (trls.org) domestic violence/family law, housing/landlord-tenant, consumer law and bankruptcy, education, elder law/life planning, homeownership/probate, foreclosure defense, hurricane/natural disaster assistance, public benefits, helping veterans, and expungement/record sealing</p>

Referrals to Health Care	<ol style="list-style-type: none"> 1. Department of Children & Families ACCESS Customer Call Center: (850) 300-4323 Abuse Hotline: (800) 962-2873 Apply for benefits online or locate local ACCESS site: www.myflorida.com/accessflorida 2. Alachua County Health Department 352-334-7900 https://alachua.floridahealth.gov/ Adult/Child health, dental health, family planning, school health services Other Programs: WIC NUTRITION PROGRAM (352) 225-4343 Services include nutrition education, nutrition counseling, nutritious foods and breastfeeding support for eligible pregnant, breastfeeding and post-partum women, infants, and children under the age of five. WE CARE PROGRAM (352) 334-7926 The We Care network of volunteer professionals provides medical and dental services to qualified uninsured Alachua County residents. The Florida Breast & Cervical Cancer Early Detection Program provides mammograms and pap smears to qualified women. BIRTH/DEATH CERTIFICATES (352) 334-7970 Birth certificates for persons born in Florida are available at any of our clinic locations. Death certificates for deaths occurred in Florida from 2009 to current are available at the East Gainesville and the Alachua location only. All certificates issued are certified copies. COMMUNITY HEALTH PROGRAMS (352) 334-8889 OBESITY PREVENTION-SNAP-EDSNAP-Ed is short for Supplemental Nutrition Assistance Program Education. This program offers nutrition education to teach families how to make healthy food choices on a limited budget and to be physically active for good health. Tobacco Free Florida https://tobaccofreeflorida.com/ 3. Meridian Behavioral Healthcare 352-374-5600 – Levels of Care, Crisis Services, Rehabilitation Services, Telehealth, Housing, Outreach/Prevention Services, Business Services, and Supportive Services for Veteran Families (Veterans only) 352-244-9827 ssvf@mbhci.org 4. National Alliance on Mental Illness (NAMI) 352-949-6925 www.namigainesville.org NAMI Connection, family support group, family-to-family, peer-to-peer. Educate, advocate, listen and lead mental health awareness
Homeless Shelters	<ol style="list-style-type: none"> 1. St. Francis House, Inc. 352-378-9079 www.stmco.org Clothing and other essentials Mon - Fri 9:00 AM – Noon 2. Grace (352) 792-0800 www.gracemarketplace.org Homeless Services call: (352) 792-0800 ext. 124 3. Family Promise of Gainesville 352-378-2030 www.familypromisegvl.org Homeless prevention services: Families with children whose lease state utilities need to be on to stay housed
Assistance with uniforms or other appropriate work attire and work-related tools including items as eyeglasses and protective eye gear	CareerSource NCFL https://careersourcencfl.com/ Gainesville 352-955-2245 or Starke 904-964-8092 (when funds are available and participant meet criteria)

Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes	CareerSource NCFL https://careersourcencfl.com/ Gainesville 352-955-2245 or Starke 904-964-8092 (when funds are available and participant meet criteria)
Payments and fees for employment and training related applications tests and certifications	CareerSource NCFL https://careersourcencfl.com/ Gainesville 352-955-2245 or Starke 904-964-8092 (when funds are available and participant meet criteria)

- Adult mentoring – Mentoring is currently being offer through CareerSource NCFL youth staff and built into work experience. CareerSource NCFL Youth Engagement Group Members have volunteered to be a mentor if needed to youth participants. CareerSource NCFL has identified a specific Licensed Marriage and Family Therapist (LMFT) Lakesha Bowie to refer youth as needed at no cost. CareerSource NCFL is working to secure other community-based youth mentoring program.

- Follow-up Services – all youth who are exited from a WIOA youth program receive 12 months of follow-up to ensure that they remain on track with the positive outcome. CareerSource youth staff will contact youth to inquire of any barriers they may be experiencing and to inform youth of activities such as: internal /external hiring fairs/recruitment events, career counseling, job clubs, workshops, mentoring, and tutoring solutions/strategies as needed.

- 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. Youth who may require substance and alcohol abuse counseling and mental health counseling will be referred to partner programs.

- Financial literacy education – CareerSource NCFL contracted with UF Office of Professional & Workforce Development to offer Pathways to Success <https://pwd.aa.ufl.edu/> financial literacy training curriculum to all youth enrolled in the WIOA youth program. Local banks and other finance professional will be invited to present financial workshops periodically.

- Entrepreneurial skills training – CareerSource NCFL contracted with UF Office

of Professional & Workforce Development to offer Pathways to Success <https://pwd.aa.ufl.edu/> entrepreneurial skills training curriculum to each youth enrolled in the WIOA youth program.

- Labor Market Information – all enrolled WIOA youth are provided with information on the local labor market occupations in demand during the initial intake. Eligible youth will also be able to access labor market information through UF Office of Professional & Workforce Development Pathways to Success modules at <https://pwd.aa.ufl.edu/>.

- 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.

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

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 an 8th 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.

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

CareerSource NCFL defines a youth who is unable to compute or solve problems, or read, write or speak English at a level necessary to function on the job, in the individual's family, or society as follows:

- Reading, math, or language comprehension at or below the 8th grade level as indicated by youth participant's Test for Adult Basic Education (TABE) assessment tool results. Basic Skills Deficient (BSD).

- Documented Disability- Submission of SSI disability award letter, Individual Education Plans (IEP), letters from a physician, licensed therapist, social workers, and other individuals who can verify a diagnosed disability which serves as a barrier to be able to function on

the job or in society.

- Youth is unable to communicate in English in everyday conversation or do not have the ability to interact. Severe language barriers and not able to interact socially or professionally.

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

The local definition for “requires additional assistance” for youth as defined by the Board’s WIOA Youth Eligibility Policy is a low-income individual with one or more of the following:

1. Personal or family substance/alcohol abuse,
2. Gang involved/affiliated/affected,
3. Victim of child/sexual abuse or domestic violence
4. Victims of trafficking
5. Individual who has a parent that is incarcerated
6. Military family absent parent due to deployment
7. Migrant Seasonal Farm Workers (ESOL)
8. Individuals with language Barriers
9. An individual who is lacking a significant or positive work history:
 - Has a poor work history (been fired from 1 or more jobs within the last six months, OR
 - Has a history of sporadic employment: has held 3 or more jobs within the last 12 months, and is no longer employed, OR
 - Has actively been seeking employment for at least 2 months, but remains unemployed or underemployed. This includes a youth with no employment history, with limited work experience, and/or actively seeking full-time employment, but have only achieved part time employment

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

- (a) Adults (distinguish if there are different definitions for unemployed individuals or employed workers); and
- (b) Dislocated Workers (WIOA § 134(c)(3)(A)(xii)).

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

The local definition of economic self-sufficiency for employed workers is defined as 250% of the federal poverty level adjusted for family size 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.

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

Reference is made to Careersource NCFL Supportive Services Policy #OPS 04

Supportive services may only be provided to adults, dislocated workers or youth who are participating in career or training services authorized under WIOA secs. 129(c)(2) or 134(c)(2)-(3) and who are unable to obtain supportive services through other programs providing such services. Supportive services are services that are necessary to enable an individual to successfully participate in activities authorized under WIOA. In addition, Welfare Transition Customers who are actively participating in assigned program activities are eligible to receive support services. Services may include, but are not limited to:

- 1) Linkages to community services;
- 2) Assistance with transportation;
- 3) Assistance with childcare and dependent care;
- 4) Assistance with housing;
- 5) Needs-related payments, **does not apply to WTP**
- 6) Assistance with educational testing;
- 7) Reasonable accommodations for individuals with disabilities;
- 8) Legal aid services; **Does not apply to WTP**
- 9) Referrals to health care; **Does not apply to WTP**

- 10) Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear;
- 11) Assistance with books, fees, school supplies and other necessary items for students enrolled in postsecondary education classes; and
- 12) Payments and fees for employment and training-related applications, tests, and certifications.

Supportive service in the form of travel assistance is routinely reserved for customers that are participating in a career or training service and that are not eligible for additional financial aid through PELL. Travel assistance is also reserved for Welfare Transition participants who are engaged in job search or work activities.

In addition, Welfare Upfront Diversion recipients and Welfare Transitional participants are eligible for transitional transportation support services.

Travel assistance will only be reimbursed when documentation showing attendance at training or other assigned activities is provided to the customer's Career Navigator. This documentation must be in the form of a Career Source North Central Florida issued attendance sheet or documentation provided by the educational institution, online training provider or other training provider such as timesheets or paystubs supplied by an employer while a customer is engaged in work-based training.

Customers that are deemed eligible to receive travel assistance will be issued supportive service assistance in one of two ways:

- Customers may receive a flat amount of \$25.00 weekly for weeks where eligible activities are documented.
- Customers that travel a total of 50 miles or more a day to attend activities may receive .15 cent per mile. Note: this is limited to approved training providers in the local area of Alachua and Bradford Counties.

Travel assistance to any customer shall not exceed \$100.00 or the permissible calculation based on actual mileage driven in a four week period. However, flexibility is key in assisting program participants achieve their goals. Exceptions to this policy may be permitted at any time based on current economic conditions. Exceptions require approval from the Director of Operations or the CEO. A case note or documentation will be required and included in the customer's e-file detailing the reason for the exception.

Support services are limited per participant per year by an annual cap. The cap will be determined by an annual review of the budget and announced by the CEO to be entered into the current voucher system for CSNCFL staff to manage participant budgets.

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

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. One of our strategic plan goals is to excel among workforce systems in accessibility and customer service. With a strategy of increasing access to skill development and employment opportunities among targeted populations. 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 (VR) and is looking into expanding more integrated services with VR, for example - to increase transition services and opportunities to youth with disabilities. Additionally, CareerSource NCFL has a reasonable accommodations policy to address the requirements of Section 188. The objective is to ensure that universal access is a reality for all persons interested in participating in programs, projects, and activities through CareerSource NCFL, including persons with disabilities. The policy states that “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 alter the nature of the service, program, or activity. In those situations, CareerSource NCFL will work with our Equal Opportunity Officer for an alternative accommodation. 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.

- (8) Linkage with Unemployment Insurance (referred to as Reemployment Assistance in Florida) programs:** Describe strategies and services used in the local area to strengthen linkages between the one-stop delivery system and the Reemployment Assistance program (WIOA § 134(d)(1)(A)(vi)(III) and 20 CFR 679.560(b)(3)(iv)).

CareerSource NCFL has two full service career centers with resource rooms providing 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 participant 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 assistance from CSNCFL staff which include contacting RA using the PEGA system and a direct telephone line 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. 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 and a work search activity specific to their need that will enhance their ability to obtain work. Staff keep a working document of RESEA claimants that have attended their RESEA appointments and completed all activities successfully. Once a month staff will reach out to the successful claimants with a short-term goal date for that month via email specific to their needs. Staff inquire if they have returned to work. If they have, staff asks for employment information. If not, staff reminds them of the services that are offered by Career Source NCFL if they need additional assistance.

(9) Highest Quality of Services to Veterans and Covered Persons: Describe the LWDB's strategies and policies for providing veterans and covered persons with the highest quality of service at every phase of services offered. Policies must be implemented to ensure eligible veterans and covered persons are aware of their entitlement to priority of service, the full array of programs and services available to them, and applicable eligibility requirements for those programs and/or services.

CareerSource NCFL has a WIOA Priority of Service policy that contains the criteria for implementing priority of career and training services to comply with WIOA requirements. In instances where a covered person does not self-identify at registration, but is later determined to be eligible, staff must ensure the covered person is provided information regarding their priority of service rights and document this staff-assisted service through Employ Florida service code 189 (Notification of Veteran Priority of Service) and include the appropriate documentation/case note that aligns with the requirements prescribed in the Employ Florida Service Code Guide.

Career center staff working with WIOA Adult eligible individuals must give priority for receipt of services. Priority for career and training services will be granted to participants in the following order:

- First priority shall be given to eligible recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient who also meet the definition of veteran or eligible spouse.
- Second priority of service shall be given to non-veteran eligible adults who are recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.
- Third priority shall be given to adult program eligible veterans or eligible spouses who are not low income, not public assistance recipients or who are not basic skills deficient.
- Fourth priority is for adult program eligible non-veterans who are not low income, not public assistance recipients or who are not basic skills deficient. 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.

CareerSource NCFL enables transitioning service members, veterans, and eligible spouses to self-identify at the point of entry of the career center so that they may take full advantage of priority of service and be apprised of the full range of services available to them. Veterans are identified through several means, including, but not limited to:

- Ensuring staff (receptionists, welcome team) ask individuals at the point of entry if he/she, or his/her spouse, is currently serving, or has ever served, in the United States (U.S.) military;
- Prominent priority of service signage that encourages veterans and eligible spouses to self-identify;
 - Electronic kiosk intake systems which allow the individual to self-identify as a transitioning service member, veteran, or eligible spouse; or
- Staff review of the individual's military service section of the State's Management Information System (MIS), Employ Florida.

Intake Screening for Enhanced Services

Wagner-Peyser and Workforce Innovation and Opportunity Act (WIOA) programs provide employment services to most veterans, which permits JVSG-funded DVOP specialists to focus their efforts on eligible veterans with Significant Barriers to Employment (SBEs) and/or special populations as designated by DOL.

To facilitate the intake screening:

CareerSource NCFL uses the Veteran Intake Form to determine the individual's service level needs and eligibility for enhanced services from a DVOP specialist. Individuals determined eligible for DVOP specialist services are immediately referred to a DVOP specialist. Individuals who are not found to be eligible are provided services by the first available qualified and appropriate career center staff member. In instances where a DVOP specialist is not available, individuals who would normally be served by DVOP specialists are served by the next available qualified and appropriate career center staff member. Services to veterans with Significant Barriers to Employment (SBEs) and special population veterans are not delayed or postponed due to the unavailability of a DVOP.

In accordance with Title 38, U.S.C., CareerSource NCFL applies a more narrowly defined definition of veteran (i.e. eligible veteran) or veteran/military spouse (i.e. eligible spouse) when determining eligibility for services from a DVOP specialist.

a) Eligible veteran means a veteran who meets any of the following:

- i. Served on active duty for a period of more than 180 days and was discharged or released with a character of service other than dishonorable;
- ii. Was discharged or released from active duty because of a service-connected disability;
- iii. Was discharged or released from active duty by reason of a sole survivorship discharge; or
- iv. As a member of a reserve component under an order to active duty, served on active duty during a period of war or in a campaign or expedition for which a campaign

badge is authorized and was discharged or released from such duty with a character of service other than dishonorable.

b) Eligible spouse means the spouse of any of the following:

- i. A veteran who died of a service-connected disability;
- ii. A member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
 - a. Missing in action;
 - b. Captured in the line of duty by a hostile force;
 - c. Forcibly detained or interned in the line of duty by a foreign government or power;
- iii. A spouse of any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or
- iv. A spouse of any veteran who died while a total, service-connected disability was in existence.

Significant Barriers to Employment and Special Populations

In addition to meeting the definition of eligible veteran or spouse, CareerSource NCFL ensures individuals referred to and/or who receive services from a DVOP specialist qualify under one of the following categories:

- Veterans aged 18-24;
- Vietnam-era Veterans;
- Transitioning Service Members
- (Ages 18-24, RIF, DD eForm 2648);
- Receiving care in a Military Treatment Facility (MTF) or Wounded Warrior Transition unit (WTU);
- Special disabled or disabled veterans entitled to compensation;
- Discharged or released from active duty because of a service-connected disability (this includes a pending VA disability claim);
- Homeless veterans, or who are at risk of being homeless, or who are fleeing or attempting to flee domestic violence, sexual assault, stalking, etc.;
- Recently separated service member (36 months) who have been unemployed 27 or more weeks in the previous 12 months;
- Incarcerated veterans, or those who have been released from incarceration;
- Veterans lacking a high school diploma or its equivalent; and
- Low-income veterans as defined by WIOA.

(10) Entities Carrying Out Core Programs: Describe how the LWDB works with entities carrying out core programs to:

- (a) Expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;

CSNCFL regularly convenes, engages and positions all economic and workforce development partners, including community-based organizations, to be ambassadors of the system by implementing consistent messaging and an advocacy agenda. The

regular partner convening meetings share information on how each agency/organization can work together to coordinate services and reduce duplication of services while providing better, streamlined services to customers with barriers to employment and the priority of service customers. Staff are trained to identify employment barriers and to work with individuals based on their needs to include that staff-assisted technology services are available. Staff are also trained in regards to enhancing the provision of services to individuals with disabilities and work collaboratively with partner agencies to include referrals to vocational rehabilitation services.

Additionally, individuals with employment barriers are co-enrolled, when appropriate, in order to maximize the level of services provided.

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

In order to effectively promote and develop career pathways, CSNCFL staff work together to ensure a customer-centered approach is used when developing co-enrollment as a key strategy to service delivery and that co-enrollment best benefits the participant. CSNCFL, in partnership with elmpact, worked together to develop myCareerPathway™ Dashboard. The first-of-its-kind software product will help job seekers leverage the power of data visualization highlighting in-demand skills and job market trends tailored to their career area and location.

Staff are trained to identify an individual's need for strategic co-enrollment and encouraged to enroll customers in more than one core WIOA program when appropriate. Careersource has a seamless referral system for co-enrollment by using common assessments that are shared among staff and partner agencies. Careersource and partner agencies make a concerted effort to treat the customer as part of one system. The ability to share data is key to assisting staff with the determination for co-enrollment.

- (c) Improve access to activities leading to a recognized postsecondary credential (including a portable and stackable credential that is an industry-recognized certificate or certification) (WIOA § 108(b)(3) and 20 CFR 679.560(b)(2)(iii) to include credentials contained on Florida's Master Credentials List.

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 recognized credentials including portable and stackable credentials that are industry-recognized certifications. CSNCFL encourages and supports partner agencies to increase opportunities for adult learners to transition to postsecondary credentials, eg, Registered Apprenticeships and other industry-recognized credentials that are portable. CSNCFL recognizes that not every apprentice will complete their apprenticeship program and therefore tracks their progress through the use of recording interim credentials for Nationally Recognized Registered Apprenticeships. The ultimate goal however is for the apprentice to successfully complete the Nationally recognized Registered Apprenticeship Program and associated journeyworker status and document the success by recording a

portable credential.

Careersource, in partnership with the local area College, other Community Partners and local Employers, continue to work collaboratively to provide individuals with career pathways focused on sets of competencies within the pathway rather than placing focus on the entire career field. The University of Florida launched a Community Health Worker Training Program as identified on the Florida Master Credentials List as a Certified Healthcare Documentation Specialists (CHDS). Stackable certificates are used as part of a sequence of certificates to include completion of occupational training, completion of Mentorship and On-The-Job Training, and ultimately completion of the State of Florida Certification for the credential.

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

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

Such strategies and services may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives must support the strategies described above.

CareerSource NCFL works closely with the Gainesville and North Florida Chambers and their partners and members to define the local industry sectors of demand. The Greater Gainesville Chamber has identified five key focus industries that not only represent pre-existing regional assets but also contain within them the opportunities for upward economic mobility for residents in the region. 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.

CareerSource NCFL works closely with its stakeholders in a regional partnership that has defined the regional sectors based on a shared vision. Recently the Greater Gainesville Chamber of Commerce completed a strategic plan Collaborate 2025 and identified 2020-2025 Targeted Industry Clusters with focused sectors. CareerSource North Central Florida also completed a strategic plan and process that included labor market analysis, business and industry focus groups and surveys to identify priority sectors.

Career Source NCFL defines business as the primary customer and is focused on delivering employer and jobseeker services with the current and future needs of the

region in mind. We use a combination of staff resources, technology, collaborative relationships and proven best practices to provide demand-driven services that are flexible and adaptable to the changing economic climate of the region. The Chambers provide advocacy, support, and promotional services to a variety of businesses throughout the area. Chamber representatives meet with business to understand the varied employment needs and then coordinate with CareerSource NCFL to assure needs are being met or report any barriers to the Board. CareerSource NCFL Employer Services staff utilize social media, print, electronic, radio and other communication strategies to promote workforce activities. Chamber representatives reach out to members and business customers to solicit participation in job fairs, recruitment events, or other workforce-related events.

CareerSource NCFL engages employers in key targeted industries regularly in groups and individually to determine their greatest human capital and skilled workforce needs and how the workforce system can help them meet those needs. We work to identify future trends in employer needs and shifts in local economic development priorities and develop plans to assist employers in their hiring needs and retention, matching those employers to resources such as employed worker and incumbent work grants, rapid response coordination, hosting and coordinating jobs fairs, and providing employer tax incentive information. CareerSource NCFL Employer Services staff provide outreach and recruitment to inform businesses and community partners about all programs and services include but not limited to job order development and support, recruitment services, job fairs, job description services, work experience, community service, paid internships, on-the-job training, pre- and Registered Apprenticeships, or other work and learn opportunities. Staff develop plans to assist businesses and the plans are developed and implemented in collaboration with one-stop partners to recruit skilled workers in an effort to seamlessly and effectively fill open positions.

CSNCFL's Employment Services Team (EST) engages the community in a tiered fashion, where the lower-level services are utilized for "lead generation" and the higher-level services are provided to our more engaged employers and jobseekers, as detailed below:

- (12) Enhancing Apprenticeships:** Describe how the LWDB enhances the use of apprenticeships to support the local economy. Describe how the LWDB works with industry representatives and local businesses to develop registered apprenticeships, in collaboration with apprenticeship training representatives from the Florida Department of Education and other partners. Describe how job seekers are made aware of apprenticeship opportunities.

Careersource works with industry leaders to create apprenticeships in key industries including electrical, construction and advanced manufacturing. Customers 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 career interests. Information about registered apprenticeships is also provided to local employers as a method to train and retain skilled employees.

The Florida Department of Education assists apprenticeship sponsors with development of program service delivery, eg, business involvement, On-The-Job Training, Instruction related to technical and academic competencies that apply to the job, rewards for skill gains, and Nationally Recognized Credentialing.

Employers interested in sponsoring a registered apprenticeship, contact the State of Florida Apprenticeship Section to either participate in an existing program or work with apprenticeship training representatives to develop a new Registered Apprenticeship Program.

E. DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM

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

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 Peyser, 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.

Training Services

Training activities are funded by normal WIOA and TANF formula 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 the LWDB's planning and implementation efforts. If any core or 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.

The CareerSource NCFL Gainesville is an 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.

(b) Identify any optional/additional 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.

(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 job seekers.

CareerSource NCFL employs a supply and demand system to serve the needs of both businesses and individual workers. CareerSource NCFL employs Employer Services staff to provide business services to the business community. Employer 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 utilized for direct recruitment of candidates-the supply side of the equation. In addition to recruiting active caseloads, 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. 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. 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 are 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, CareerSource NCFL 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, CSNCFL will 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, restroom 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 manages bulk email outreach efforts. This allows staff to target for specific employer recruitment needs, target those newly on UC benefits that do not come into 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 continuing to implement improved, streamlined processes to better utilize technology in serving customers, including both jobseekers and employers. For example, we offer web-based orientations, short informational videos, 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 is 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 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) Sub-grants and Contracts: Describe the competitive process used by the LWDB to award sub-grants and contracts in the local area for WIOA-funded activities (WIOA §108(b)(16)).

CareerSource NCFL has established procedures for the selection of vendors 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. CSNCFL staff 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 with the CSNCFL staff for review by independent and government auditors or other interested parties.

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

One of the focus areas of the CSNCFL staff is ongoing Career Center Operations improvement. CSNCFL strives for improvement in program delivery, performance achievement, program integration, the development of teamwork and effective communication, collaboration with other service providers, vendors, and the Administrative Entity. CareerSource NCFL actively practices and promotes seamless integration and collaboration with all one-stop partners, providers, and vendors who are all focused on fostering an innovative, creative, and entrepreneurial culture with open communications and encouragement of leadership at all levels. This culture drives and supports continuous improvement.

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. CSNCFL has internal Quality Assurance staff as well as contracts with two third party professional organizations to provide Fiscal and Programmatic monitoring. Ongoing monitoring and performance reports are provided to the board to assure data is accurate and is 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, if there are any, 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, ongoing monitoring of the data systems and case files are and will continue to be performed.

In the event that deficiencies or a need for improvement are identified, staff 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. CSNCFL QA staff then conduct follow-up reviews to ensure the corrective action plan was implemented and results show improvements.

F. COORDINATION OF SERVICES

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

The One-Stop Operator coordinates service delivery between contracted vendors and community and one-stop partners. Specifically, this includes ongoing coordination by actively participating in all Career Center system leadership meetings and other forums that address operational issues and promotes increased effectiveness, integration, and efficiency. The one-stop operator has daily communications and coordination with management staff to facilitate the alignment of job seekers and employer services.

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. CareerSource NCFL regularly meets with regional partners (Vocational Rehabilitation, Adult Education, DCF) and career center staff. These groups meet to discuss the coordination of individualized career services to prevent duplication and improve services to customers. During these meetings, partners give overviews of the services they offer and provide 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

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

CareerSource NCFL has a strategic plan goal of becoming a nationally recognized leader on collaboration among regional economic and workforce development partners. Our supporting strategies include convening and engaging all economic and workforce development system partners regularly and positions all partners to be ambassadors of the system by implementing consistent messaging and advocacy. Additionally, we partner 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. The GACC is the designated economic development entity for the Greater Gainesville region. We focus on creating jobs and strengthening our economy. The Employer Services Team understands the varied employment needs of area businesses, the needs of businesses considering a move to the area, and participates in local economic development activities to expand the area's economic growth potential. Through coordinating activities, CSNCFL identifies future trends in employer needs and shifts in the local economic development priorities and develops plans to assist employers in their hiring needs and retention, matching those employers to resources. Each Chamber is responsible for economic development activities including the creation of new businesses.

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

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 a Layoff Aversion policy to provide guidance on Rapid Response activities, attached to this plan.

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.

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

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

The CareerSource NCFL local area promotes key industry sectors within the one-stop system:

- Healthcare
- Technology
- 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 is utilizing innovative real time data tools embedded into our website developed by elmpact. These tools use EMSI data and update as the data is updated.

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 based on a shared vision. The Greater Gainesville Chamber of Commerce completed a strategic plan- Collaborate 2025- and identified 2020-2025 Targeted Industry Clusters with focused sectors. CareerSource North Central Florida also completed a strategic plan and process that included labor market analysis, business and industry focus groups and surveys to identify priority sectors.

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

The CareerSource NCFL Board is led by business and industry representatives that provide leadership and direction on industry priorities and sector strategies. Additionally, 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 Chambers regularly convene multiple industry councils of which CareerSource NCFL is a partner. The Advanced Manufacturing Council's mission is to champion a globally competitive and self-sustaining manufacturing ecosystem in the Greater Gainesville Region by connecting regional manufacturers with each other and developing and growing the regional manufacturing workforce and talent pipelines through collaboration with workforce, education, government and other strategic partners. Organized and guided by a group of industry leaders. The Council also serves as the Regional Manufacturing Association for North Central Florida and has worked with both the Manufacturing Association of Florida and Florida Makes. 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. As the voice of the Gainesville tech community, the Council has worked collaboratively with community partners to address common industry-specific issues.

Additionally, the Healthcare and Life Sciences Council represents regional business leaders in these rapidly growing industry sectors. These councils along with the Chambers and NCFL Board Members ensure that sector strategies are driven by industry.

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 program offerings to those industries and occupations in-demand. CareerSource NCFL actively researches alternative funding from federal and state resources that support training in the industry demand occupations as defined by our partners.

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

CSNCFL has developed industry-focused case management and job development teams that align with the regional industry sectors. Career Navigators 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. 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. Additionally, the Chamber's strategic plan Collaborate 2025 contains projected outcomes.

(5) Coordination with Relevant Secondary and Postsecondary Educations: Describe how the LWDB coordinates relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services (WIOA §108(b)(10) and 20 CFR 679.560(b)(9)).

CareerSource NCFL has strong relationships with the School Boards of Alachua and Bradford County as well as institutions of higher education. CareerSource NCFL has Memoranda of Understanding with North Florida Technical College and Santa Fe College that define the services that each will provide without duplicating services.

CareerSource NCFL regularly meets with stakeholders at the secondary and postsecondary school levels to discuss emerging programs, program needs, educational needs, and other mutual service delivery concerns. CareerSource NCFL refers youth and adults needing assistance with adult education, training, remedial education and GED to the respective institutions and departments. CareerSource NCFL also receives referrals from these institutions. These collaborative activities will be solidified in jointly-signed memorandums of understanding either at the state or local level.

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

CareerSource NCFL has policies in place to provide transportation and other supportive services to eligible participants. Each of the primary funding sources administered by CareerSource NCFL has its own definitions and parameters associated with the provision of support services. It is the intent of CareerSource NCFL to interpret the diversity of each program broadly in an effort to ensure needed services are available to customers to reduce barriers to program participation and employment. Support services are viewed individually and creatively to enable customers to participate in education and training activities identified in his/her employment plan. Support services expenditures should be based on careful consideration of the workforce region's funding limitations and the availability of other community resources, to leverage limited program resources to the greatest extent possible.

Due to limited funding the majority of support services provided are transportation services in the form of gas cards and bus passes for Alachua County's Regional Transit Authority.

Support services include, but are not limited to:

- Transportation including mileage reimbursement, gas cards or vouchers, taxi fare, and bus passes;
- Clothing, footwear, and personal appearance/hygiene products for adequate presentation at job interviews or work;
- Housing assistance to stabilize the household including security deposits, rent, mortgage payments, and utilities;
- Vehicle repair, replacement, and acquisition;
- Driver and vehicle licensing and personal liability insurance, and
- Specialized assistance not otherwise specifically listed that is required to participate in program services or to accept or retain employment.

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

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 Peyser, 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 CareerSource NCFL staff:

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.

Documentation of all services in the state reporting system Employ Florida of all activities provided in all programs to ensure no duplication of services.

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

Title II of WIOA defines the purpose of adult education and literacy as assisting adults to become literate and obtain the knowledge & skills necessary for employment and

economic self-sufficiency, to assist adults who are parents or family members to obtain the education and skills that are necessary to becoming full partners in the educational development of their children and that lead to the sustainable improvements in the economic opportunities for their family, to assist adults in attaining a secondary school diploma and to assist in the improvement of English literacy.

CareerSource NCFL staff are trained to administer the TABE (Test of Adult Basic Education). If the TABE assessment reveals a customer's reading or math skill levels are below an 8th grade level, the customer is referred to developmental Basic Skills/GED classes.

CareerSource NCFL has a collaborative agreement with the Santa Fe College Adult Education Program which administers the Adult Education and Family Literacy Adult General Education and Integrated English Literacy and Civics Educational Grants. Through this partnership, CareerSource NCFL either sends a representative to the SF College Adult Education Sites or works virtually to assist students in obtaining information and applying for appropriate workforce programs.

In addition, Santa Fe College (SFC) Adult Education staff members advertise and share information with students on upcoming Careersource NCFL visits, workshops and services. SFC Staff members also assist students with EmployFlorida registration so that Careersource NCFL staff are better able to assist students with job search efforts and to ease their transition into appropriate programs and services.

Additionally, Careersource NCFL has developed strong relationships with the School Boards of Alachua and Bradford County. Careersource NCFL staff refer youth and adults that need assistance with adult education, remedial education and GED to the respective Adult Education Departments. These collaborative activities are 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.

(9) Reduction of Welfare Dependency: Describe how the local board coordinates workforce investment activities to reduce welfare dependency, particularly how services are delivered to TANF/Welfare Transition and Supplemental Nutrition Assistance Program (SNAP) Employment & Training (E&T) participants, to help individuals become self-sufficient. This description must include strategies and services that will be used in the local area to support co-enrollment of Welfare Transition and SNAP E&T participants into other workforce development programs. 20 CFR 675.100(h) and 20 CFR 680.620

CareerSource 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). The case management provided includes orientation, assessment, development and management of an Individual Responsibility Plan, and assignment to and supervision of countable

work activities. Emphasis is placed on assisting participants to obtain and retain self-sufficient employment and providing individualized services leading to employment dependent on the initial and comprehensive assessments. Services to these individuals are 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 (including WIOA). Career Source has partnered with the University of Florida to provide opportunities in two different fields. Both programs are designed to serve low income individuals, the targeted population being Welfare Transition and Supplemental Nutrition Assistance Program (SNAP) participants.

The programs are:

Community Health Worker Mentorship Program with CareerSource

In partnership with CareerSource, the Office of Professional and Workforce Development offers Alachua and Bradford County residents the opportunity to become a Certified Community Health Worker. The program pays for the course, on-the-job training, and group mentorship. The program is designed for anyone interested in becoming a Community Health Worker. This program has an online component that takes 10 weeks to complete. There will be a 40-hour in-person mentorship component at the conclusion of the ten-week online class, students will have an opportunity to complete their 500 practicum hours at one of our partner employers.

The University of Florida program is designed to prepare participants for the educational requirements for State of Florida certification. Participants who successfully complete the course will receive a certificate of completion from the University of Florida Office of Professional and Workforce Development. Participants that successfully complete the course and their 500 practicum hours are eligible to sit for the Certified Community Health Worker state exam and earn their CCHW credential.

Professional Culinary Arts Program

In partnership with CareerSource, the University of Florida Continuing Education Division offers Alachua and Bradford county residents the opportunity to become certified as a Professional Cook as well as obtaining the National Restaurant Associations' managerial SERVSAFE certification. This certification is recognized in all 50 states and is valid for five years. The mission of The University of Florida Continuing Education Division's Professional Culinary Arts Program is to provide a high-quality educational program in the hospitality/food service industry. Utilizing a blend of online foundations, skill development, kitchen practical application and externships, students will gain the necessary experience to successfully enter the food service industry. At the end of this course students will be able to:

- Understand basic food and kitchen safety and sanitation
- Select, handle and maintain a knife and demonstrate knife cuts
- Understand flavoring
- Explain and demonstrate principles of egg cookery
- Explain and demonstrate principles of salad production and vegetable cookery

- Identify, describe and apply dry-heat cooking methods
- Identify, describe and apply moist-heat cooking methods
- Explain and demonstrate stock, short stock, and broth production
- Prepare and present a variety of classic and contemporary sauces
- Explain and demonstrate principles of meat, poultry and fish cookery
- Demonstrate knowledge and application of seasoning and flavoring
- Explain and demonstrate principles of pasta, legume, rice, and grain cookery
- Demonstrate knowledge of basic bread, baking, and gluten functions
- Demonstrate knowledge and application of basic pastry and chocolate use
- Demonstrate and apply knowledge of plant-based and dairy-free diets
- Determine and evaluate basic nutrition in foods and specialty diets
- Assemble beautiful plating presentations

G. PERFORMANCE & EFFECTIVENESS

The local workforce plan must include:

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

Attached are the local levels of performance negotiated between LWDB 09 and the Department of Economic Opportunity.

- (2) 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. CareerSource NCFL has been recognized both nationally and locally for their achievements in workforce development. We will continue to build off our successes and be a regional catalyst for advancement of the talent ecosystem.

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 negotiated goals. The Board monitors trends and future opportunities to ensure the work of CareerSource NCFL remains relevant and impactful in the community. In 2018, the Board initiated a process of developing a strategic plan to take a refreshed look at its goals, initiatives, partnerships, and services and promote efforts that would continue raising the bar for the organization and aligning efforts with regional needs. CareerSource NCFL plans to conduct additional Strategic Planning with community and industry partners in PY 22-23.

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

CareerSource NCFL has developed and implemented a new Customer Satisfaction survey. The comments and rating of each responding customer is reported to the CEO and the Board on a monthly basis. The LWDB considers the feedback received from the customers and diligently tries to correct any issues, respond to all ideas and suggestions, and consider the comments when developing any new processes or programs.

END OF LOCAL PLAN INSTRUCTIONS