

CONTRACT, LEASE, AGREEMENT CONTROL FORM

Date: 02/24/2020

Contract/Lease Control #: C20-2920-BCC

Procurement#: NA

Contract/Lease Type: AGREEMENT

Award To/Lessee: CAREERSOURCE OKALOOSA WALTON

Owner/Lessor: OKALOOSA COUNTY

Effective Date: 07/01/2020

Expiration Date: 06/30/2024

Description of LOCAL WORKFORCE DEVELOPMENT PLAN

Department: BCC

Department Monitor: HOFSTAD

Monitor's Telephone #: 850-651-7105

Monitor's FAX # or E-mail: JHOFSTAD@MYOKALOOSA.COM

Closed:

Cc: BCC RECORDS

**PROCUREMENT/CONTRACT/LEASE
INTERNAL COORDINATION SHEET**

Procurement/Contract/Lease Number: TBD Tracking Number: 3777-20
Procurement/Contractor/Lessee Name: CareerSource Grant Funded: YES ___ NO X
Purpose: Interlocal agreement
Date/Term: 6-30-24 1. GREATER THAN \$100,000
Department #: 2 2. GREATER THAN \$50,000
Account #: _____ 3. \$50,000 OR LESS
Amount: _____
Department: BCC Dept. Monitor Name: Hofstad

Purchasing Review
Procurement or Contract/Lease requirements are met:
DeRita Mason Date: 2-12-2020
Purchasing Manager or designee Jeff Hyde, DeRita Mason, Jessica Darr, Angela Etheridge

2CFR Compliance Review (if required)
Approved as written: no tech holds Grant Name: _____
_____ Date: _____
Grants Coordinator Danielle Garcia

Risk Management Review
Approved as written: see email attached Date: 2-12-2020
Risk Manager or designee Edith Gibson or Karen Donaldson

County Attorney Review
Approved as written: see email attached Date: 2-13-2020
County Attorney Lynn Hoshihara, Kerry Parsons or Designee

Department Funding Review
Department funding confirmed: _____ Date: _____

DeRita Mason

From: Karen Donaldson
Sent: Wednesday, February 12, 2020 4:10 PM
To: DeRita Mason
Subject: RE: Non BCC agency 10450 Interlocal Agreement & Local Workforce Development Area 02 Plan with CareerSource Okaloosa Walton

DeRita

This is approved by risk management. No insurance element.

Thank you

Karen Donaldson

Karen Donaldson
Public Records and Contracts Specialist
Okaloosa County Risk Management
302 N Wilson Street, Suite 301
Crestview, Fl. 32536
850.683.6207
KDonaldson@myokaloosa.com



Please note: Due to Florida's very broad public records laws, most written communications to or from county employees regarding county business are public records, available to the public and media upon request. Therefore, this written e-mail communication, including your e-mail address, may be subject to public disclosure.

From: DeRita Mason <dmason@myokaloosa.com>
Sent: Wednesday, February 12, 2020 2:00 PM
To: 'Parsons, Kerry' <KParsons@ngn-tally.com>
Cc: Lynn Hoshihara <lhoshihara@myokaloosa.com>; Karen Donaldson <kdonaldson@myokaloosa.com>
Subject: FW: Non BCC agency 10450 Interlocal Agreement & Local Workforce Development Area 02 Plan with CareerSource Okaloosa Walton

Ladies,
Could you please review the referenced?
It needs to be ready or the March 3 board meeting.
Thank you,

DeRita Mason

DeRita Mason

From: Parsons, Kerry <KParsons@ngn-tally.com>
Sent: Thursday, February 13, 2020 10:15 AM
To: DeRita Mason
Cc: Lynn Hoshihara; Karen Donaldson
Subject: RE: Non BCC agency 10450 Interlocal Agreement & Local Workforce Development Area 02 Plan with CareerSource Okaloosa Walton

This is approved for legal purposes.

Kerry A. Parsons, Esq.

**Nabors
Giblin &
Nickerson P.A.**
SITINGERS AT LAW

1500 Mahan Dr. Ste. 200
Tallahassee, FL 32308
T. (850) 224-4070
kparsons@ngn-tally.com

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From: DeRita Mason <dmason@myokaloosa.com>
Sent: Wednesday, February 12, 2020 3:00 PM
To: Parsons, Kerry <KParsons@ngn-tally.com>
Cc: Lynn Hoshihara <lhoshihara@myokaloosa.com>; Karen Donaldson <kdonaldson@myokaloosa.com>
Subject: FW: Non BCC agency 10450 Interlocal Agreement & Local Workforce Development Area 02 Plan with CareerSource Okaloosa Walton

Ladies,
Could you please review the referenced?
It needs to be ready or the March 3 board meeting.
Thank you,

DeRita Mason



DeRita Mason

INTERLOCAL AGREEMENT

**OKALOOSA COUNTY BOARD OF COUNTY COMMISSIONERS
WALTON COUNTY BOARD OF COUNTY COMMISSIONERS
AND
OKALOOSA WALTON JOBS & EDUCATION PARTNERSHIP, INC., DBA
CAREERSOURCE OKALOOSA WALTON**

This Agreement made and entered into between the Counties of Okaloosa and Walton, of the State of Florida, (hereinafter referred to as Board or Boards), effective July 1, 2020 – June 30, 2024.

WITNESSETH

WHEREAS, the United States Congress has enacted the Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128, July 22, 2014, and charged the State of Florida with the establishment of local Service Delivery Areas; and

WHEREAS, Okaloosa Walton Jobs & Education Partnership, Inc., dba CareerSource Okaloosa Walton (hereinafter referred to as CSOW) has been designated as the Local Workforce Development Area (LWDA) to set policy for the portion of the statewide workforce investment system within the local area; and

WHEREAS, the Counties have been designated as part of the LWDA for the unincorporated and incorporated areas within the confines of their boundaries; and

WHEREAS, a representative of each county's Board of County Commissioners is encouraged to attend and participate with the LWDA; and

WHEREAS, the Chairman of the Board of County Commissioners is signatory to agreements with the Board and has been authorized to represent the Board; and

WHEREAS, the parties desire to enter into an agreement to engage employers and local and regional partners, such as economic development, education, and other community organizations to prepare an educated and skilled workforce under the WIOA.

NOW, THEREFORE, IT IS MUTUALLY AGREED:

1. Establishment

Pursuant to WIOA Section 107, Local Workforce Development Boards; there shall be established, and certified by the Governor of the State, a local workforce development board in each local area.

2. Grant Recipient and Administrative Entity

Pursuant to WIOA Section 107 (d) (12) (B) (i) (I) and (II), the Chief Elected Official shall serve as the local grant recipient and may designate an entity to serve as a local grant sub-recipient for such funds or as a local fiscal agent. The Chief Elected Official hereby designates CAREERSOURCE OKALOOSA WALTON (CSOW) to serve as the Fiscal Agent, and the Grant Recipient for all WIOA funds, as well as those funds allocated to the Local Workforce Development Area for other workforce related programs by both the Federal and State governments. However, the Chief Elected Official is not relieved of the liability for any misuse of grant funds. CSOW shall disburse such grant funds immediately for workforce investment activities at the direction of the CSOW Board of Directors pursuant to the requirements of the WIOA and for other related programs in the appropriate manner authorized by State and Federal laws. CSOW may solicit and accept grants and donations from sources other than Federal funds made available under the WIOA, and other related legislation.

3. Development of the Local Workforce Services Plan

Pursuant to WIOA Section 106 (c) (2) and 20 CFR 679.370 (a), the CSOW Board will prepare the local WIOA Plan consistent with WIOA Section 108 (a) and (b). Prior to submittal of the Plan to the Governor, the CSOW Board shall make available copies of the proposed Plan to the public. The CSOW Board will allow members of the CSOW Board and members of the public, including representatives of business and representatives of labor organizations, to submit comments on the proposed Plan to the CSOW Board not later than the end of the 30-day period beginning on the date on which the proposed Plan is made available. The CSOW Board will also include in the local Plan submitted to the Governor any such comments that represent disagreement with the Plan. Following development of the Local Workforce Services Plan, the CSOW Board will submit it to the Governor.

4. Negotiation of Local Performance Standards

Pursuant to WIOA Section 116 (c) (2) and 20 CFR 679.370 (j), the CSOW Board will negotiate local performance measures with the Chief Elected Official (CEO) and Governor.

5. Employment Statistics

Pursuant to WIOA Section 107 (d) (2) (B), the CSOW Board shall assist the Governor in developing the statewide employment statistics system described in the Wagner-Peyser Act (29 U.S.C. 491- 2(e)), Section 15(e).

6. Program Oversight

Pursuant to WIOA Section 107 (d) (8) (A) (i) and (ii) and (B), the CSOW Board shall:

- a. Conduct oversight of the local youth workforce investment activities authorized under WIOA section 129(c), the local employment and training activities authorized under sub-sections (c) and (d) of WIOA section 134, and the one-stop delivery system in the local area.
- b. Ensure the appropriate use and management of the funds provided under subtitle B for the activities and system described in clause (i); and
- c. For workforce development activities, ensure the appropriate use, management, and investment of funds to maximize performance outcomes under WIOA section 116.

7. Duties and Responsibilities of the CSOW Board

The CSOW Board shall perform the following duties and responsibilities required as one of the 24 designated Workforce Boards in Florida:

- a. Develop the local WIOA Plan and any modification(s) to the Plan; and submit to the CEO for approval; and in partnership submit approved Plan and modifications to the Governor.
- b. Conduct workforce research and regional labor market analysis to include analyses and regular updates of economic conditions, needed knowledge and skills, workforce, and workforce development (including education and training) activities to address the identified education and skill needs of the workforce and the employment needs of employers.
- c. Ensure universal access for workforce services for the residents and businesses of Okaloosa and Walton Counties.
- d. Ensure compliance with all federal, state, and local legislation, regulations and policies.
- e. Provide periodic updates and copies of the Annual Audit to the Boards of County Commissioners of each county.
- f. Perform any other appropriate duties necessary for the accomplishment of and consistent with the purposes of this agreement and Florida's workforce development initiatives.

8. Composition and Appointment of the CSOW Board of Directors' Membership

Pursuant to State law and WIOA Section 107 (b) (2) (A) (i-iii); (B) (i-iv); (C) (i-iii); (D) (i-v); and (E), such criteria shall require at a minimum that a majority of the members of the CSOW Board shall be representatives of business in the local area; and not less than 20 percent of the members shall be representatives of the workforce within the local area. CSOW Board shall include representatives of entities administering education and training activities in the local area; and include representatives of governmental, economic, and community development entities serving the local area.

Members of the Board that represent organizations, agencies, or other entities shall be individuals with optimum policymaking authority with the organizations, agencies or entities. The composition of the membership must generally reflect the racial, gender, and ethnic diversity of the community as a whole. Members shall be appointed for fixed and staggered terms and serve until their successors are appointed.

Any vacancy in the membership of the CSOW Board shall be handled in the same procedural manner as the original appointment. Any member appointed to fill the remaining time of the unexpired term of an outgoing member shall be appointed to only the remaining time of the unexpired term. Any member of the CSOW Board may be removed for cause in accordance with procedures established by the CSOW Board By-Laws. In the event a member is removed for cause, CSOW Board will notify the Board of County Commissioners which appointed the member.

All members appointed to the Board must agree to comply with Florida Government in the Sunshine Law, Conflict of Interest Disclosure, and Financial Disclosure requirements as applicable.

The Board is limited in activity and authority by the provisions of the Workforce Innovation and Opportunity Act.

The minimum required representation for appointment to the CSOW Board of Directors is depicted at Appendix A.

9. Designation of Chief Local Elected Official (CLEO)

As required by federal and state legislation, this Agreement will designate the Chief Local Elected Official (CLEO) for CareerSource Okaloosa Walton. The Chairman of the Walton County Board of County Commissioners (Or his/her designee) and the Chairman of the Okaloosa County Board of County Commissioners (Or his/her designee) will serve in the position of CLEO for alternating years during the period of this Interlocal Agreement. The effective period of service shall be as follows:

Chief Local Elected Official (CLEO) Dates of Service	Okaloosa County	Walton County
July 1, 2020 – June 30, 2021		X
July 1, 2021 – June 30, 2022	X	
July 1, 2022 – June 30, 2023		X
July 1, 2023 – June 30, 2024	X	

In this capacity, the CLEO is designated as the official signatory authority for both counties for the purpose of executing jointly approved documents required for the administration of CSOW. Copies of all such signatures and documents will be provided to all other parties to the agreement in an expeditious manner.

10. No Local Funds Requested of Counties

No funds are being requested from the treasuries of any of the parties to this Agreement for the workforce development initiatives; it being the intent thereof that all funding of the workforce development initiatives and CSOW shall be accomplished entirely by grants and funds available pursuant to workforce development initiative programs. CareerSource Okaloosa Walton serves as the Fiscal Agent and Grant Recipient for federal and state workforce funds allocated to the workforce region.

11. One-Stop Operator

Pursuant to WIOA Section 121(d) (1), the CSOW Board, with the agreement of the chief elected official, is authorized to designate or certify one-stop operators and to terminate for cause the eligibility of such operators.

12. Employer Linkages

The CSOW Board shall coordinate the workforce investment activities authorized by law and carried out in the local area with economic development strategies and develop other employer linkages with such activities.

13. Budget

The CSOW Board shall develop a budget for the purpose of carrying out the duties of the Board under WIOA, subject to the approval of the Chief Elected Official.

14. Standing Committees

Pursuant to State law and WIOA Section 107 (b) (4) (A), the CSOW Board may designate and direct the activities of standing committees to provide information and to assist the Board in carrying out activities under this section. Such standing committees shall be chaired by a member of the CSOW Board; may include other members of the Board and may include other individuals appointed by the Board who are not members of the CSOW Board and who the Board determines have appropriate experience and expertise. The CSOW Board may designate each of the following:

- a. A standing committee to provide information and assist with operational and other issues relating to the one-stop delivery system, which may include as members representatives of the one-stop partners.
- b. A standing committee to provide information and to assist with planning, operational, and other issues relating to the provision of services to youth, which shall include community-based organizations with a demonstrated record of success in serving eligible youth.
- c. A standing committee to provide information and to assist with operational and other issues relating to the provision of services to individuals with disabilities, including issues relating to compliance with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding providing programmatic and physical access to the services, programs, and activities of the one-stop delivery system, as well as appropriate training for staff on providing supports for or accommodations to, and finding employment opportunities for, individuals with disabilities.

15. Identification of Eligible Providers of Training Services

Consistent with WIOA Section 122, the CSOW Board shall identify eligible providers of training services in the local area as described in WIOA Section 122 (a), (b), and (c).

16. Non-Discrimination

During the performance of this Agreement, the County and the CSOW Board assure, both individually and jointly, that they will not engage in any form or manner of discrimination

on the basis of race, color, sex, national origin, handicap, marital status, religion or age in the performance of their individual and/or joint functions under this Agreement. The County and the CSOW Board individually and jointly assure compliance with Title VI of the Civil Rights Act of 1964; Title VII of the 1964 Civil Rights Act, as amended; the Florida Human Rights Act of 1977; and all other applicable Federal and State laws, Executive Orders and regulations prohibiting discrimination as hereinabove referenced. These assurances shall be interpreted to include Vietnam-Era Veterans and Disabled Veterans, as applicable.

Furthermore, the Counties and the CSOW Board individually and jointly understand that this Agreement is conditioned upon the variety of these assurances, and that the County and the CSOW Board members bind themselves to such assurances by execution of this Agreement.

17. Severability

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

18. Board Attestation

The CSOW Board represents and warrants that its members have not offered or given any gratuity to any official employee or agent of the Counties or any political party, with the purpose or intent of securing an agreement or securing favorable treatment with respect to the awarding or amending of an agreement or the making of any determinations with respect the performance of an agreement, and that each member has read and is familiar with this provision.

19. Duration of Agreement

This Agreement shall replace an existing agreement in effect from the period date of the Agreement approved by both parties through June 30, 2020 and remain in effect for the geographical area identified herein from the date of approval through June 30, 2024 unless it is replaced by a new Interlocal Agreement.

20. Effective Date

This Agreement shall be effective on the date the Agreement is approved by both parties, whichever event occurs last.



Interlocal Agreement

July 1, 2020 – June 30, 2024

Minimum Board Membership Representation

Board Membership Representation	Okaloosa County	Walton County	At-Large Okaloosa/Walton Counties	Total Members
<u>BUSINESS</u>				
• <i>Business Representatives*</i>	7	7	N/A	14
<u>ECONOMIC DEVELOPMENT</u>				
• Economic Development Organizations	1	1	N/A	2
<u>LABOR/APPRENTICESHIPS</u>				
• <i>Organized Labor/ Representative of Employees</i>	2	0	N/A	2
• <i>Labor Membership/ Apprenticeship</i>	0	0	1	1
<u>EDUCATION</u>				
• <i>Adult Education/ Literacy</i>	0	1	N/A	1
• <i>Institutions of Higher Education</i>	1	1	N/A	2
• <i>Private Education Provider</i>	1	0	N/A	1
<u>COMMUNITY DEVELOPMENT - STATE</u>				
• <i>State Employment Representative**</i>	0	0	0	0
• <i>Rehabilitation Services</i>	0	0	1	1
<u>COMMUNITY DEVELOPMENT - OTHER</u>				
• <i>Community Services Block Grant</i>	N/A	N/A	1	1
• <i>Community Based Organization Serving Disabled Individuals</i>	N/A	N/A	1	1
• <i>Department of Children and Family Services</i>	0	0	1	1
TOTAL VOTING MEMBERS	12	10	5	27

*A majority of Board members shall be representatives of business in the local area

** to be appointed by the State of Florida – currently vacant

21. Signatures

Evidence of approval of this Agreement by both Boards of County Commissions of Okaloosa and Walton Counties is indicated by the signature of the authorized parties.

IN WITNESS WHEREOF, the parties hereto, by and through the undersigned, have entered into this Agreement.

APPROVED BY:

Chief Elected Official for Okaloosa County

By:  _____

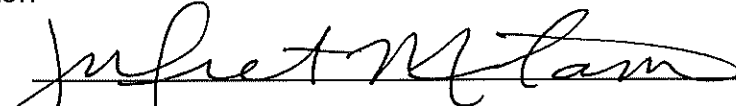


Name: Robert A. "Trey" Goodwin III

Title: Chairman, Okaloosa Board of County Commissioners

Date: FEB 18 2020

Okaloosa Walton Jobs & Education Partnership, Inc. dba CareerSource Okaloosa Walton

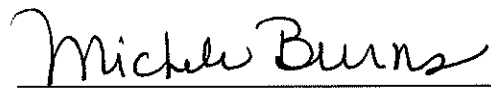
By:  _____

Name: Juliet Milam

Title: Chair

Date: February 5, 2020

Attest: Okaloosa Walton Jobs & Education Partnership, Inc. dba CareerSource Okaloosa Walton

By:  _____

Name: Michele Burns

Title: Executive Director

Date: February 5, 2020

Appendix A – Minimum Board Membership Representation

**OKALOOSA-WALTON
JOBS AND EDUCATION PARTNERSHIP, INC.**

(Doing Business As)

CAREERSOURCE OKALOOSA WALTON

BY-LAWS

**APPROVED BY
OKALOOSA-WALTON JOBS AND EDUCATION PARTNERSHIP
Revised August 2, 2017**

**OKALOOSA-WALTON JOBS AND EDUCATION PARTNERSHIP, INC.
BY-LAWS**

ARTICLE I	NAME	1
ARTICLE II	STATEMENT OF PURPOSE	1
ARTICLE III	BOARD OF DIRECTORS	1
Section 1	General Powers	1
Section 2	Composition of the Board of Directors	1
Section 3	Appointment and Terms of Directors	2
Section 4	Vacancies	2
Section 5	Regular Meetings	2
Section 6	Special Meetings	2
Section 7	Notice of Meetings	2
Section 8	Quorum	3
Section 9	Voting	3
Section 10	Minutes	3
Section 11	Replacement of Directors	3
ARTICLE IV	OFFICERS	3
Section 1	Number	3
Section 2	Election and Term of Office	4
Section 3	Procedures for Election of Officers	4
Section 4	Removal	4
Section 5	Vacancies	4
Section 6	Duties of Officers	4
Section 7	Delegation of Duties	5
ARTICLE V	EXECUTIVE COMMITTEE	5
Section 1	Membership and Terms	5
Section 2	Power to Act	6
ARTICLE VI	COMMITTEES	6
Section 1	Appointments	6
Section 2	Standing Committee	6
Section 3	Ad-Hoc Committees	6
Section 4	Duties of Committee Chairs	6
Section 5	Meetings of Committees	6
Section 6	Quorum	7
Section 7	Voting	7
Section 8	Minutes of Committees	7
ARTICLE VII	AUTHORITY	7
ARTICLE VIII	CONFLICT OF INTEREST	7
ARTICLE IX	INDEMNIFICATION OF DIRECTORS	8
ARTICLE X	AMENDMENTS	8
ARTICLE XI	ENACTMENT PROVISIONS	8

**OKALOOSA-WALTON JOBS AND EDUCATION PARTNERSHIP, INC.
BY-LAWS**

ARTICLE I: NAME

The name of this organization shall be OKALOOSA-WALTON JOBS AND EDUCATION PARTNERSHIP, INC., Doing Business As (DBA) CareerSource Okaloosa Walton, also referred to as CSOW.

ARTICLE II: STATEMENT OF PURPOSE

CareerSource Okaloosa Walton will function as the workforce development organization for Okaloosa and Walton counties. The purpose of this organization is to design, establish, and oversee the workforce development system for the residents and business communities of Okaloosa and Walton counties. As the chartered governing regional board for Okaloosa and Walton counties by the Florida Enterprise Jobs and Education Partnership, and Workforce Florida, Inc. CSOW will operate in accordance with Florida's Government in the Sunshine Law.

CareerSource Okaloosa Walton has specific responsibility as the governing board for federal and state employment and training programs, including, but not limited to the Workforce Florida Act of 1996, Workforce Florida 2000, and the Workforce Innovation and Opportunity Act and any replacement or amended legislation affecting workforce development.

ARTICLE III: BOARD OF DIRECTORS

Section 1: General Powers.

The Business and affairs of the Corporation shall be managed by its Board of Directors

Section 2: Composition of the Board of Directors.

The composition of the Board of Directors will be in accordance with any federal or state legislation governing local workforce development boards and in accordance with the Interlocal Agreement between Okaloosa and Walton Counties.

Future amendments to the provisions of federal or state legislation or the Interlocal Agreement regarding membership requirements for local or regional boards may be implemented without prior amendment to these By-laws.

Section 3: Appointment and Terms of Directors.

Directors shall be appointed to the Board in accordance with the Interlocal Agreement between Okaloosa and Walton Counties and in accordance with any federal or state legislation governing workforce development boards.

Directors shall be appointed for terms of two years except that the initial Board members shall be appointed for staggered terms as provided in the Interlocal Agreement between Okaloosa and Walton Counties. Each Director shall hold office for the term to which he/she is appointed and until a successor has been appointed and qualified or until his/her earlier resignation, removal from office, or death.

Section 4: Vacancies.

Vacancies on the Board will be filled in the same manner as original appointments

Section 5: Regular Meetings.

Regular meetings of the Board of Directors will be held not less frequently than quarterly at a time and place designated by the Board.

Section 6: Special Meetings.

Special meetings of the Board of Directors may be called by the Chair of the Corporation as necessary to conduct the business of the Board. The Chair shall fix the place, time, and date for holding any special meeting of the Board of Directors consistent with the provision of these By-laws.

Section 7: Notice of Meetings

Written notice of regular meetings of the Board shall be sent not less than seven (7) days prior to the scheduled date of the meeting. The Secretary or his/her designee shall have the responsibility for properly noticing all meetings of the Board of Directors.

Special meetings may be called as necessary by the Chair. Notice of special meetings shall be reasonable and necessary based on the circumstances. Telephone and faxed communications may be used to notify Directors of special called meetings.

All meetings of the Board of Directors shall be properly noticed in accordance with Florida's Government-in-the-Sunshine Law.

Section 8: Quorum.

Forty-percent (40%) plus one (1) voting Directors must be in attendance in person or by an electronic means of communication which allows all participating Directors to be heard simultaneously to constitute a quorum for all board meetings. Representatives of Directors shall not be considered in establishing a quorum. No business can be conducted unless a quorum exists.

Section 9: Voting.

All members of the Board of Directors, except ex-officio Directors, shall have the right to vote and to offer motions and to second motions on all issues except where a conflict of interest exists. Each Director has a duty and obligation to disclose any conflict of interest and abstain from voting on any issue where a conflict of interest exists. The abstention from voting and the conflict of interest declaration must be noted and recorded in the official minutes. Approval of any motion requires the affirmative vote of a simple majority of those Directors present and voting for passage unless specified elsewhere in these By-laws.

Proxy voting is not permitted. Persons attending any meeting of the Board of Directors in the absence of and as representatives of Directors may not offer motions or seconds or vote.

Section 10: Minutes

The Secretary or his/her designee shall have responsibility for maintaining accurate minutes of all Board meetings. Copies of all minutes for the preceding meeting shall be sent to all Directors prior to the next scheduled meeting. Minutes will be presented to the Board of Directors by the Secretary for approval.

Minutes of all meetings will be maintained by the designee of the Secretary and made available for public inspection and copying.

Section 11: Replacement of Directors.

The Chair is authorized to request a replacement appointment for any member of the Board of Directors who has voluntarily resigned from the Board or who has been absent for three or more consecutive meetings of the Board. For the purpose of this section, a Director shall not be deemed to be absent if represented by a designee or if present by telephonic communication.

The Chair is authorized to request a replacement appointment for any member of the Board of Directors for cause upon 2/3 vote of those Directors present and voting at a regular or special meeting of the Board at which such matter is included on the agenda. The term "cause" includes violations of the By-laws of CareerSource Okaloosa Walton or any governing federal, state, or local law or rule regulating workforce development-programs.

ARTICLE IV: OFFICERS

Section 1: Number.

The officers of the Corporation shall be a Chair, a Vice-Chair, a Secretary and a Treasurer, each of whom shall be elected by the Board of Directors. The Chair shall serve as Chairperson of the Board of Directors. The Chair and Vice-Chair shall be representatives of the private sector. All officers must be members of the Board of Directors.

Section 2: Election and Term of Office.

The Officers of the Corporation shall be elected annually at a regularly scheduled meeting of the Board of Directors which has been duly noticed for that purpose. Term of office shall be for a period of one year from July 1 through June 30. Election of officers shall be held at least 15 calendar days prior to the end of the term for current officers.

Section 3: Procedures for Election of Officers.

The Chair shall appoint a nominating committee and its chair to include representatives from both Okaloosa and Walton Counties. The Nominating Committee will present a slate of nominees for the positions of Chair, Vice-Chair, Secretary, Treasurer, and an Executive Committee Member-at-Large from each county. The Secretary or his/her designee will provide written notice of the slate of nominees to the membership of the Board a minimum of **seven (7) calendar days prior** to the scheduled election.

Section 4: Removal.

Any officer elected or appointed by the Board of Directors may be removed by majority vote of the Board of Directors whenever, in its judgment, the best interests of the Corporation will be served thereby.

Section 5: Vacancies.

A vacancy in any office because of death, resignation, removal, disqualification or otherwise may be filled by the Board of Directors for the unexpired portion of the term.

Section 6: Duties of Officers.

(A) Duties of the Chair

The Chair shall be the Chief Executive Officer of the Corporation and preside as Chairperson at all meetings of the Board of Directors and Executive Committee. The Chair shall also serve as the principal representative and spokesperson of the Corporation and the Board of Directors for public information. The Chair shall appoint the chairpersons of all standing committees. The Chair may also appoint ad-hoc committees as necessary to conduct the business of the Board. The Chair shall have such additional powers and duties specifically conferred by law, by the Articles of Incorporation, by these By-laws, or as may be assigned from time to time by the Board of Directors.

(B) Duties of the Vice Chair

In the absence of the Chair, the Vice Chair shall preside at all meetings of the Board of Directors and the Executive Committee. The Vice Chair shall represent the Board on those occasions when the Chair is unable to do so. The Vice-Chair shall have such additional powers and duties

specifically conferred by law, by the Articles of Incorporation, by these By-laws, or as may be assigned from time to time by the Board of Directors.

(C) Duties of the Secretary

The Secretary or his/her designee shall record all meetings of the Board of Directors, distribute copies of the minutes in a timely manner and ensure accountability for the maintaining of official files for the Board and shall have the authority to authenticate records of the Corporation. The Secretary will ensure that minutes are available for inspection and copying by the public in accordance with the Florida Public Records Law.

The Secretary or his/her designee will ensure that notices of all meetings are provided to the membership and the public in a timely manner in accordance with the notice of meetings requirements of Florida's Government in-the-Sunshine law. The Secretary shall have such additional powers and duties specifically conferred by law, by the Articles of Incorporation, by these By-laws, or as may be assigned from time to time by the Board of Directors.

(D) Duties of the Treasurer

The Treasurer shall oversee the fiscal management and financial reporting functions of the Corporation. The Treasurer shall have such additional powers and duties specifically conferred by the law, by the Articles of Incorporation, by these By-laws, or as may be assigned from time to time by the Board of Directors.

Section 7. Delegation of Duties.

In the absence of or disability of any officer of the Corporation or for any other reason deemed sufficient by the Board of Directors, the Board may delegate such officer's powers or duties to any other officer or to any other Director for the time being.

ARTICLE V: EXECUTIVE COMMITTEE

Section 1: Membership and Terms.

The Executive Committee shall consist of the Chair, Vice-Chair, Secretary, Treasurer, and one (1) director member-at-large from each of Okaloosa and Walton Counties. Executive Committee members-at-large shall be elected by the Board of Directors.

Term of office for each elected office shall be for a period of one (1) year from July 1 through June 30 annually. The Chair may serve no more than a total of three (3) years or any term limit that may be legislated by federal or state legislation or policy as set by the Governor's State Policy Board, Workforce Florida, Inc.

Section 2: Power to Act.

The Executive Committee shall have the power to act on behalf of the Board of Directors on all matters between meetings of the Board when time is of the essence. The actions of the Executive Committee are subject to ratification by the full Board of Directors. The Executive Committee shall also have such other powers as authorized by the Board of Directors.

ARTICLE VI: COMMITTEES

Section 1: Appointments.

The Chair of the Board shall appoint the chairpersons for all committees. The chair of the committee, in consultation with the Chair of the Board, shall recommend committee appointments which shall be subject to the approval of the Executive Committee.

Section 2: Standing Committees

The Executive Committee and the Finance and Audit Committee shall be the Standing Committees of the Board. Other committees will be appointed as needed to oversee and conduct the business of the Board. Standing committees will also be appointed as may be required by federal or state legislation or by state policy as set by the Governor's Policy Board, Workforce Florida, Inc.

(A) Finance and Audit Committee

The Finance and Audit Committee shall have oversight of all fiscal management and operations including budgeting, financial reporting, and audits.

Section 3: Ad-Hoc Committees.

The Chair shall appoint Ad-Hoc Committees as necessary to conduct the business of the Board.

Section 4: Duties of Committee Chairs.

In consultation with the Chair, the committee chair shall recommend committee membership to the Executive Committee for approval.

The chair of each committee or his/her designee shall be responsible for properly noticing the committee meetings and for maintaining minutes of the committee meetings. The chair of the standing and ad-hoc committees shall report to the Executive Committee.

Section 5: Meetings of Committees.

Regular meetings of committees may be held, with proper notice, at such time and at such place as shall from time to time be determined by the Committee Chair. Special meetings of the

committees may be called by the committee Chair upon two (2) days notice to each of the other members of the committee; or on such short notice as may be required by the circumstances. The form and method of notices shall be that as provided for under Section 7 of Article III of these By Laws (pertaining to Notice for Board of Directors Meetings).

All committee meetings shall be properly noticed in accordance with Florida's Government-in-the-Sunshine Law.

Section 6: Quorum.

A majority of the members of a committee must be in attendance in person or by an electronic means of communication which allows all participating members to be heard simultaneously to constitute a quorum for such meeting.

Section 7: Voting.

The vote of a majority of the committee members present at any meeting at which there is a quorum shall be the act of such committee. Proxy voting is not permitted. Persons attending any Committee meeting in the absence of and as representative of Directors may not offer motions or seconds or votes.

Section 8: Minutes of Committees.

The Chair of each committee shall ensure that regular minutes of their proceedings are kept and the same shall be reported to the Board of Directors when required.

ARTICLE VII: AUTHORITY

The Board is authorized to commit funds as necessary to conduct the business of the Corporation.

ARTICLE VIII: CONFLICT OF INTEREST

Each member of the Board of Directors has the responsibility to disclose any conflict of interest on any issue before the Board. A conflict of interest exists when a Director or a member of his/her immediate family stands to gain financially from the action contemplated by the Board or as may otherwise be established by law.

In accordance with legislation, a Director must abstain from voting or offering any motions on any issue where a conflict exists. The conflict and abstention must be noted in the minutes of Board or committee meetings.

Each Director shall be provided annually a copy of the Conflict of Interest policy and shall acknowledge receipt and willingness to comply with the policy standards. Each director shall be expected to complete a Disclosure Statement indicating potential financial sources of conflict of interest.

ARTICLE IX: INDEMNIFICATION OF DIRECTORS

The Corporation shall maintain a policy of Errors and Omissions insurance coverage to provide for the indemnification of the Directors. The Corporation shall and does hereby indemnify any person made a party to an action, suit or proceeding, whether civil or criminal or otherwise, brought to impose a liability or penalty on such person for an act alleged to have been committed by such person in his or her capacity of Director or Officer of the Corporation, or for any other corporation which he or she served as such at the request of the Corporation, against judgments fines, amounts paid in settlement and reasonable expenses, including attorney's fees actually and necessarily incurred as a result of such action, suit or proceeding, or any appeal therein, if such Director or officer acted in good faith in the reasonable belief that such action was in the best interest of the Corporation, and in criminal actions or proceedings without reasonable ground for belief that such action was unlawful. The termination of any such civil or criminal or other action, suit or proceeding by judgment, settlement, conviction or upon a plea of nolo contendere shall not in itself create a presumption that any Director or officer did not act in good faith in the reasonable belief that such action was in the best interest of the Corporation or that he or she had reasonable ground for belief that such action was unlawful.

The foregoing rights of indemnification shall apply to the heirs and personal representatives of any such Director or officer and shall not be exclusive of other rights to which any provision of the Articles of Incorporation, these bylaws, or any agreement, may otherwise apply.

The Board of Directors shall approve the coverage of such errors and omissions policy on an annual basis.

ARTICLE X: AMENDMENTS

Any portion of these By-laws may be amended, modified, or repealed by an affirmative vote of a majority of those Directors present at a duly scheduled meeting of the Board of Directors. Before any vote can occur on any amendment to the By-laws, notice of the proposed changes in the By-laws must be sent to all Directors with the proper notice of the scheduled meeting.

ARTICLE XI: ENACTMENT PROVISIONS

These By-laws shall become effective upon the affirmative vote of a simple majority of voting members at a duly constituted and properly announced meeting of the Board of Directors.



CareerSource Okaloosa Walton



Local Workforce Development Area 02

Tel 850-651-2315
Fax 850-651-3165

109 8th Avenue
Shalimar, FL 32579

careersourceokaloosawalton.com
mburns@careersourceow.com

Date Submitted: March 9, 2020

Plan Contact: Michele Burns, Executive Director

CONTENTS

INTRODUCTION	1
KEY DATES	2
PUBLIC COMMENT PROCESS	2
FLORIDA'S VISION FOR IMPLEMENTING THE WORKFORCE INNOVATION AND OPPORTUNITY ACT	3
ORGANIZATIONAL STRUCTURE	3
ANALYSIS OF NEED AND AVAILABLE RESOURCES	12
WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS	31
COORDINATION OF SERVICES	36
DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM	43
DESCRIPTION OF PROGRAM SERVICES	65
ATTACHMENTS	101

INTRODUCTION

These guidelines provide direction for local plans submitted under Public Law 113-128, the Workforce Innovation and Opportunity Act (WIOA). WIOA requires each local workforce development board (LWDB) to develop and deliver to the state a comprehensive four-year plan. These plans must be submitted in partnership with the chief elected official. 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 CFR, Unified and Combined Plans Under Title I of the Workforce Innovation and Opportunity Act, §676.135).

The law emphasizes the importance of collaboration and transparency in the development and submission of local plans. Affected entities and the public must have an opportunity to provide input in the development of the plan. Local boards must make the plan available electronically and in open meetings to ensure transparency to the public.

Local workforce development boards provide leadership and should seek broad stakeholder involvement in the development of their local plan. Local elected officials, local workforce development board members, core program partners and mandatory one-stop partners are an integral part of the planning process. WIOA encourages an enhanced, integrated system by including core programs in its planning and performance requirements. Each plan addresses 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.

Each plan is based on current and projected needs of the 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 those with disabilities. Local plans identify the education and skill needs of the workforce and the employment needs of the local area. Plans include an analysis of the strengths and weaknesses of services provided to address identified needs. Assessments include the best available information, evidence of effectiveness, and 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. LWDBs provide a comprehensive view of the systemwide needs of the local workforce development area.

Local plans 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. Services described in local plans should lead to greater efficiencies, reduce duplication, and maximize financial and human resources. These plan guidelines require LWDBs to address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce system and its focus on customer service excellence.

Local plans should align with CareerSource Florida's 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

KEY DATES	ON OR BEFORE
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Key Dates Sent to Local Boards.....	October 11, 2019
Local Plan Guidelines Issued	November 1, 2019
Labor Market Analysis Sent to Local Boards.....	December 6, 2019
Local Plan Posted for Public Comments.....	January 3, 2020
Local Plan Approved by Local Board.....	February 5, 2020
Local Plans Due	March 16, 2020
WIOA Statewide Unified Plan Due	March 30, 2020
WIOA Statewide Unified Plan Approved	May 1, 2020
Local Plans Approved	June 4, 2020
WIOA Program Year 2020 Begins	July 1, 2020

PUBLIC COMMENT PROCESS

Prior to the date on which the local board submits a local plan, the local board shall:

- (1) Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media (WIOA §108(d)(1)).
- (2) Provide a 30-day period for comment on the plan before its submission to CareerSource Florida, Inc., beginning on the date on which the proposed plan is made available, prior to its submission to the Governor (WIOA §108(d)(2)).
- (3) Provide a description of the process used by the board to obtain input and comment by representatives of businesses and labor organizations for the development of the plan (WIOA §108(d)(2)).
- (4) Describe efforts to coordinate with other workforce partners to obtain input into the development of the plan.
- (5) Include, as an attachment with the plan to the Governor, any comments expressing disagreement or offering recommendations for continuous improvement, the LWDB's response to those comments, and a copy of the published notice (WIOA §108(d)(3)).

FLORIDA'S VISION FOR IMPLEMENTING THE WORKFORCE INNOVATION AND OPPORTUNITY ACT

The implementation of WIOA ensures Florida has a business-led, market-responsive, results-oriented, and integrated workforce development system. The system fosters customer service excellence, ensures continuous improvement, and demonstrates value by enhancing employment opportunities for all individuals, including those with disabilities. This focused and deliberate collaboration among education, workforce, and economic development networks increases economic prosperity by maximizing the competitiveness of Florida businesses and the productivity of Florida's workforce.

Florida's strategic vision for WIOA implementation is realized by accomplishing these three goals:

- Enhance alignment and market responsiveness of workforce, education and economic development systems through improved service integration that provides businesses with skilled, productive, and competitive talent and Floridians with employment, education, training and support services that reduce welfare dependence and increase opportunities for self-sufficiency, high-skill and high-wage careers and lifelong learning.
- Promote accountable, transparent and data-driven workforce investment through performance measures, monitoring and evaluation that informs strategies, drives operational excellence, leads to the identification and replication of best practices and empowers an effective and efficient workforce delivery system.
- Improve career exploration, educational attainment and skills training for in-demand industries and occupations for Florida youth that lead to enhanced employment, career development, credentialing and post-secondary education opportunities.

ORGANIZATIONAL STRUCTURE

(1) Chief Elected Official(s)

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

Commissioner Trey Goodwin
Okaloosa County Commissioner
302 N. Wilson Street, Ste, 302
Crestview, FL 32536
(850)689-5030
tgoodwin@myokaloosa.com

Commissioner William "Bill" Chapman
Walton County Commissioner
9446 Rock Hill Road
Ponce De Leon, FL 32455
(850)835-4836
chabill@co.walton.fl.us

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

The current Interlocal Agreement between Okaloosa County Board of County Commissioners and Walton County Board of County Commissioners is included as an attachment.

Okaloosa Walton Jobs & Education Partnership, Inc. dba CareerSource Okaloosa Walton (CSOW) is incorporated as a 501(c) 3 not-for-profit organization. The Interlocal Agreement delineates CareerSource Okaloosa Walton as the administrative and fiscal entity for the workforce region.

The Boards of County Commissioners of Okaloosa and Walton Counties have entered into an Interlocal Agreement that specifies the geographic area of the workforce region, describes the make-up of the regional Workforce Board and its appointment processes.

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

Included as an attachment is the Interlocal Agreement between Okaloosa County Board of County Commissioners and Walton County Board of County Commissioners for the period ending June 30, 2020.

- D. Attach a copy of the current by-laws established by the chief elected official to address criteria contained in §679.310(g) of the WIOA regulations. At a minimum the by-laws must include:**

- i. The nomination process used by the chief elected official to elect the local board chair and local board members;**

CareerSource Okaloosa Walton Board members are appointed by the Boards of County Commissioners of both Okaloosa and Walton Counties for fixed and staggered terms. Private sector nominations are solicited from the five area Chambers of Commerce, two Economic Development Councils or other business organizations. The Board members are appointed by the Okaloosa and Walton Counties Boards of County Commissioners as outlined in federal and state legislation. As agreed to in the current Interlocal Agreement between the Boards of County Commissioners of Okaloosa and Walton Counties, the current size of the Board is not more than 29 members with a majority of its members representing the private sector. Gender, race, size of business, and geographical representation are all considered when soliciting nominations for private sector appointments.

The officers of the CareerSource Okaloosa Walton Board are elected annually at a regularly scheduled meeting of the Board of Directors which has been duly noticed for that purpose. Term of office shall be for a period of one year from

July 1 through June 30. Election of officers shall be held at least 15 calendar days prior to the end of the term for current officers.

As outlined in the CareerSource Okaloosa Walton Interlocal Agreement and By-Laws, the CareerSource Okaloosa Walton Chair appoints a nominating committee and its chair to include representatives from both Okaloosa and Walton Counties. The Nominating Committee presents the slate of nominees for the position of Chair, Vice Chair, Secretary, Treasurer, and an Executive Committee Member-at-Large from each county. A vacancy in any office because of death, resignation, removal, disqualification or otherwise may be filled by the Board of Directors for the unexpired portion of the term.

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

CareerSource Okaloosa Walton By-Laws stipulate Board of Directors membership and staggered terms. At the initial process of the CareerSource Okaloosa Walton Board enactment, the Board terms were staggered. The terms have remained staggered due to normal resignation and expirations or terms. The Executive Director on a scheduled basis monitors the terms of the Boards to ensure compliance.

iii. The process to notify the chief elected official of a board member vacancy ensuring a prompt nominee;

The applicable Board of County Commissioners are notified at the time of Board vacancy. The Private sector vacancy nominations are solicited from the five area Chambers of Commerce, two Economic Development Councils or other business organizations as outlined in the CareerSource Okaloosa Walton By-Laws. Nominations are then presented to the applicable Okaloosa and Walton Counties Boards of County Commissioners for selection to the CareerSource Okaloosa Walton Board as outlined in federal and state legislation.

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

CareerSource Okaloosa Walton By-Laws do not allow for proxy voting. To allow for proxy voting, the CareerSource Okaloosa Walton By-Laws would require an amendment. CareerSource Okaloosa Walton By-Laws are reviewed on an annual basis and any revisions are recommended at a scheduled CareerSource Okaloosa Walton Board of Directors meeting.

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

In parallel to the CareerSource Florida, Inc. Board of Directors meetings, teleconferencing is allowable and is in place for the CareerSource Okaloosa Walton Board of Directors and applicable Committee meetings. All CareerSource Okaloosa Walton Board of Directors meeting are publicly noticed to ensure compliance with the Florida Sunshine Laws and posted to

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

The CareerSource Okaloosa Walton Board of Directors has adopted a regional vision that promotes a pro-business agenda that includes rethinking apprenticeships. The strategy delineated below, and when advocated by staff, will ensure the CareerSource Okaloosa Walton Board is recognized as the primary convener of workforce stakeholders. The regional business plan will:

- Ensure alignment of regional workforce, education, and economic goals
- Establish stronger ties with local education agencies for the school districts, Community College, and the University to ensure academic success, increased graduation rates, increased number of skilled and credentialed graduates, and promotion of a continuum of education through life-long learning
- Increase workforce development investment in economic development through stronger ties, higher-level membership and participation with the Okaloosa Economic Development Council, the Walton County Economic Development Alliance and regional economic development initiatives to ensure needs of existing businesses are being met while partnering to recruit targeted industries for expansion or relocation into the workforce region
- Establish the CareerSource Okaloosa Walton Board of Directors as the recognized convener and facilitator for solving workforce issues in order to meet the needs of businesses, job seekers, employed workers and the community and allow for continued economic growth
- Ensure the voice of business is the driving force for designing all services for workforce development to ensure the competitiveness of local businesses not only for employee recruitment but also employee retention through training of employed workers. Identify targeted industries in collaboration with economic development agencies with emphasis on establishing a pipeline for the future workforce as well as upgrading skills of the existing workforce
- Establish and maintain through continuous improvement a seamless delivery of services through the One-Stop system
- Increase the integration of services provided by the three major state agencies of the Department of Economic Opportunity, Vocational

Rehabilitation, and the Department of Children and Families as well as numerous other One-Stop mandatory and optional parties

- Reduce the number of individuals with dependent children who need to rely on Temporary Assistance for Needy Families by providing effective programs and services designed to achieve employment and Self-and Family Sufficiency
- Integrate welfare transitional services into the full menu of workforce development services provided through the CareerSource Okaloosa Walton One-Stop System to maximize the numbers and percentages of successful transitions from welfare to self-sufficiency
- Maximize services to all youth with special emphasis on targeted, at-risk youth leading to increased numbers of educated and skilled graduates who are prepared to enter employment, enter the military, or pursue higher education
- Elevate and actively promote the vital role of Career Technical Education as a viable and attractive choice for secondary students to develop a career path that includes a continuum of life-long learning and industry recognized credentials
- Maximize collaboration and leveraging of other federal, state, and local resources for the One-Stop System

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

When nominations are received from the named entities by the CareerSource Okaloosa Walton, the CareerSource Okaloosa Walton Executive Director meets with the nominees to provide an overview of the CareerSource Okaloosa Walton Board of Directors role and responsibilities including (but not limited to) sunshine laws and financial disclosure requirements.

CareerSource Okaloosa Walton does have military installation representation as a non-voting Board member. The current non-voting military installation representative is from the Eglin Air Force Base, Air Force Development Flight. Commissioners from both Okaloosa and Walton Counties serve as non-voting, advisory members as do representatives from local military installations.

E. Describe how the chief elected official is involved in the development, review and approval of the local plan.

The Chief Elected Officials (or representatives) are notified of the plan requirements during the preparation process.

The CareerSource Okaloosa Walton draft plan is presented to the CEO prior to the request of the full Commissioners Board review/approval.

(2) Local Workforce Development Board (LWDB)

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

Board Chair: Juliet Milam, Local Manager
Gulf Power Company
34854 Emerald Coast Parkway
Destin, FL 32541
850-244-4772
juliet.milam@nexteraenergy.com

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

Vice Chair: Scott Seay, Vice President of Administration
CHELCO
1350 W. Baldwin Ave.
P.O. Box 512
DeFuniak Springs, FL 32435
850-307-1209
sseay@chelco.com

- C. Describe how the LWDB was involved in the development, review, and approval of the local plan.**

The local plan will be presented by the Executive Director at the regularly scheduled CareerSource Okaloosa Walton Board of Directors meeting on February 5, 2020 for review and approval. The plan document will be provided to each Board member prior to the February meeting for review.

CareerSource Okaloosa Walton's request for public comment on the Plan will be widespread. The Board uses both a formal and an informal process of soliciting comments from the public, which includes Board members, partner agencies, community and faith-based organizations, organized labor, and One-Stop customers (jobseekers and businesses).

The CareerSource Okaloosa Walton plan is also posted via the CareerSource Okaloosa Walton website for review and comments. The public is also invited to submit comments as part of the presentations and requests for approval at both the Okaloosa Board of County Commissioners and Walton County Board of Commissioners

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

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

CareerSource Okaloosa Walton and its designated staff serves as its own administrative entity.

As outlined in the current CareerSource Okaloosa Walton By-Laws, CareerSource Okaloosa Walton functions as the workforce organization for Okaloosa and Walton Counties. The purpose of the organization is design, establish, and oversee the workforce development system for the residents and business communities of Okaloosa and Walton Counties. CareerSource Okaloosa Walton is chartered and certified by the Governor for the specific responsibility as the governing board for carrying out all applicable federal and state employment and training programs in Okaloosa and Walton Counties.

Reference – Attachment (CareerSource Okaloosa Walton Interlocal Agreement)

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

Reference – Attachment (CareerSource Okaloosa Walton Interlocal Agreement)

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

The Workforce Development Board doing business as CareerSource Okaloosa Walton (CSOW), has been selected to operate in multiple roles including local fiscal agent, local board staff and direct provider of services

Reference – Attachment (Direct Service Extension Request 2017-2020)

The Operations Organizational Structure shows the Executive Director has delegated authority for day-to-day operations management to the Chief Operating Officer (COO). The Chief Operating Officer has authority and responsibility for all programs and services provided through the CareerSource Okaloosa Walton system. The Chief Operating Officer provides direct supervision to the CareerSource Okaloosa Walton Program Coordinators.

(4) One-Stop System

- A. Describe the local one-stop system (including the number, type and location of the comprehensive center(s)¹, and other service delivery points).**

CareerSource Okaloosa Walton has one designated physical comprehensive one-stop career center, as well as other specialized/affiliated sites and one mobile unit.

The full-service one-stop center includes a staffed resource room (with computers, fax machines, and phones) and provides job seeker services, employer services, WIOA activities (Adult, Dislocated Worker, and Youth services), Welfare Transition (WT), Wagner-Peyser services, Veteran services, Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T), Reemployment Services and Eligibility Assessment (RESEA), Reemployment Assistance Services (RAS), Military Family Employment Advocacy (MFEA) and Migrant Seasonal Farm Worker (MSFW) services are available at the Fort Walton Beach location. Partners co-located at the Fort Walton Beach Career Center includes Senior Community Service Employment Program (SCSEP) and Vocational Rehabilitation Services.

- Hours of operation of the comprehensive One-Stop Center is Monday through Friday – 8:00am through 4:00pm.
- Established affiliate/specialized centers time of operations fluctuate based on location.
- Hours of operation have been (and will be considered) adjusted based on unique situations of jobseeker or employer needs.

CSOW has established a dress code policy along with child friendly hours for the comprehensive One-Stop Center.

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

CareerSource Okaloosa Walton has one designated physical comprehensive one-stop career center, as well as other specialized/affiliated sites and one mobile unit.

The designated physical comprehensive One-Stop Career Center is:

Fort Walton Beach Career Center
409 Racetrack Road NE, Fort Walton Beach, FL 32547
Monday – Friday, 8:00am – 4:00pm

Services Provided: Career services for job seekers, adults, dislocated workers, and youth, including individuals with disabilities; employer services.

Additional service delivery **affiliate** center currently located at:

Emerald Coast Technical College
761 North 20th Street
DeFuniak Springs, FL 32433
Monday – Friday, 8:00am – 4:00pm

Services Provided: Career services for job seekers (**Monday – Friday, 8:00 – 12:00pm**)

Services Provided: WT, SNAP E&T, and WIOA Services (Monday – Friday, 8:00 – 4:00pm)

Additional service delivery **specialized** centers currently located at:

Northwest Florida State College
100 College Blvd E
Building 400 – Student Services Center
Niceville, FL 32579
Wednesday, 9:00am – 3:30pm
Services Provided: WIOA services only

Okaloosa Technical College
1976 Lewis Turner Blvd.
Building 14, Room 109
Ft Walton Beach, FL 32547
Thursdays, 9:00am - 3:00 pm
Services Provided: WIOA services only

Eglin Education Center
Bldg. 251, Room 114; 502 West D Ave.
Eglin AFB, FL 32542
Monday – Friday, 7:00am – 4:00pm
Services Provided: MFEA services only

Hurlburt Field Airman & Family Readiness Center
Bldg. 90213; 220 Lukasik Ave.
Hurlburt Field, FL 32544
Mondays and Fridays, 9:00am – 3:00pm
Services Provided: MFEA services only

7th Special Forces
Liberty Chapel Room 142
Wednesdays, 7:00am – 4:30pm
Services Provided: MFEA services only

Main Street Suites
550 North Main Street
Crestview, FL
Monday, Wednesday, Friday; 8:30am – 4:30pm
Services Provided: Welfare Transition (WT) and SNAP E&T Services only

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

CareerSource Okaloosa Walton elected to implement the direct service delivery model and operate the local one-stop centers effective July 1, 2008 (in compliance with SB 428) and approved by the CareerSource Florida Board.

CareerSource Okaloosa Walton was approved to be the One-Stop Operator effective October 25, 2017 by the CareerSource Florida Board.

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

Pursuant to s. 445.007(6), Florida Statutes, CareerSource Okaloosa Walton was approved to be the direct service provider for career services effective May 17, 2017, by the CareerSource Florida Board.

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

CareerSource Okaloosa Walton is a direct service provider and provides all career services including, intake, assessment, and eligibility determinations.

F. Pursuant to the CareerSource Florida Administrative Policy 093 - One-Stop Career Center Certification Requirements, provide the required attestation that at least one comprehensive one-stop center in the local area meet the certification requirements.

The CareerSource Okaloosa Walton Fort Walton Beach Center is designated as the local area comprehensive one-stop center. The Fort Walton Beach Center meets the requirements of the CareerSource Florida's policy on One Stop Center Certification – Comprehensive One-Stop Center Requirements.

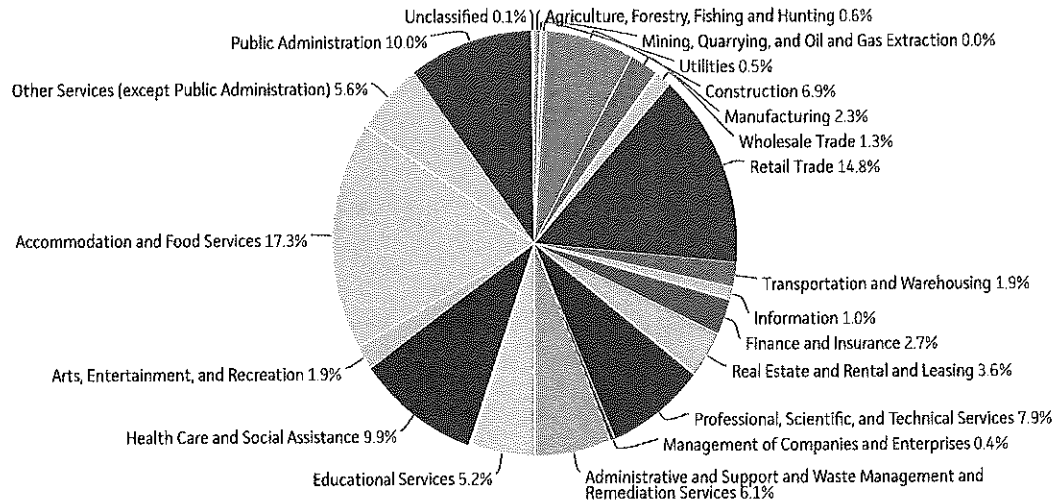
ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

- A. Information on existing and emerging in-demand industry sectors and occupations; and**
- B. The employment needs of employers in those industry sectors and occupations (WIOA §108(b)(1)(A)).**

The largest industry sector in CareerSource Okaloosa Walton is Accommodation and Food Services, employing 21,227 workers. The next-largest sectors are Retail Trade (18,156 workers) and Public Administration (12,193). The industry sectors with the largest LQs (location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average) are Public Administration (LQ = 2.12), Real Estate and Rental and Leasing (2.07), and Accommodation and Food Services (1.92).

Total Workers for CareerSource Okaloosa Walton by Industry



Source: JobsEQ5-Data as of 2019Q7

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q4 with preliminary estimates updated to 2019Q2.

Sectors in CareerSource Okaloosa Walton with the highest average wages per worker are Management of Companies and Enterprises (\$160,621), Professional, Scientific, and Technical Services (\$80,113), and Information (\$72,020). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Accommodation and Food Services (+2,592 jobs), Professional, Scientific, and Technical Services (+2,069), and Retail Trade (+1,678).

Over the next 8 years, employment in CareerSource Okaloosa Walton is projected to expand by 15,621 jobs. The fastest growing sector is expected to be Health Care and Social Assistance with a +2.3% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Accommodation and Food Services (+2,818 jobs), Health Care and Social Assistance (+2,388), and Retail Trade (+1,640).

NAICS	Industry	Current			5-Year History		8-Year Forecast			Empl Growth	Ann % Growth
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers		
72	Accommodation and Food Services	21,227	\$24,378	1.92	2,592	2.6%	32,026	12,931	16,276	2,818	1.6%
44	Retail Trade	18,156	\$29,683	1.42	1,678	2.0%	21,830	8,916	11,274	1,640	1.1%
92	Public Administration	12,193	\$66,733	2.12	910	1.6%	10,175	3,935	5,339	901	0.9%
62	Health Care and Social Assistance	12,088	\$48,372	0.69	886	1.5%	12,304	4,873	5,043	2,388	2.3%
54	Professional, Scientific, and Technical Services	9,684	\$80,113	1.18	2,069	4.9%	8,711	2,668	4,466	1,577	1.9%
23	Construction	8,507	\$43,267	1.21	1,622	4.3%	8,660	2,590	4,625	1,445	2.0%
56	Administrative and Support and Waste Management and Remediation Services	7,479	\$39,494	0.95	1,274	3.8%	8,412	3,121	4,232	1,058	1.7%
81	Other Services (except Public Administration)	6,890	\$33,136	1.29	171	0.5%	7,256	2,993	3,564	700	1.2%
61	Educational Services	6,426	\$43,754	0.64	60	0.2%	6,332	2,483	2,673	1,176	2.1%

NAICS	Industry	Current			5-Year History		8-Year Forecast			Empl Growth	Ann % Growth
		Empl	Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers		
53	Real Estate and Rental and Leasing	4,379	\$45,038	2.07	939	4.9%	4,259	1,715	2,039	505	1.4%
52	Finance and Insurance	3,302	\$62,203	0.69	54	0.3%	2,858	987	1,597	274	1.0%
31	Manufacturing	2,823	\$59,643	0.28	-1,041	-6.1%	2,452	880	1,502	70	0.3%
48	Transportation and Warehousing	2,313	\$43,856	0.42	560	5.7%	2,303	879	1,179	245	1.3%
71	Arts, Entertainment, and Recreation	2,287	\$26,685	0.93	244	2.3%	3,027	1,223	1,500	304	1.6%
42	Wholesale Trade	1,632	\$66,352	0.35	283	3.9%	1,605	542	896	167	1.2%
51	Information	1,207	\$72,020	0.50	56	1.0%	1,036	351	614	71	0.7%
11	Agriculture, Forestry, Fishing and Hunting	720	\$17,241	0.44	55	1.6%	776	288	378	109	1.8%
22	Utilities	582	\$64,354	0.92	-26	-0.9%	527	162	285	80	1.6%
55	Management of Companies and Enterprises	445	\$160,621	0.24	78	3.9%	386	126	213	48	1.3%
99	Unclassified	116	\$35,453	0.88	102	53.7%	127	47	64	16	1.6%
21	Mining, Quarrying, and Oil and Gas Extraction	25	\$34,274	0.05	0	-0.1%	25	7	14	3	1.4%
	Total - All Industries	122,481	\$44,516	1.00	12,566	2.2%	128,940	48,542	64,777	15,621	1.5%

Source: [JobsEQ®](#)

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q4 with preliminary estimates updated to 2019Q2. Forecast employment growth uses national projections adapted for regional growth patterns

The largest major occupation group in CareerSource Okaloosa Walton is Food Preparation and Serving Related Occupations, employing 18,363 workers. The next-largest occupation groups are Office and Administrative Support Occupations (16,535 workers) and Sales and Related Occupations (15,722). The major groups with the largest LQs in the region are Food Preparation and Serving Related Occupations (LQ = 1.74), Building and Grounds Cleaning and Maintenance Occupations (1.47), and Sales and Related Occupations (1.29).

Occupation groups in CareerSource Okaloosa Walton with the highest average wages per worker are Management Occupations (\$99,300), Architecture and Engineering Occupations (\$83,500), and Computer and Mathematical Occupations (\$81,300). The unemployment rate varied among the major groups from 1.1% among Healthcare Practitioners and Technical Occupations to 6.2% among Farming, Fishing, and Forestry Occupations.

Over the next 8 years, the fastest growing occupation group in CareerSource Okaloosa Walton is expected to be Healthcare Support Occupations with a +2.5% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Food Preparation and Serving Related Occupations (+2,573 jobs) and Sales and Related Occupations (+1,477). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (27,111 jobs) and Sales and Related Occupations (18,403).

Occupation Snapshot in CareerSource Okaloosa Walton, 2019q2¹

SOC	Occupation	Current					Unempl Rate	Online Job Ads ³	5-Year History		8-Year Forecast			Ann % Growth
		Empl	Avg Ann Wages ²	LQ	Unempl	Rate			Empl Change	Ann %	Total Demand	Exits	Transfers	
35-0000	Food Preparation and Serving Related	18,363	\$25,500	1.74	769	4.3%	1,068	1,893	2.2%	29,684	11,926	15,185	2,573	1.7%
43-0000	Office and Administrative Support	16,535	\$34,400	0.95	416	2.5%	733	1,379	1.8%	16,816	7,189	8,440	1,187	0.9%
41-0000	Sales and Related	15,722	\$32,500	1.29	516	3.4%	1,415	1,508	2.0%	19,880	8,179	10,224	1,477	1.1%
11-0000	Management	7,034	\$99,300	0.93	84	1.2%	348	955	3.0%	5,692	1,693	2,995	1,004	1.7%
13-0000	Business and Financial Operations	6,901	\$69,800	1.07	136	2.0%	354	884	2.8%	5,929	1,744	3,394	791	1.4%
47-0000	Construction and Extraction	6,508	\$40,800	1.14	288	4.5%	189	1,197	4.1%	6,783	1,990	3,709	1,084	1.9%
37-0000	Building and Grounds Cleaning and Maintenance	6,190	\$27,800	1.47	229	3.8%	326	856	3.0%	7,596	3,248	3,430	919	1.7%
29-0000	Healthcare Practitioners and Technical	5,767	\$71,800	0.82	61	1.1%	641	719	2.7%	3,654	1,344	1,294	1,015	2.0%
49-0000	Installation, Maintenance, and Repair	5,237	\$43,100	1.11	102	2.1%	464	669	2.8%	4,921	1,583	2,658	680	1.5%
25-0000	Education, Training, and Library	5,176	\$46,700	0.76	120	2.3%	188	66	0.3%	4,824	1,960	1,920	944	2.1%
53-0000	Transportation and Material Moving	5,167	\$33,800	0.61	188	3.6%	335	877	3.8%	5,854	2,160	3,112	583	1.3%
39-0000	Personal Care and Service	3,870	\$27,500	0.72	120	3.1%	214	351	1.9%	5,669	2,513	2,482	674	2.0%
15-0000	Computer and Mathematical	3,078	\$81,300	0.86	48	1.6%	582	723	5.5%	2,289	456	1,297	535	2.0%
51-0000	Production	2,905	\$39,000	0.39	90	3.0%	141	-194	-1.3%	2,850	1,054	1,638	158	0.7%
33-0000	Protective Service	2,889	\$41,300	1.09	51	1.8%	119	85	0.6%	2,582	1,081	1,230	271	1.1%
31-0000	Healthcare Support	2,687	\$32,800	0.80	60	2.3%	181	252	2.0%	3,301	1,349	1,354	598	2.5%
17-0000	Architecture and Engineering	2,604	\$83,500	1.25	36	1.5%	206	-65	-0.5%	1,981	568	1,054	359	1.6%
27-0000	Arts, Design, Entertainment, Sports, and Media	1,831	\$41,500	0.85	39	2.0%	79	184	2.1%	1,664	646	816	202	1.3%
21-0000	Community and Social Service	1,821	\$43,100	0.90	32	1.7%	268	38	0.4%	2,014	668	1,062	283	1.8%
23-0000	Legal	1,043	\$68,800	1.02	13	1.3%	15	77	1.5%	672	223	323	125	1.4%
19-0000	Life, Physical, and Social Science	948	\$67,300	0.98	16	1.8%	39	85	1.9%	817	204	497	117	1.5%
45-0000	Farming, Fishing, and Forestry	206	\$28,800	0.26	18	6.2%	2	27	2.8%	246	63	161	22	1.3%
	Total - All Occupations	122,481	\$43,800	1.00	3,431	2.8%	7,908	12,566	2.2%	135,737	51,842	68,273	15,621	1.5%

Source: JobsEQ®

Data as of 2019Q2 unless noted otherwise

Note: Figures may not sum due to rounding.

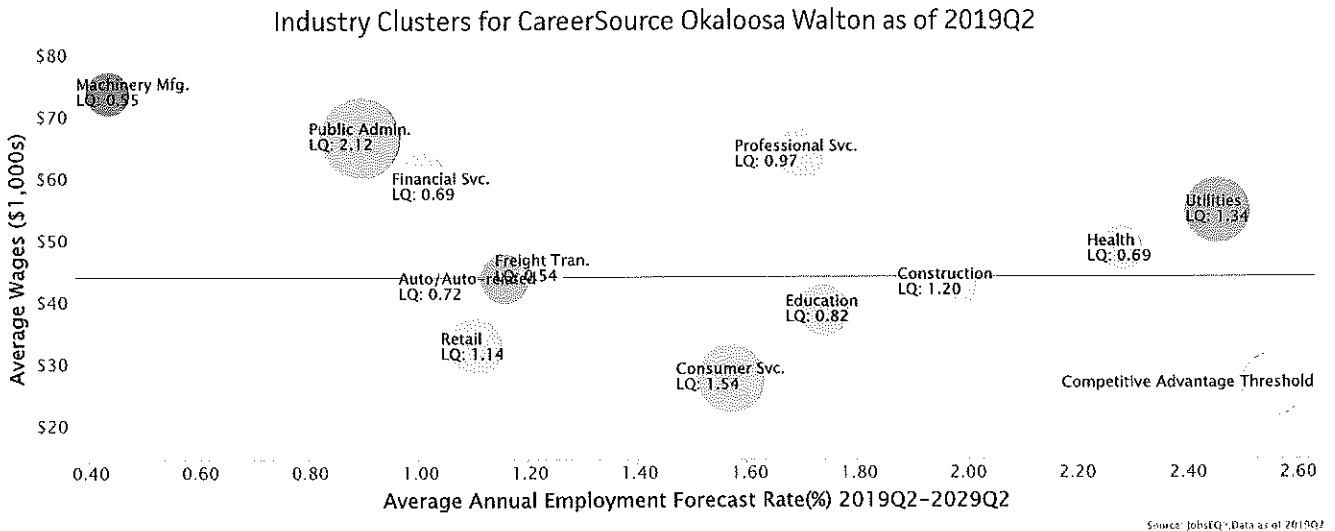
1. Data based on a four-quarter moving average unless noted otherwise.

2. Wage data are as of 2018 and represent the average for all Covered Employment

3. Data represent found online ads active within the last thirty days in the selected region; data represents a sampling rather than the complete universe of postings. Ads lacking zip code information but designating a place (city, town, etc.) may be assigned to the zip code with greatest employment in that place for queries in this analytic. Due to alternative county-assignment algorithms, ad counts in this analytic may not match that shown in RTI (nor in the popup window ad list).

Occupation employment data are estimated via industry employment data and the assumed industry/occupation mix. Industry employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and currently updated through 2018Q4, imputed where necessary with preliminary estimates updated to 2019Q2. Wages by occupation are as of 2018 provided by the BLS and imputed where necessary. Forecast employment growth uses national projections from the Bureau of Labor Statistics, adapted for regional growth patterns.

The industry cluster in CareerSource Okaloosa Walton with the highest relative concentration is Public Administration with a location quotient of 2.12. This cluster employs 12,193 workers in the region with an average wage of \$66,928. Employment in the Public Administration cluster is projected to expand in the region about 0.9% per year over the next ten years.



Location quotient and average wage data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics, imputed where necessary, and updated through 2018Q4 with preliminary

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

CareerSource Okaloosa Walton, along with its business, community and educational partners, works closely to identify and develop appropriate training and employment recruitment strategies to meet the needs of regional employers, for both new and existing employed workers.

CareerSource Okaloosa Walton’s Business Services model allows account managers to specialize in the specific training and employment recruitment needs associated with industry sectors. This model supports the specialization of account managers who continually strive to better understand, assess the skill needs and develop workforce solutions for industry sector employers. CareerSource Okaloosa Walton’s account managers regularly meet with in demand employers to identify industry trends as well as the immediate, intermediate and long-term training and employment recruitment needs of regional employers.

In addition, training institutions, such as Okaloosa Technical College, Northwest Florida State College and Emerald Coast Technical College have advisory boards and ad hoc committees with representatives from in demand industry sectors such as Healthcare and Social Assistance. CareerSource Okaloosa Walton’s continued involvement with these

regional training institutions helps guide the evolution of the training being offered in Okaloosa and Walton counties.

CareerSource Okaloosa Walton's workforce is strongly influenced by retired or recently separated military veterans who chose to live in Northwest Florida after serving our country. This large military presence draws a great diversity of technology-based firms, many of which are contracted with the Department of Defense. With many of the 1200+ men and women separating from the military choosing to reside in Northwest Florida each year, CareerSource Okaloosa Walton offers an educated, highly skilled and disciplined workforce. This growing workforce is uniquely qualified to meet the knowledge, skills and abilities being sought by regional, statewide, national and international defense contractors and suppliers.

The Technology Coast Manufacturing and Engineering Network (TeCMEN) is a collaborative network of high-technology manufacturing and engineering service companies working together to gain access to larger projects by partnering and teaming. Okaloosa County's Economic Development Council (EDC) created TeCMEN to further its commitment to growing the technology industry in our area. In partnership with the EDC and TeCMEN employers, educational institutions in Northwest Florida play a key role by developing and offering associate, undergraduate, master's and doctoral degrees, as well as certification programs and technology-transfer services.

As a result of increased military spending post 9/11, Okaloosa County continues to experience unprecedented growth as a leading technology center in Northwest Florida. The increase in military spending creates the foundation for the expansion of area employers, many of which are obtaining new contracts each year requiring hundreds of new employees.

With the presence of several military bases and subsequent defense contractors impacting our regional economy, CareerSource Okaloosa Walton works closely with the Defense Support Initiative Committee, which ensures the retention and continual growth of the Department of Defense in Okaloosa County. In addition to the men and women who separate and choose to make Northwest Florida their permanent home, our area also serves as a temporary home to the spouses and dependents of the active duty military personnel and civilians from Eglin Air Force Base, Hurlburt Field and the Army's 7th Special Forces Group.

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

CareerSource Okaloosa Walton has a population of 261,048, with a 60.3% civilian labor participation rate equaling 120,922. Our region, as a whole, is growing at an annual rate of 1.7%, which is greater than both Florida and the United States. Of the individuals between the ages of 25 and 64, 28.5% have a bachelor's degree or higher, which is lower than the

national average. The median household income in CareerSource Okaloosa Walton is \$57,626 and the median house value is \$199,897.

	Percent			Value		
	CareerSource Okaloosa Walton	Florida	USA	CareerSource Okaloosa Walton	Florida	USA
Demographics						
Population (ACS)	—	—	—	261,048	20,278,447	321,004,407
Male	50.7%	48.9%	49.2%	132,455	9,914,361	158,018,753
Female	49.3%	51.1%	50.8%	128,593	10,364,086	162,985,654
Median Age ²	—	—	—	38.3	41.8	37.8
Under 18 Years	21.8%	20.3%	22.9%	56,925	4,111,582	73,601,279
18 to 24 Years	8.8%	8.7%	9.7%	23,071	1,770,799	31,131,484
25 to 34 Years	15.1%	12.8%	13.7%	39,451	2,602,567	44,044,173
35 to 44 Years	11.8%	12.2%	12.7%	30,804	2,465,145	40,656,419
45 to 54 Years	13.1%	13.6%	13.4%	34,206	2,752,893	43,091,143
55 to 64 Years	13.3%	13.1%	12.7%	34,685	2,648,572	40,747,520
65 to 74 Years	9.5%	10.7%	8.6%	24,825	2,169,519	27,503,389
75 Years, and Over	6.5%	8.7%	6.3%	17,081	1,757,370	20,229,000
Race: White	80.6%	75.7%	73.0%	210,520	15,343,997	234,370,202
Race: Black or African American	8.6%	16.1%	12.7%	22,435	3,270,863	40,610,815
Race: American Indian and Alaska Native	0.6%	0.3%	0.8%	1,576	56,730	2,632,102
Race: Asian	2.5%	2.7%	5.4%	6,578	543,394	17,186,320
Race: Native Hawaiian and Other Pacific Islander	0.2%	0.1%	0.2%	432	12,342	570,116
Race: Some Other Race	3.5%	2.6%	4.8%	9,065	536,298	15,553,808
Race: Two or More Races	4.0%	2.5%	3.1%	10,442	514,823	10,081,044
Hispanic or Latino (of any race)	8.0%	24.7%	17.6%	20,923	5,015,015	56,510,571
Population Growth						
Population (Pop Estimates) ⁴	—	—	—	278,644	21,299,325	327,167,434
Population Annual Average Growth ⁴	1.7%	1.4%	0.7%	4,333	277,202	2,307,347
Economic						
Labor Force Participation Rate and Size (civilian population 16 years and over)	60.3%	58.6%	63.3%	120,922	9,717,687	161,159,470
Prime-Age Labor Force Participation Rate and Size (civilian population 25-54)	78.5%	80.7%	81.6%	77,327	6,280,712	103,761,701
Armed Forces Labor Force	4.4%	0.3%	0.4%	9,243	55,075	1,024,855
Veterans, Age 18-64	16.9%	5.5%	4.9%	25,834	673,228	9,667,749
Veterans Labor Force Participation Rate and Size, Age 18-64	79.9%	73.4%	75.8%	20,652	494,239	7,326,514
Median Household Income ²	—	—	—	\$57,626	\$50,883	\$57,652
Per Capita Income	—	—	—	\$30,794	\$28,774	\$31,177
Poverty Level (of all people)	12.8%	15.5%	14.6%	32,407	3,070,972	45,650,345
Households Receiving Food Stamps/SNAP	10.1%	14.4%	12.6%	10,273	1,085,113	15,029,498
Mean Commute Time (minutes)	—	—	—	24.6	27.0	26.4
Commute via Public Transportation	0.3%	2.0%	5.1%	364	180,231	7,607,907
Educational Attainment, Age 25-64						
No High School Diploma	9.7%	11.1%	11.4%	13,441	1,165,143	19,230,541
High School Graduate	25.0%	28.2%	26.0%	34,815	2,948,292	43,784,920
Some College, No Degree	25.5%	20.7%	21.2%	35,463	2,167,047	35,803,629
Associate degree	11.3%	11.0%	9.0%	15,715	1,147,526	15,199,517
Bachelor's Degree	18.8%	19.3%	20.5%	26,218	2,018,322	34,602,913

	Percent			Value		
	CareerSource Okaloosa Walton	Florida	USA	CareerSource Okaloosa Walton	Florida	USA
Postgraduate Degree	9.7%	9.8%	11.8%	13,494	1,022,847	19,917,735
Housing						
Total Housing Units	—	—	—	145,097	9,259,684	135,393,564
Median House Value (of owner-occupied units) ²	—	—	—	\$199,897	\$178,700	\$193,500
Homeowner Vacancy	1.9%	2.4%	1.7%	1,277	121,176	1,346,331
Rental Vacancy	12.0%	8.5%	6.1%	4,848	250,588	2,838,344
Renter-Occupied Housing Units (% of Occupied Units)	34.7%	35.2%	36.2%	35,440	2,642,055	42,992,786
Occupied Housing Units with No Vehicle Available (% of Occupied Units)	5.4%	6.7%	8.8%	5,493	502,079	10,468,418
Social						
Enrolled in Grade 12 (% of total population)	1.1%	1.3%	1.4%	2,803	257,835	4,437,324
Disconnected Youth ³	3.5%	3.3%	2.7%	382	31,044	456,548
Children in Single Parent Families (% of all children)	32.6%	39.5%	34.5%	17,564	1,539,707	24,106,567
With a Disability, Age 18-64	12.9%	10.1%	10.3%	19,191	1,208,053	20,276,199
With a Disability, Age 18-64, Labor Force Participation Rate and Size	42.6%	38.3%	41.4%	8,181	462,322	8,395,884
Foreign Born	6.6%	20.2%	13.4%	17,129	4,106,367	43,028,127
Speak English Less Than Very Well (population 5 yrs and over)	3.1%	11.8%	8.5%	7,535	2,271,001	25,654,421

Source: [JobsEQ®](#)

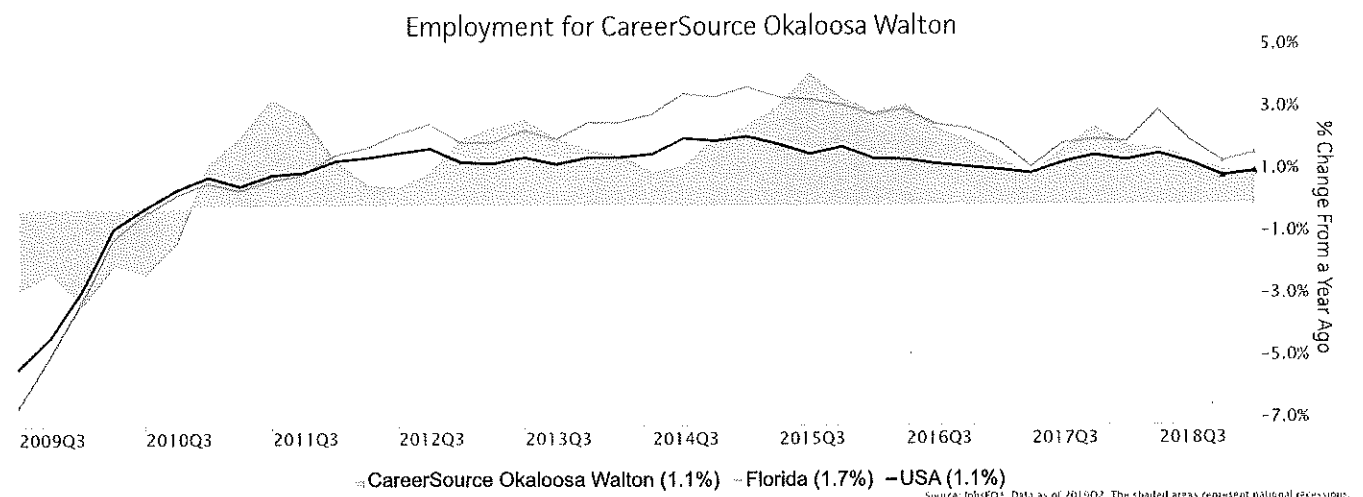
1. American Community Survey 2013-2017, unless noted otherwise

2. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties.

3. Disconnected Youth are 16-19-year-olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.

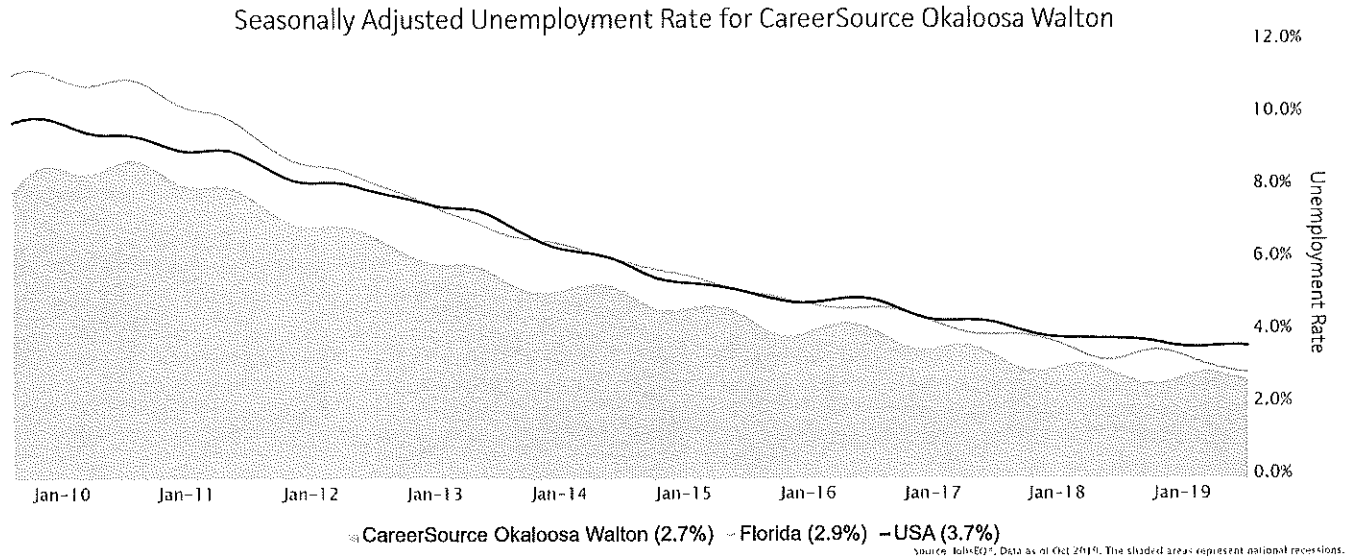
4. Census 2018, annual average growth rate since 2008

As of the most recent data in quarter 2 of 2019, total employment for CareerSource Okaloosa Walton was 122,481, based on a four-quarter moving average. Over the year ending in quarter 2 of 2019 regional employment increased at a rate of 1.1%.



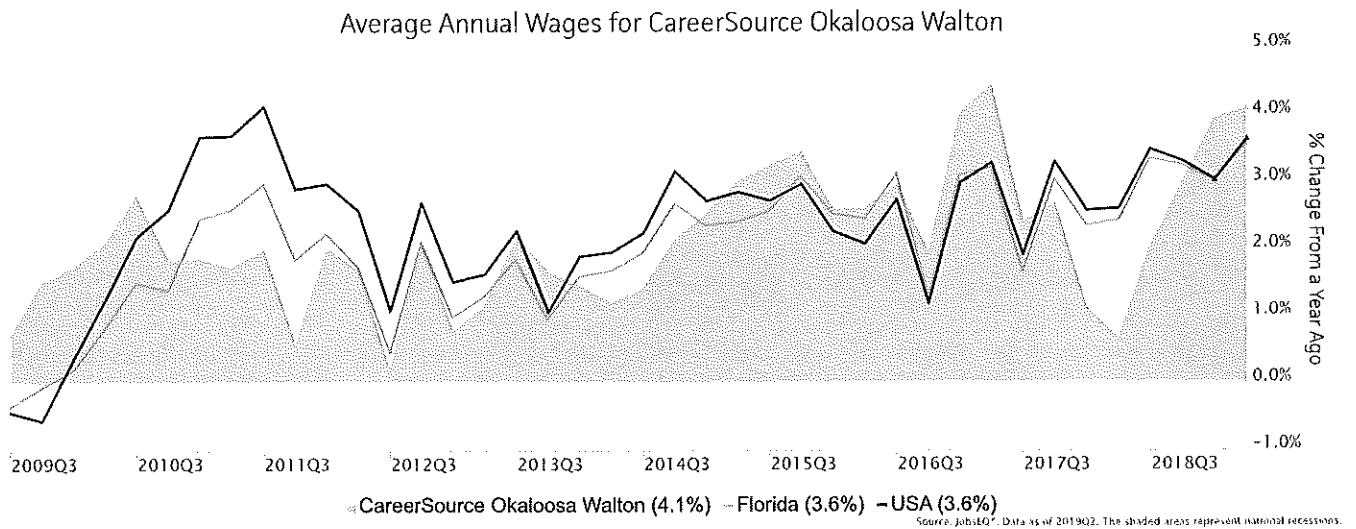
Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q4 with preliminary estimates updated to 2019Q2.

The seasonally adjusted unemployment rate for CareerSource Okaloosa Walton was 2.7% as of October 2019, which was lower than national rate of 3.7%. This is relatively consistent with the 2.9% rate one year ago in October 2018.



Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through October 2019.

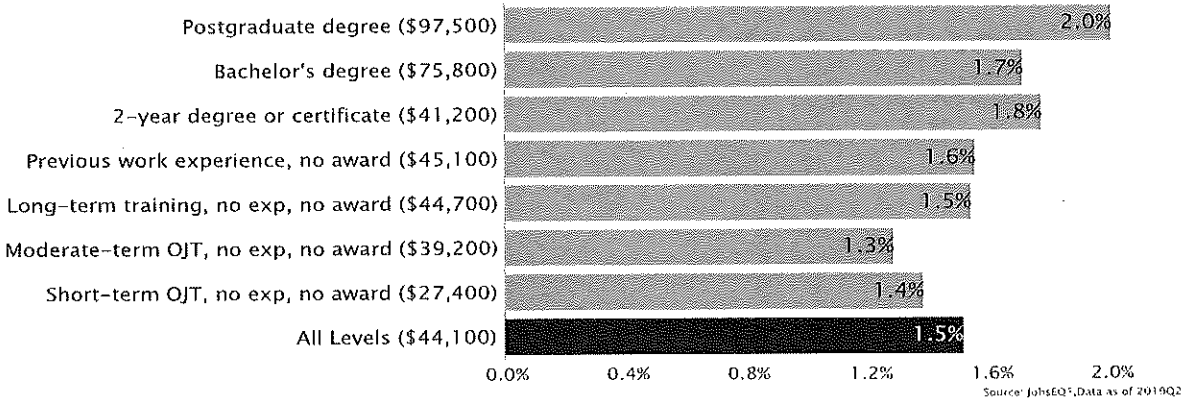
The average wage earned in CareerSource Okaloosa Walton was \$44,516 as of quarter 2 in 2019, which is lower than the national average of \$57,025. The average annual wage per worker increased 4.1% in the region over the preceding four quarters, which was higher than both Florida and the United States.



Annual average wages per worker data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2018Q4 with preliminary estimates updated to 2019Q2.

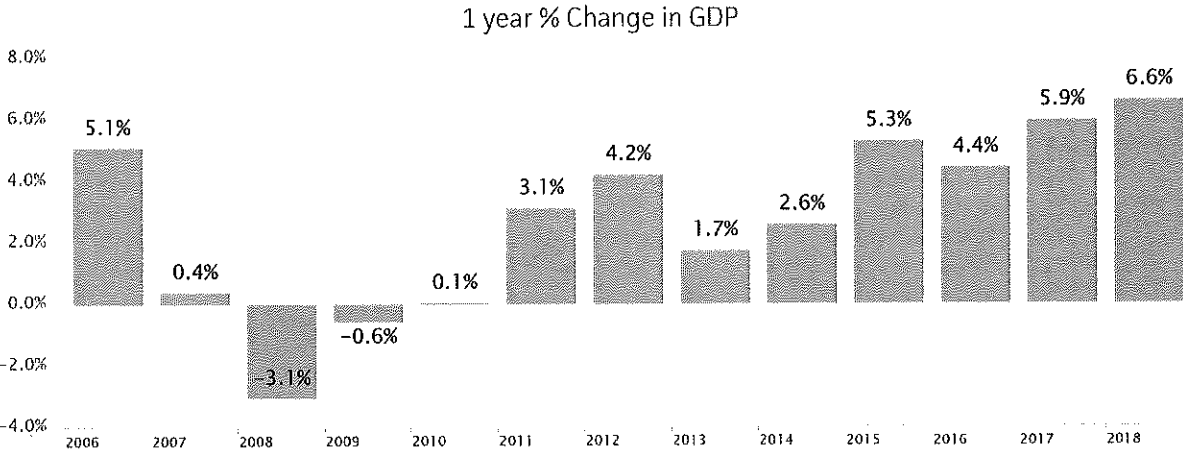
While overall employment in CareerSource Okaloosa Walton is projected to grow 1.5% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 2.0% per year, those requiring a bachelor’s degree are forecast to grow 1.7% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 1.8% per year, all of which are higher than the overall growth rate.

Annual Average Projected Job Growth by Training Required for CareerSource Okaloosa Walton



Employment by occupation data are estimates are as of 2019Q2. Education levels of occupations are based on BLS assignments. Forecast employment growth uses national projections from the Bureau of Labor Statistics adapted for regional growth patterns.

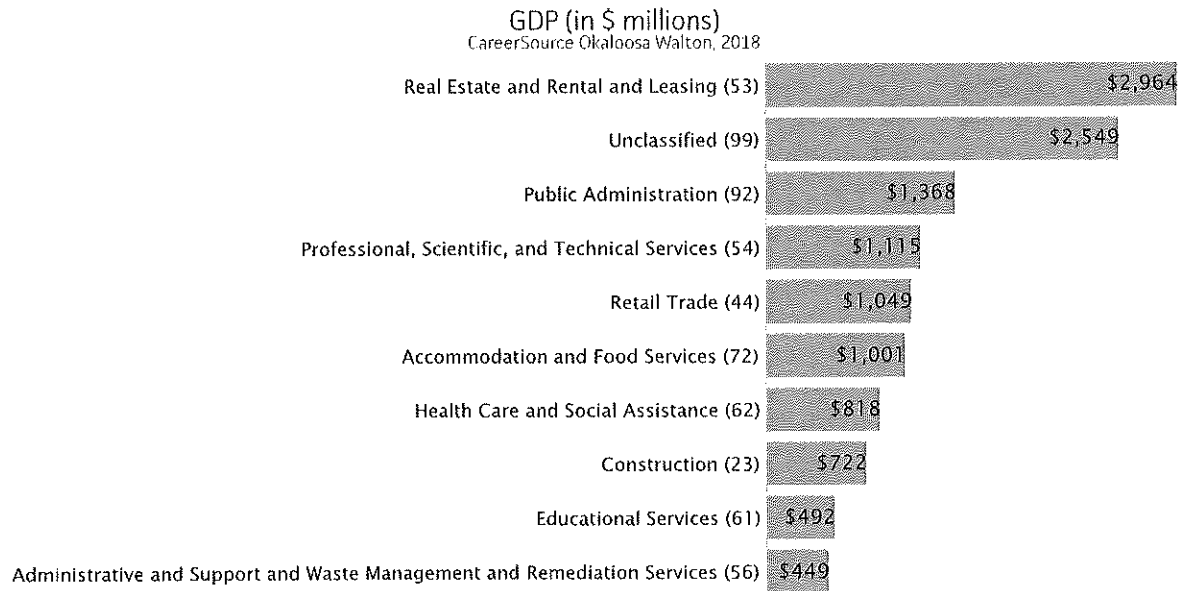
In 2018, Gross Domestic Product (GDP), which is the total value of goods and services produced in CareerSource Okaloosa Walton expanded 6.6%, which exceeded the 5.9% growth in the previous year. As of 2018, total GDP was \$14,935,982,000.



Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2013.

Of the Industry Sectors in CareerSource Okaloosa Walton, Real Estate and Rental and Leasing contributed the largest portion of GDP in 2018 at \$2,963,986,000. The next-largest contributions

came from Unclassified (\$2,549,441,000); Public Administration (\$1,368,250,000); and Professional, Scientific, and Technical Services (\$1,115,492,000).



Gross Domestic Product data are provided by the Bureau of Economic Analysis, imputed by Chmura where necessary, updated through 2018.

The cost of living is 3.2% higher in CareerSource Okaloosa Walton than the average in the United States.

Cost of Living Information

	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
CareerSource Okaloosa Walton	\$44,516	103.2	\$43,149
Florida	\$49,728	100.3	\$49,595
USA	\$57,025	100.0	\$57,025

Source: [JobsEQ®](#)
Data as of 2019Q2
Cost of Living per C2ER, data as of 2019q2, imputed by Chmura where necessary.

The primary need for businesses in CareerSource Okaloosa Walton continues to be the availability of an educated and skilled workforce. CareerSource Okaloosa Walton remains committed to working with businesses, community partners, regional educational institutions and most importantly our jobseekers to address and remove any barriers to employment.

Job seekers in the CareerSource Okaloosa Walton area, like in many parts of the state, continue to be challenged by a lack of reliable transportation, child care for non-standard operating hours, affordable housing and a plethora of part time employment opportunities.

Despite recent improvements, public transportation is limited and access to affordable and responsive transportation remains an obstacle for many who are transitioning into the workforce. In addition, the rural nature of portions of our region create longer commuting patterns from home to work, resulting in an increased transportation cost for those residing outside of the four primary cities within our region.

The lack of available child care in several areas within CareerSource Okaloosa Walton remains a concern for many job seekers. Specifically, job seekers who work nights or various shifts, outside of the traditional Monday – Friday work week, often have limited or no opportunities for quality child care. The Early Learning Coalition has also identified this as an important need for additional recruiting of quality service providers.

Many job seekers continue to work multiple part time jobs due to the heavy concentration of employment opportunities in the Retail Trade and Accommodation and Food Services industry sectors. These part time employment opportunities generally do not offer affordable benefits and are typically located near the beach, a major source of tourism in our region. As a result, affordable housing continues to remain an ongoing concern for the area workforce as well as the private business community and local government.

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

CareerSource Okaloosa Walton maintains an engaged and informed Business Competitiveness Committee (BCC), which reports directly to the Board of Directors, to provide guidance and oversight for all training activities associated with both the employers and job seekers in our region. The membership of the BCC includes local community members representing private sector employers, educational institutions, community partners and economic development. The BCC is responsible for reviewing all training programs that are submitted for inclusion on the Eligible Training Provider List (ETPL). In addition, the BCC provides guidance on establishing the Regional Demand Occupation List (RDOL), which establishes a framework for which training programs will be approved. Both the ETPL and RDOL are actively reviewed and maintained under the direction of the BCC. CareerSource Okaloosa Walton staff are required to report all Incumbent Worker Training, Employed Worker Training, Individual Training Account (ITA) funded training and On the Job Training (OJT) outcome data to the BCC at the conclusion of each program year.

One of the challenges CareerSource Okaloosa Walton has identified and addressed is meeting the employment placement and training needs in a region with a significant military presence, which includes active duty, veterans, military spouses, military dependents and military support personnel in the local community.

Currently CareerSource Okaloosa Walton's Veteran Services staff, whom are employed by the Department of Economic Opportunity (DEO), provide current employment and training information at Eglin Air Force Base and Hurlburt Field, as part of the Transitional Assistance Program (TAP) for active duty military transitioning to the civilian community. CareerSource Okaloosa Walton's involvement with the TAP program has allowed for data collection and analysis of the military population transitioning to the civilian community.

In addition, CareerSource Okaloosa Walton established an affiliate CareerSource Okaloosa Walton Center at Eglin Air Force Base and Hurlburt Field. The affiliate sites are staffed by the CareerSource Okaloosa Walton's Military Family Employment Advocacy team.

CareerSource Okaloosa Walton has several longstanding partnerships with post-secondary educational institutions such as the University of West Florida, Embry Riddle Aeronautical University, Northwest Florida State College, Okaloosa Technical College and Emerald Coast Technical College.

The University of West Florida (UWF) is a post-secondary public university which offers undergraduate degrees, graduate degrees and targeted research programs. With multiple locations in Northwest Florida, a campus in Fort Walton Beach, and a strong online presence, UWF serves a student population of more than 12,000. UWF's mission is to provide students with access to high-quality, relevant, and affordable undergraduate and graduate learning experiences; to transmit, apply, and discover knowledge through teaching, scholarship, research, and public service; and to engage in community partnerships that respond to mutual concerns and opportunities and that advance the economy and quality of life in the region.

Embry-Riddle Aeronautical University Worldwide offers numerous aviation and aerospace programs. In addition, Embry-Riddle offers a range of associate, bachelor's, and master's degrees, Ph.D., and certificate programs in multiple sectors including business, engineering and fire science. Embry-Riddle Worldwide also offers flexible modes of learning that enable access to Embry-Riddle online courses anytime, anywhere.

As part of Florida's public system of 28 state and community colleges, *Northwest Florida State College (NWFSC)* offers associate degree, bachelor's degree and certificate programs. In addition to their primary campus in Niceville, NWFSC operates a joint campus with the University of West Florida in Fort Walton Beach as well as the Chautauqua Center in DeFuniak Springs, the Robert L.F. Sikes Education Center in Crestview and a center in South Walton County.

Emerald Coast Technical College (ECTC), located in Walton County, offers post-secondary career and technical education; adult education; secondary career and technical education; and continuing workforce education. ECTC has articulations with Northwest Florida State College and other state colleges.

Okaloosa Technical College (OTC) offers quality high school, post-secondary career and technical education and adult education programs featuring state-of-the-art training facilities and professional, industry-experienced instructors. These programs will provide students with nationally recognized industry certifications upon program completion.

As previously discussed, CareerSource Okaloosa Walton creates and updates an Eligible Training Provider List (ETPL) (see attached) to provide to interested training candidates. Prior to the Business Competitiveness Committee's (BCC) recommendation to the Board of Directors for approval, all training programs are initially reviewed by CareerSource Okaloosa Walton's Quality Assurance Manager, Program Performance and Compliance Manager and WIOA Adult Program Lead for accuracy and a direct path toward immediate employment in Okaloosa and/or Walton County.

CareerSource Okaloosa Walton is actively involved with Technology Coast Manufacturing and Engineering Network (TeCMEN) and the Northwest Florida Manufacturing Council (NWFMC), both of which provide educational opportunities.

As previously mentioned, the *Technology Coast Manufacturing and Engineering Network (TeCMEN)* is a collaborative network of high-technology manufacturing and engineering service companies working together to gain access to larger projects by partnering and teaming. Okaloosa County's Economic Development Council (EDC) created TeCMEN to further its commitment to growing the technology industry in our area. In partnership with the EDC, CareerSource Okaloosa Walton and TeCMEN employers, educational institutions in Northwest Florida play a key role by developing and offering associate, undergraduate, master's and doctoral degrees, as well as certification programs such as Lean Six Sigma, AS9100 Internal Auditing and Project Management.

Northwest Florida Manufacturing Council's mission is to strengthen the economic competitiveness of the region's manufacturers by acting as a single voice to address common interests. NWFMC has successfully launched manufacturing academies in ten school districts in Northwest Florida as well as partnered with the University of West Florida (UWF) to offer training programs such as Technical Writing, Lean Six Sigma Green Belt and Systems Engineering.

(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)).

- CareerSource Okaloosa Walton's Adult and Dislocated Worker program is marketed extensively throughout Okaloosa and Walton County. Interested applicants are advised to attend the weekly orientation at either the Fort Walton Beach or DeFuniak Springs centers, where they will learn more about the eligibility requirements as well as specific program information such as training opportunities and employment placement assistance.
- CareerSource Okaloosa Walton's Career Advisors provide participants with ongoing support throughout the application, enrollment, assessment, skills training, employment readiness, employment placement and retention.
- Individual Training Accounts are developed after the training program and training provider have been confirmed on the Eligible Training provider List (ETPL) and Regional Demand Occupation List (RDOL).
- CareerSource Okaloosa Walton offers a variety of employment readiness workshops such as Resume Writing, Interviewing Skills, Navigating EmployFlorida.com and Financial Literacy at the Fort Walton Beach Career Center.
- Participants are counseled to assess work readiness, identify barriers and develop action plans to include education and training services
- Participants who require additional assistance in addressing and overcoming barriers are referred to appropriate community services for assistance.
- WIOA Participants are administered the Test of Adult Basic Education (TABE) to assess their current academic skill level and suitability for post-secondary training. Customers who are basic skills deficient are offered referrals to adult basic skills/literacy services for assistance.

- WIOA participants are administered several career interest and aptitude tests such as Traitify and MyCareerShines.com
- Individual Employment Plans are co-developed with both the WIOA participant and Career Advisor providing meaningful input toward a clear career pathway.
- On-the-Job Training (OJT) opportunities are developed with area employers to provide participants with access to a direct pathway to employment.
- Employed Worker Training (EWT) and Incumbent Worker Training (IWT) is offered to employers in Okaloosa or Walton County. EWT and IWT provide employers with the opportunity to build and maintain a quality workforce as well as increase both the employer's and participant's competitiveness.

(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 Okaloosa Walton's WIOA Youth Program activities were designed using a successful evidenced-based model recommended by United States Department of Labor (USDOL) Employment and Training Administration (ETA). CareerSource Okaloosa Walton's WIOA Youth Program incorporates the 14 Essential Elements of the Workforce Innovation and Opportunity Act (WIOA) Youth Program. Following an orientation, intake, and assessment, these 14 elements will be available to program participants, including participants with disabilities, either directly or by referral to a partnering organization.

- Tutoring and Study Skills Training:
 - Tutoring will occur with assistance from the youth staff or referrals as appropriate
- Alternative Secondary School:
 - Participants may be referred for scheduled alternative educational activities consistent with local school district policies
- Summer Employment Opportunities:
 - Summer employment opportunities may be provided through a Summer Training Component. Youth participating in the WIOA Out-of-School Youth Program and meeting program expectations will receive priority for the Summer Employment Opportunities
- Paid and Unpaid Work Experience:
 - Paid work experience in the form of incentives will be provided for youth through the summer and/or year-round training component. The components

will concentrate on skills related to specific jobs and the application of those skills

- Occupational Skill Training:
 - Occupational Skills Training primarily refers to older youth and out-of-school youth who may receive vouchers for training leading to a credential in a field of study through an Individual Training Account (ITA).
- Leadership Development Opportunities:
 - The program will provide leadership development opportunities as part of the curriculum. Engaging youth in community service projects is a valuable tool for teaching the value of giving back to the community.
- Supportive Services:
 - Supportive service needs will be determined during the objective assessment and the development of the Individual Service Strategy (ISS). Assessment of needs for services will continue throughout participation in the program. Such assistance may include transportation, childcare, tools and required clothing (uniforms) for employment. Participants in need of supportive services that are available through other agencies will be referred to the appropriate agency for assistance.
- Adult Mentoring
 - Develop a relationship between a youth participant and an adult mentor that includes structured activities where the mentor offers guidance, support, and encouragement to develop the competence and character of the mentee.
- Follow-Up Services:
 - Career Advisors will provide follow-up activities for all youth who exit the program at the 30-Day, 60-Day, 90-Day, 6-month, 9-month, and 12-month points.
- Comprehensive Guidance and Counseling:
 - Guidance and counseling will be ongoing and integrated with the activity incorporated on the ISS.
- Financial literacy education
 - Financial Literacy will be provided to participants in employment readiness workshops
- Entrepreneurial skills training
 - Provide the basics of starting and operating a small business. Experiential programs that provide youth with experience in the day-to-day operation of a business.

- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
- Activities that help youth prepare for and transition to postsecondary education and training.

As part of the program design; which included developing career interest assessments, work experience and employment readiness workshops; CareerSource Okaloosa Walton considered the following elements: Focusing on Youth Most in Need, Focusing on Older Youth, and Focusing on Outreach and Recruitment Strategies.

- **Focusing on Youth Most in Need:** CareerSource Okaloosa Walton encourages career advisors to focus services on eligible youth most in need such as: out-of-school youth and those most at risk of dropping out; youth in and aging out of foster care; youth offenders and those at risk of court involvement; homeless and runaway youth; children of incarcerated parents; and youth with disabilities.
- **Focusing on Older Youth:** Regular WIOA formula funds require staff to serve youth 16 to 24 years old. Sometimes it is difficult to locate the older youth population, especially those without a high school diploma or GED and are unemployed or underemployed. Staff will focus on reaching out to this difficult youth population, including eligible veterans and their spouses.
- **Focusing on Outreach and Recruitment Strategies:** CareerSource Okaloosa Walton has cited several strategies to improve outreach and recruitments efforts to the older youth population including the following: thinking beyond “youth” when designing and promoting youth activities given that many young adults have children and household responsibilities; avoiding alienating young adults by characterizing the summer component as a youth program; developing new partnerships with organizations that already serve these young adults; and implementing strategies to differentiate services based on the unique needs of older participants.

A primary component of CareerSource Okaloosa Walton's WIOA Youth Program is to provide youth with meaningful work experience. This work experience occurs in a structured learning environment such as a classroom or workplace setting. CareerSource Okaloosa Walton accomplishes this goal by Ensuring Quality Worksites, Job Matching and Worksite Monitoring.

- **Ensuring Quality Worksites:** CareerSource Okaloosa Walton will seek employers that are committed to helping participants receive meaningful work experience. CareerSource Okaloosa Walton's Business Services staff recruit employers based on in-demand industries; and employers who are flexible in working with youth who have issues that may present barriers to employment. In addition, Career Advisors are asked to consider a combination of public sector, private sector, and non-profit work experiences for youth. The ETA evaluation of youth programs found that while not necessarily appropriate for all youth, the private sector can be a good source of high-quality jobs for many participants,

particularly older youth with previous work experience. Reports have shown that by placing youth in private sector worksites, there is a greater chance for the work experience to lead to unsubsidized employment opportunities. ETA recommends that organizations place a strong emphasis on the orientation and preparation of worksite supervisors. To this end, CareerSource Okaloosa Walton requires career advisors to formalize worksite agreements for each youth with worksite supervisors prior to youth beginning their work experience. Worksite supervisors are fully briefed on the program's elements, mission, and goals. Job descriptions created by the employer for participants ensure that expectations on the part of the employer are the focus of the work experience.

- **Job Matching:** CareerSource Okaloosa Walton requires that Career Advisors try to match worksites with participants' personal and professional interests and goals. CareerSource Okaloosa Walton has adopted four key considerations for staff when matching youth to worksites: the participant's personal interests; direct employer feedback; the participant's age, experience, and skills; and transportation needs.
- **Worksite Monitoring:** Worksite monitoring is an important component of employment or a work experience program to ensure a meaningful work experience for youth as well as to secure a quality worksite. CareerSource Okaloosa Walton requires ongoing monitoring/oversight through in-person visits. Career Advisors will work to maintain on-going contact with employers to provide support and technical assistance. In addition, Career Advisors work to ensure that worksite agreements are upheld, adequate supervision and quality mentoring are provided to youth, and worksites comply with workplace safety and child labor laws.

To assist participants to acquire the skills and experience needed to transition into the labor market and maintain employment with a self-sufficient wage, CareerSource Okaloosa Walton emphasizes the following areas in its program design: Work Readiness Training, Measuring Work Readiness, Academic and Occupational Linkages, and Supportive Services.

- **Work Readiness Training:** CareerSource Okaloosa Walton requires staff to integrate work experiences with related work readiness training, academics, occupational skills training, and/or leadership development. Work readiness training is one of the most useful aspects of the WIOA Youth Program. When implementing work readiness training, staff are encouraged to consider the following design strategies to maximize the impact of work readiness and related training: group orientations that communicate the overall benefits of a work experience, provide program expectations, address any outstanding procedural questions and are interactive and motivational; employment readiness training prior to worksite placement that is engaging and focuses on the foundation skills desired by employers; onsite group or individual orientation by the employer on the first day of worksite placement to introduce youth to the worksite and review expectations; and ongoing training integrated throughout the work experience. In addition, work readiness topics that focus on training content areas such as communication skills, teamwork, decision making, problem solving, conflict resolution, work habits, customer service, responsibility, appearance and time management; job seeking skills such as portfolio building, job applications,

entrepreneurship, interviewing, networking, and transition planning into unsubsidized employment opportunities; financial literacy such as budgeting, use of credit, opening of bank accounts; industry specific training relevant to the work experience; and basic skills including math, reading and computer literacy.

- **Measuring Work Readiness:** An effective method of assessing work readiness is to require the worksite supervisor to observe and evaluate workplace performance; This worksite evaluation may be conducted by the employer. Using this tool, the employer will be responsible for assessing performance; and Career Advisors will assist the employers in order to make the process as simple and seamless as possible; this tool focuses on attaining a satisfactory level of workplace proficiency as opposed to a measurable increase or gain. The attainment of proficiency or competency in the foundation and worksite-specific skills necessary to be successful in the workplace should be determined by the employer and should be based on the attainment of work behaviors outlined in the worksite evaluation tool. This tool should clearly state the overall criteria necessary to achieve workplace proficiency; and this tool should measure work readiness skills most desired by employers.
- **Academic and Occupational Linkages:** CareerSource Okaloosa Walton believes it is appropriate that academic learning be directly linked to work experience for each youth. CareerSource Okaloosa Walton will continue to link academic learning to work experience opportunities. The Career Advisors and the Business Services Team will continue to build relationships with employers and encourage them to provide work opportunities for youth. Every effort will be made to connect the youth to an occupation related to his or her career choice.
- **Supportive Services:** Under WIOA, the provision of supportive services is one of the 14 elements Career Source must make available to eligible youth. Supportive services may include transportation, child care, dependent care, housing, and other services that are necessary to enable an individual who is unable to obtain the services from other programs to participate in activities authorized under WIOA. Career Advisors have extensive experience working with disadvantaged youth and recognizes the need for additional support for youth to overcome their employment barriers. The CareerSource Okaloosa Walton Board encourages staff to provide supportive services to populations in need, such as at-risk youth, in order to support their efforts to connect to and succeed in education, training and work experience opportunities.

For out-of-school youth who are not returning to school following a subsidized work experience, CareerSource Okaloosa Walton encourages career advisors to work to transition youth into unsubsidized employment, education, skills training or an apprenticeship.

- **Unsubsidized Employment:** Many participants, particularly out-of-school youth, aim to directly transition from subsidized to unsubsidized employment. Prior to a youth completing a work experience, utilizing local labor market information, Career Advisors should identify employers with greater potential to hire youth into unsubsidized employment. The ETA evaluation found that several local areas reported that private sector employers were more likely to hire youth into

unsubsidized positions and that private sector employers can offer high-quality jobs, particularly for older youth with greater work experience. Therefore, CareerSource Okaloosa Walton continues to encourage career advisors to expand engagement efforts to private sector employers, thereby increasing unsubsidized employment opportunities.

- **Education:** For out-of-school youth, a work experience can provide a potential path back to education. Through work experiences as well as career mentoring provided by employers, youth are exposed to the skills and education needed to achieve their career goals. This may reinforce the importance of earning secondary and post-secondary credentials. CareerSource Okaloosa Walton encourages staff to link work experiences with opportunities that expose youth to educational pathways. CareerSource Okaloosa Walton also encourages career advisors to partner with local colleges to explore the possibility of providing integrated work and training experiences that increases the exposure of youth to higher education including the opportunity to earn college credits.
- **Occupational Skills Training:** Moving from a work experience to occupational skills training can be a natural transition for youth. CareerSource Okaloosa Walton encourages career advisors to partner with regional occupational training programs, adult education programs, and local colleges to enroll older youth in programs that have successful completion and high placement rates for serving this population of youth. Occupational skills training should result in the attainment of industry recognized credentials that promote career pathways.
- **Registered Apprenticeship:** Pre-apprenticeship programs can include summer employment opportunities and work experiences that introduce the skills and knowledge required to be eligible for registered apprenticeships. CareerSource Okaloosa Walton encourages staff to look for opportunities that transition youth from pre-apprenticeship programs into registered apprenticeships. Through partnerships with schools, employers, labor organizations, registered apprenticeship program sponsors and state apprenticeship offices, staff should work collaboratively to determine how best to coordinate these efforts.

WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

CareerSource Okaloosa Walton's Mission is to ensure that every citizen has the opportunity and skills necessary to engage in meaningful employment throughout Okaloosa and Walton counties, and that every business has access to educated, and prepared employees that meet their needs.

The CareerSource Okaloosa Walton plan parallels the Florida's strategic vision for WIOA implementation and will be realized by accomplishing these three goals:

- Enhance alignment and market responsiveness of workforce, education and economic development systems through improved service integration that provides businesses with skilled, productive, and competitive talent and Okaloosa and Walton residents with employment, education, training and support services that reduce welfare dependence and increase opportunities for self-sufficiency, high-skill and high-wage careers and lifelong learning.
- Promote accountable, transparent and data-driven workforce investment through performance measures, monitoring and evaluation that informs strategies, drives operational excellence, leads to the identification and replication of best practices and empowers an effective and efficient workforce delivery system.
- Improve career exploration, educational attainment and in-demand skills training for Okaloosa and Walton County's youth, leading to enhanced employment, career development, credentialing and post-secondary education opportunities.

CareerSource Okaloosa Walton assists young adults who may have dropped of school or have obtained their high school diploma or equivalent, but still require assistance with overcoming barriers to employment. Participation in the WIOA Youth program includes the development of an individual career plan that identifies the specific steps toward successful program completion, which includes employment placement and retention, entering the military or post-secondary education. Individual career plans include career counseling; an objective assessment to identify strengths and weaknesses; career interest and aptitude assessments; comprehensive labor market information; employment readiness workshops such as workplace effectiveness, business etiquette and communication skills; post-secondary options such as in-demand occupational skills training, GED preparation and attainment, associate degree and certificate programs; as well as the opportunity to participate in work based learning opportunities to further explore their career interest and gain valuable work experience.

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

CareerSource Okaloosa Walton is committed to strategically aligning resources with its partner organizations. To streamline adult, dislocated worker and youth programs, CareerSource Okaloosa Walton co-located adult and dislocated worker career advisors at several training institutions such as Northwest Florida State College – Niceville Campus and Okaloosa Technical College. In a similar arrangement, CareerSource Okaloosa Walton has co-located an out of school youth career advisor at the adult literacy departments at Northwest Florida State College – Chautauqua Center and Emerald Coast Technical College, both of which provide GED instruction to youth enrolled at CareerSource Okaloosa Walton. In the Fort Walton Beach Career Center, CareerSource Okaloosa Walton and Department of Economic Opportunity staff work seamlessly providing employment services through Wagner-Peyser, veteran services through the Disabled Veterans Outreach Program and employer services through the Local Veteran Employment Representatives. Additional Career Center partners include the Department of Vocational Rehabilitation, the Division of Blind Services and the Senior Community Service Employment Program, all of which are available onsite or by referral.

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

Under the direction of the CSOW Board of Directors, CareerSource Okaloosa Walton has consistently performed at a high level. The CareerSource Okaloosa Walton Board has put in place an experienced management team that is committed to exceeding performance standards set by the State Board. To that end, the Board primarily focuses on three key areas to ensure standards remain high:

- a. An **analysis of cost savings**;
- b. **Improvement in performance outcomes**; and
- c. Any **“best practices”** that could be shared with or from other CareerSource Boards.

The CSOW Board of Directors requires that the key areas of focus are considered when developing new processes or updating current policies. This will enable the organization to meet or exceed new standards set by the State Board. Consideration should incorporate the use of the continuous process improvement model. The CSOW Board of Directors believe that the continuous process improvement model, championed by the staff, should be the cornerstone of providing services and achieving excellence. The Board also believes that focus on having the right policies and procedures in place is what will enable the organization to consistently exceed performance and meet new challenges.

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

CareerSource Okaloosa Walton’s diverse direct service staff and management is trained to uphold non-discrimination standards including race, color, religion, sex, sexual orientation, national origin, age, disability, marital status, political affiliation or belief, or citizenship status.

CareerSource Okaloosa Walton’s Career Center is equipped with an adaptive workstation specifically designed to provide access to job seekers who may utilize a wheelchair or have a hearing or visual impairment, for example. In addition to a knowledgeable frontline staff, a disability navigator is available to provide additional assistance to assure full access to the complete array of job seeker services.

CareerSource Okaloosa Walton’s Disabled Veterans Outreach Program (DVOP), which is located in the career center, is prepared to serve veterans who have identified a significant barrier to employment (SBE).

The Division of Vocational Rehabilitation and the Division of Blind Services are onsite, provide walk-in periods or remain available to provide technical assistance as needed. In addition to these onsite providers, CareerSource Okaloosa Walton maintains a community services referral guide that contains organizations such as Pyramid Fort Walton Beach and the ARC of the Emerald Coast, that serve residents of Okaloosa and Walton County with cognitive, intellectual and developmental disabilities.

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

CareerSource Okaloosa Walton's vision and goals were developed under the leadership of the CareerSource Okaloosa Walton Board. The creation of the vision and goals was collaborative effort between many regional entities, including our core program partners, Board of Director members, local employers, other partner agencies, the County Commission, Chambers of Commerce, Economic Development Council and Association, corporations, training vendors and local education agencies provided valuable feedback in this collaborative process. This local and regional involvement and feedback from our stakeholders in this process was at the forefront of all aspects of the creation of the CSOW vision and goals.

CareerSource Okaloosa Walton's visions and goals have remained relatively consistent with our Mission Statement – *To ensure that every citizen has the opportunity and skills necessary to engage in meaningful employment throughout Okaloosa and Walton counties, and that every business has access to educated, and prepared employees that meet their needs.*

While CareerSource Okaloosa Walton has seen several significant economic changes since its inception, the mission statement, vision and goals remain relatively the same. These economic changes, including periods of relatively high unemployment, the Deepwater Horizon Oil Spill, and the current unprecedented low unemployment rate, have required CareerSource Okaloosa Walton to be nimble and responsive, specifically in meeting the evolving needs of area employers and job seekers.

Throughout these changes, CareerSource Okaloosa Walton's community, business and educational partners remain committed to our mission. Since the inception of CareerSource Okaloosa Walton, educational partners such as Northwest Florida State College, Okaloosa Technical College, Emerald Coast Technical College, and the Okaloosa and Walton County school districts have worked closely with CareerSource Okaloosa Walton to implement relevant educational programs based on the needs of the communities that we serve.

CareerSource Okaloosa Walton remains connected to the business community through its numerous partnerships and councils, such as the Business Competitiveness Committee (BCC). The BCC convenes quarterly to address the current business needs and helps shape the necessary strategies for adhering to our mission.

CareerSource Okaloosa Walton is also an active member of the Economic Development Council of Okaloosa County, Walton County Economic Development Alliance and Florida's Great Northwest, a regional economic development organization serving Northwest Florida. Along with CareerSource Okaloosa Walton, these organizations help shape future workforce development strategies as new businesses arrive or existing business expand in Okaloosa and Walton County.

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

CareerSource Okaloosa Walton fully supports economic growth and understands the importance of the role that workforce development plays in economic development. As a result, CareerSource Okaloosa Walton remains a fully committed and active member of the Economic Development Council of Okaloosa County, Walton County Economic Development Alliance and Florida's Great Northwest, a regional economic development organization serving Northwest Florida. CareerSource Okaloosa Walton is fully committed to economic development as demonstrated by its collaboration with these economic development organizations. CareerSource Okaloosa Walton continues to be engaged, as needed, in attracting new business and supporting the expansion of existing businesses in Okaloosa and Walton County.

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

Please see the negotiated levels of performance for CareerSource Okaloosa Walton below:

Measures	PY 2019-2020 Performance Levels
Adults:	
Employed 2nd Qtr After Exit	90.2%
Employed 4th Qtr After Exit	88.5%
Median Wage 2nd Quarter After Exit	\$8,000
Credential Attainment Rate	88.2%
Dislocated Workers:	
Employed 2nd Qtr After Exit	83.2%
Employed 4th Qtr After Exit	79.2%
Median Wage 2nd Quarter After Exit	\$7,200
Credential Attainment Rate	74.2%
Youth:	
Education and Employed 2nd Qtr After Exit	77.5%
Education and Employed 4th Qtr After Exit	72.2%
Credential Attainment Rate	78.3%
Wagner-Peyser:	
Employed 2nd Qtr After Exit	62.2%
Employed 4th Qtr After Exit	64.2%
Median Wage 2nd Quarter After Exit	\$4,850

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

CareerSource Okaloosa Walton measures fiscal performance throughout several fiscal requirements including an annual independent audit conducted by James Moore, Certified Public Accountants and Consultants; the Fiscal Monitoring conducted by the Department of Economic Opportunity; and an adherence to all required percentages as outlined by the State. All required fiscal percentages and audits are reviewed by the Executive Director, Finance Director, the CareerSource Okaloosa Walton Board of Directors and Finance Committee at the applicable regularly scheduled meetings.

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

CareerSource Okaloosa Walton’s Business Competitiveness Committee provided oversight of a study to update the local self-sufficiency wage. After receiving the results of the *Wage Self-Sufficiency Analysis* study conducted by the Haas Center for Business and Economic Research of the University of West Florida, the Business Competitiveness Committee updated the self-sufficiency wage for adult, dislocated workers, and TANF participants. The current self-sufficiency wage for employed workers, adults and dislocated workers is \$16.71 per hour. The current self-sufficiency wage for Temporary Assistance for Needy Families (TANF) participants is \$15.50 per hour.

COORDINATION OF SERVICES

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

CareerSource Okaloosa Walton has long standing relationships with community partners such as Vocational Rehabilitation, TANF, Adult Education and Literacy Services. These relationships facilitate the sharing of information. These relationships foster an environment that encourages an exchange of on-going communications and shared activities such as, job fairs and special events highlighting the one-stop system.

The CareerSource Okaloosa Walton career center staff utilize a common intake form to ensure coordination of services at the point of entry. The common intake is the foundation of the initial assessment and ensures one-stop customers are referred for the appropriate services. This includes a referral to the appropriate programs/partners; and a determination of whether individualized career services are appropriate. In addition to the common intake, customers are asked to sign a “Release of Information” so that information can be exchanged between One-Stop Career Center staff and partner agencies, to allow for coordination of efforts and prevent duplication of services.

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

The Business Competitiveness Committee serves as oversight for industry, economic development organizations, and education to identify skills needed to fill demand occupations as well as identifying critical and emerging jobs necessary for business retention, expansion and economic development for the region.

CareerSource Okaloosa Walton's Executive Director and Chief Operating Officer are active on the local and regional economic development agency's boards and committees. CareerSource Okaloosa Walton's supportive and active involvement ensures that one-stop staff, services, and participants are a solution to economic development challenges. The CareerSource Okaloosa Walton Executive Director holds a leadership role with the Okaloosa Economic Development Council; Walton County Economic Development Alliance; and Florida's Great Northwest.

CareerSource Okaloosa Walton's Executive Director meets with the economic development partners periodically so that interactions can occur between local businesses and/or new businesses looking to locate within the two county areas.

CareerSource Okaloosa Walton continues to support entrepreneurial development efforts throughout the region. And, promotes entrepreneurial training provided through the Workforce Innovation and Opportunity Act.

CareerSource Okaloosa Walton supports the concept of the planning regions through its participation in the Florida's Great Northwest with Local Workforce Development Boards 1 – 4. Florida's Great Northwest represents 12 Counties in the Florida Panhandle. CareerSource Okaloosa Walton is actively engaged in the planning process for this 12-county economic development area.

(3) Coordination of Education and Workforce Investment Activities: Describe how the local board coordinates education and workforce investment activities carried out in the local area with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services (WIOA §108(b)(10)).

The Business Competitiveness Committee serves as the connecting link between education, industry, economic development organizations, and training providers. The Business Competitiveness Committee reviews and determines whether additions or deletions are needed for the Regional Demand Occupations List (RDOL) and approves the Eligible Training Provider List (ETPL). Representatives from education, economic development, and business participate on the committee.

CareerSource Okaloosa Walton works very closely with education on workforce investment activities. CareerSource Okaloosa Walton's Executive Director, Chief Operating Officer, and Business Services Team are involved in industry sector advisory councils tied to secondary career academies and nationally recognized industry certifications that lead to post-secondary degrees and certifications.

In a continuing response to the business community to secure a "skilled workforce", CareerSource Okaloosa Walton, Okaloosa County School District, and Walton County School District in partnership with the Okaloosa Economic Development Council and the Walton Economic Development Alliance have implemented a program entitled "Educate the Educators" (EtE). The purpose of this program is to provide to K-12 educators a comprehensive overview of the workforce system and local labor market information.

(4) Coordination of Transportation and Other Supportive Services: Describe how the local board coordinates workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area (WIOA §108(b)(11)).

The Okaloosa-Walton Transportation Planning Organization (TPO) is the local, intergovernmental transportation policy board for Okaloosa and Walton counties in Florida. The board is comprised of local government officials who make decisions regarding transportation at the regional level. The Okaloosa-Walton TPO is required by federal and state legislation to establish a continuing, cooperative, and comprehensive planning process. The TPO also works to increase safety, security, accessibility, mobility, and connectivity for people and goods. The TPO is made up of local government staff and other stakeholders.

CareerSource Okaloosa Walton's Executive Director and Equal Opportunity Officer are members of the Okaloosa County Transportation Disadvantaged (TD) Coordinating Board. Their membership ensures that workforce concerns are presented to the TD Board.

The Okaloosa County Local Coordinating Board comprised of 18 state agency and community representatives of the transportation disadvantaged population, was created in 1990 to identify local service needs and to provide information, advice, and direction to the Okaloosa County Community Transportation Coordinator (CTC), Okaloosa Board of County Commissioners.

CareerSource Okaloosa Walton provides support services in the form of debit cards and bus tickets to our Welfare Transition program participants. In addition, bus tickets may also be provided to Workforce Innovation and Opportunity Act participants.

CareerSource Okaloosa Walton has excellent relationships with Goodwill Easter Seals, United Way and Catholic Charities, Caring and Sharing (and others) to understand services offered through those community-based organizations; and to provide information on the support services and transportation assistance CareerSource Okaloosa Walton provides. Referrals are made between organizations for various support services dependent upon the specific needs of the participants.

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

Department of Economic Opportunity (DEO) partner programs and services are co-located in CareerSource Okaloosa Walton's One-Stop Career Centers. These programs include

Wagner-Peyser (WP) services, Reemployment Assistance (RA), and Reemployment Services and Eligibility Assessment (RESEA).

The CareerSource Okaloosa Walton One-Stop staff uses a common intake form to ensure coordination of services at the point of entry. The common intake form is the foundation of the initial assessment and ensures one-stop customers are referred for the appropriate services. This includes a referral to the appropriate programs/partners; and a determination of whether individualized career services are appropriate. In addition to the common intake, in some situations customers are asked to sign a "Release of Information" so that information can be exchanged between One-Stop Career Center staff and partner agencies, to allow for coordination of efforts and prevent duplication of services.

State merit staff are co-located to ensure seamless delivery of services and program integration. Merit staff along with CareerSource Okaloosa Walton Customer Service Representatives registers and updates Employ Florida registration information ensuring data validity. They also notify Veteran and Eligible Persons of Priority of Service and refer appropriate customers to Disabled Veterans' Outreach Program (DVOP) if the Veteran signifies that significant barriers to employment are present and he or she wishes to meet with a DVOP.

After completion of registration, customers are referred to appropriate programs and services to complete the one-stop experience. DEO staff are available for one-on-one career counseling and resume coaching; and to offer the customer other services to improve their employment outlook.

Employment Security Representatives are on-site to perform appropriate Reemployment Services. Along with CareerSource Okaloosa Walton staff, Reemployment and Eligibility Assessment (RESEA) Program services are provided to assist all eligible claimants receiving Reemployment Assistance Benefits in decreasing their time to gainful employment. DEO staff are integrated into the one-stop center along with WIOA, SNAP, and TANF/WT staff.

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

CareerSource Okaloosa Walton looks forward to assisting the Adult General Education Programs in the community and believe it enhances the education, workforce, and overall quality of Northwest Florida.

CareerSource Okaloosa Walton collaborates with Northwest Florida State College and Emerald Coast Technical College to support their adult education and literacy activities under Title II. As the regional workforce experts, CareerSource Okaloosa Walton seek to connect skilled workers to jobs by providing services that exceed employer's requirements for the jobs of today and the future.

Through this collaboration CSOW offers the following services:

- Assist students in developing their career pathway to transition into post-secondary education or certifications.
 - To provide support services for eligible students.
 - Advising and job placement assistance for the program graduates.
 - Refer eligible students.
 - Assist with the needs of students with disabilities.
 - Provide local, regional, and national workforce data.
 - Provide CareerSource Okaloosa Walton sponsored workshops and training in industry certifications to eligible students.
 - Assist in the identification of High Skill/High Wage occupations within the community.
- (7) Reduction of Welfare Dependency: Describe how the local board coordinates workforce investment activities to reduce welfare dependency, particularly how services are delivered to TANF and Supplemental Nutrition Assistance Program (SNAP) recipients, to help individuals become self-sufficient.**

Service Delivery for Welfare Transition (WT) and Supplemental Nutritional Assistance Program Employment and Training (SNAP)

Using the **CSOW Guiding Principles**, the Career Advisors will use a customer-focused approach to deliver services to WT and SNAP participants. Each customer will receive an orientation and assessment which will be used to determine the services that best fit their needs. The Career Advisor will remain a constant supporter throughout the entire employment and training process.

The CSOW Guiding Principles for WT and SNAP are:

- (a) Focus on work attachment.
- (b) Balance the short-term goal of moving participants into immediate employment and the long-term goal of moving households to self-sufficiency.
- (c) Respond and adapt to the local economy.
- (d) Maximize collaboration and expertise of local partners.
- (e) Use measurable results to ensure program funds are used for efficient and effective components.
- (f) Use communication skills that expand cooperation and respect for participants.

The Career Advisors are here to support the participants every step along the way. Consistency in support and appropriate activities are critical as some participants may

become discouraged and lose motivation while participating in a program intended to assist them in becoming self-sufficient.

Supplemental Nutritional Assistance Program (SNAP)

The Career Advisor must ensure that the participants from all new or reopened SNAP referrals from DCF are directed to OSST to complete the SNAP intake/registration, and the three automated steps as appropriate:

- (a) Step 1 - Orientation (Activity Code 598);
- (b) Step 2 - Assessment (Activity Code 597); and
- (c) Step 3 - Set Appointment (Activity Code 590).

CSOW's Supplemental Nutritional Assistance Program is designed to provide SNAP recipients who are able bodied adults without dependents (ABAWDs) with the education, training, support services; and skills needed to become self-sufficient through employment.

For ABAWDs to meet work participation compliance, they must meet the work requirements.

Welfare Transition (WT)

Initial Assessment (IA)

- (a) The Initial Assessment is required to be entered in OSST.
- (b) The Initial Assessment is conducted during the online work registration and is reviewed with the participant during the development of the IRP. An Initial Assessment and Alternative Requirement Plan (ARP) must be completed with each mandatory TCA participant within 30 days before or after the case open notification via the Florida OSST interface.
- (c) An initial assessment of skills, prior work experience, and employability of each client is conducted during the Work Registration/Orientation Online Process prior to TCA eligibility.
- (d) When the client meets with the Career Advisor, specific areas to consider during the assessment process include skills, employability, work history, education and training, housing, transportation, childcare, special needs of the family, and available personal support.

Individual Responsibility Plan (IRP)

- (a) The IRP is required to be entered in OSST. The IRP is a living document that is constantly being changed and updated. The IRP should be developed and updated based on the individual's needs, barriers and circumstances.
- (b) Upon completion of the initial assessment, the IRP is developed utilizing OSST. The skills and barriers discovered during the initial assessment are used to develop the plan. The IRP outlines a strategy that the participant must follow to prepare for work

that leads to self-sufficiency through required participation in the WTP. Responsibilities of the Career Advisor are also noted on the IRP.

- (c) Each IRP should be tailored to meet the individual needs of the customer; and to eliminate the barriers to unsubsidized employment.
- (d) The IRP is completed, agreed upon by the client and Career Advisor, and signed before the participant is assigned to a work activity. Activities are specific to ensure the participant understands what is required for participation.
- (e) The IRP is updated whenever a change affects the existing plan. For example, homelessness, domestic violence, new activities, training, or new services are approved, or another activity will be needed to ensure participation. Additionally, the IRP is reviewed and updated, if needed, at each appointment with the participant. The participant and Career Advisor should sign each updated IRP.
- (f) Remember, the IRP must be updated utilizing OSST and signed copies must be retained in the case file in ATLAS.

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

CareerSource Okaloosa Walton partners with the Division of Vocational Rehabilitation (DVR) and the Division of Blind Services (DBS) through a Memoranda of Understanding (MOU). DVR is co-located in the comprehensive One-Stop center and DBS provides onsite services monthly. Through an agreement with the Center for Independent Living (CIL), they also provide onsite services monthly.

One goal of the joint agreements is to facilitate cooperative workforce training and employment placement efforts through such activities as cross training of staff, technical assistance, use and sharing of information, and cooperative efforts with employers. Another goal and work effort undertaken by all three entities is to encourage the development of strategies that will enhance the provision of services to individuals with disabilities, as well as other individuals. A final goal is to facilitate cooperation, collaboration, and coordination, including planning and referrals, all with the aim of preventing duplication of efforts for the advancement of mutual clients.

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

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

The local one-stop delivery system incorporates all local workforce programs and services that operate in Okaloosa and Walton Counties. All required WIOA partners participate in the delivery of services. Five of the six core programs are co-located in the career centers. All six of the core partners pay a proportionate share of infrastructure costs.

- WIOA Title I (Adult, DW and Youth formula programs) administered by Department of Labor (DOL)
- Title II – Adult Education and Literacy programs administered by the DoED
- Title III – WP employment services administered by DOL; and
- Title IV – Rehabilitation Act of 1973 programs administered by DoED.

The CORE WIOA programs are outlined below:

<u>SIX CORE WIOA PROGRAMS</u>		
<i>Title</i>	<i>Program</i>	<i>Description</i>
WIOA Title I	Youth Employment and Training	The WIOA Youth program services include the attainment of a high school diploma or its recognized equivalent, entry into postsecondary education, and individualized delivery of 14 types of career readiness opportunities.
	Adult Employment and Training	The WIOA Adult Program services include Career Services, Training Services and job placement assistance. Priority is given to recipients of public assistance, other low-income individuals, veterans, and individuals who are basic skills-deficient.
	Dislocated Worker Employment and Training	The WIOA Dislocated Worker Program services target individuals who lost jobs due to plant closures, company downsizing, or some other significant change in market conditions. In most cases, eligible workers are unlikely to return to their occupations, and they must be eligible for (or have exhausted) unemployment compensation.
WIOA Title II	Adult Education and Literacy Act Program	The Adult Education and Literacy services include: adult education; workplace literacy and family literacy; English language acquisition activities; and integrated English literacy and civics education, workplace preparation activities, and integrated education and training. Title II also includes Career and technical education programs at the post-secondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006.

		Note: This core program is not currently co-located in the career centers but does pay a proportionate share of infrastructure costs.
WIOA Title III	Wagner-Peyser Act Program	Wagner-Peyser, often referred to as basic labor exchange services, provides access to employment services for all job seekers including job search preparation and placement assistance services. Employers may receive general or specialized recruitment services through self-service or staff assisted job orders.
WIOA Title IV	Vocational Rehabilitation Services	Division of Vocational Rehabilitation is co-located in the full-service Career Center. Vocational Rehabilitation programs provide training services to help eligible individuals with disabilities become employed. The priority is competitive, fulltime employment. Depending on the individual's disability and functional limitations, however, other outcomes such as part-time employment, self-employment, or supported employment are also appropriate. Services focus both on helping high school students plan as they prepare for transition to work, as well as delivery of a range of individualized adult services.

In addition to the core programs above, the following required partner programs provide access through the one-stop system:

- Career and Technical Education (Perkins)
- Community Services Block Grant
- Disabled Veterans' Outreach Program
- Local Veterans' Employment Representatives
- Senior Community Service Employment Program (SCSEP)
- Temporary Assistance for Needy Families (TANF)
- Trade Adjustment Assistance Programs (TAA)

Outlined below is a description of roles and resource contributions of these partners:

PARTNER PROGRAMS		
Programs	Description	Contributions/Roles/Resources
Career and Technical Education (Perkins)	The Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) is the main federal funding source for career and technical education (CTE) programs. The Perkins Act is the primary federal funding source for high school, college and university CTE programs that are critical for preparing youth and adults, including immigrants, for jobs in local and regional economies. It is responsible for helping all students acquire challenging academic, technical, and employability skills to succeed in postsecondary education and in-demand careers.	<ul style="list-style-type: none"> • Board and planning representation • Adult Education – basic skills training, GED training and testing • Post-Secondary-occupational Skills Training through ITAs • Job placement assistance • Promotes CareerSource Okaloosa Walton programs and services in their Career and Technical Education Centers by providing collateral materials flyers etc. Involves CareerSource Okaloosa Walton management staff in their advisory committees • Contribute to infrastructure costs
Community Services Block Grant	<p>Tri-County Community Council, Inc. administers the Community Services Block Grant (CSBG) to include services such as self-sufficiency, transportation, education, supportive services, youth development, emergency assistance, food pantry, and teen gifts. Eligible participants must meet the CSBG poverty guideline requirements of 125% of the Poverty Income Guidelines.</p> <p>Tri-County Community Council, Inc., a private non-profit corporation founded in June 1965, is a Community Action Agency (CAA) which develop and implement comprehensive programs to serve the poor and eliminate poverty in Holmes, Walton, and Washington Counties.</p>	<ul style="list-style-type: none"> • Board and planning representation • Training services provided through community block grants and limited supportive services • Post-Secondary-occupational Skills Training through ITAs • Job placement assistance • Promotes CareerSource Okaloosa Walton programs and services in their Career and Technical Education Centers by providing collateral materials flyers etc.

	<p>Its vision is to unite both the public and private sectors for the purpose of improving the quality of life for individuals, families, and communities by enhancing and seeking new opportunities for success with the goal of eliminating poverty. Its Mission is to identify and provide needed services to the citizens in our communities.</p>	<ul style="list-style-type: none"> • Contribute to infrastructure costs
<p>Florida Division of Blind Services</p>	<p>DBS has agreed to provide services on-site at the full-service center or Mobile Career Center monthly. Florida Division of Blind Services helps blind and visually impaired Floridians achieve their goals and live productive and independent lives. Their services cover all ages from babies to senior citizens. They also offer Employer Services, the Braille and Talking Books Library, and the Business Enterprise Program. They encourage customers to explore their website and then contact the nearest DBS office to find out more about eligibility requirements and how they can help them achieve their goals.</p>	<ul style="list-style-type: none"> • Planning and coordination of services • Job placement assistance • Promotes CareerSource Okaloosa Walton programs and services in their Career and Technical Education Centers by providing collateral materials/flyers etc. • Contribute to infrastructure costs
<p>Jobs for Veterans State Grants (JVSG) Programs</p>	<p>Local Veterans' Employment Representatives - (1) conduct outreach to employers in the area to assist veterans in gaining employment, including conducting seminars for employers; and, in conjunction with employers, conducting job search workshops and establishing job search groups; and (2) facilitate employment, training, and placement services furnished to veterans in a state under the applicable state employment service delivery systems.</p> <p>Disabled Veterans' Outreach Program (DVOP) - DOL has directed that DVOP staff <u>must limit their activities</u> to providing career services to eligible veterans and eligible spouses who meet the definition of an individual with a Significant Barrier to Employment (SBE).</p>	<ul style="list-style-type: none"> • Integrated members of the CSOW Business Services Team • Advocate for veteran employment opportunities • Contribute to infrastructure costs • Provides case management services to veterans and eligible spouses with SBEs • Provides Individualized Career Services to veterans

		<ul style="list-style-type: none"> • Contribute to infrastructure costs
Senior Community Service Employment Program (SCSEP)	<p>SCSEP is a community service and work-based training program for older workers. The Program is authorized by the Older Americans Act, and provides subsidized, service-based training for low-income persons 55 or older who are unemployed and have poor employment prospects. Participants have access to both SCSEP services and other employment assistance through the CareerSource Okaloosa Walton One-Stop Delivery System.</p>	<ul style="list-style-type: none"> • Planning and coordination of services • Co-location of staff onsite at the One Stop Career Centers • Job placement assistance • Promotes CareerSource Okaloosa Walton programs and services in their Career and Technical Education Centers by providing collateral materials/flyers etc. • Contribute to infrastructure costs
Temporary Assistance for Needy Families (TANF)/Welfare Transition Program	<p>The TANF block grant was designed to provide states flexibility in designing and implementing ongoing cash assistance programs, self-sufficiency programs and pregnancy prevention programs. According to federal legislation, CareerSource Okaloosa Walton must use TANF funds to serve one of the <u>four purposes of TANF</u>. CareerSource Okaloosa Walton must spend TANF funds in an effort to:</p> <ol style="list-style-type: none"> 1. Provide assistance to needy families so that children may be cared for in their own homes or in the homes of relatives; 2. End the dependence of needy parents on government benefits by promoting job preparation, work, and marriage; 3. Prevent and reduce the incidence of out-of-wedlock pregnancies and establish annual numerical goals for preventing and reducing the incidence of these pregnancies; and 4. Encourage the formation and maintenance of two-parent families. <p>Depending on the availability of funds,</p>	<ul style="list-style-type: none"> • Primary role is to provide assistance to needy families so that children may be cared for in their own homes or in the homes of relatives; • Support other TANF special projects • Contribute to infrastructure costs

	the CareerSource Okaloosa Walton Board authorizes the use of TANF funds to operate special projects for eligible youth and adults.	
Trade Adjustment Assistance Programs (TAA)	The Trade Adjustment Assistance Reauthorization Act (TAARA) of 2015 restores the worker group eligibility and benefits established by the Trade Adjustment Assistance Extension Act of 2011 (TAAEA). CareerSource Okaloosa Walton will provide services for all eligible workers covered by a certification who are eligible for employment and case management services, including Basic Career Services and Individualized Career Services either through the TAA Program or through and in coordination with WIOA and Wagner-Peyser Programs.	<ul style="list-style-type: none"> • Primary role is to provide services for all eligible TAA workers covered by a certification who are eligible for employment and case management services, including Basic Career Services and Individualized Career Services • Contribute to infrastructure costs
Unemployment (Wagner Peyser) Programs	<ul style="list-style-type: none"> • Reemployment Assistance (RA) Program • Reemployment Services and Eligibility Assessment (RESEA) 	<ul style="list-style-type: none"> • Provide assistance with unemployment compensation claims filing and the rights and responsibilities of claimants • Provide assistance by phone or via other technology within a reasonable time, if needed • Contribute to infrastructure costs

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

Additional One-Stop Partners include:

- a. Social Security Administration - Ticket-to-Work self-sufficiency program.

Employment Network and Ticket-to-Work Program (Social Security Administration (SSA)).

CareerSource Okaloosa Walton is an approved Employment Network (EN) and approved to operate the Social Security Administration (SSA) Ticket to Work Program. The Ticket to Work Program is a supportive, active, and

resource rich path to employment for SSI and SSDI recipients. The Region offers the full menu of re-employment related services to SSI and/or SSDI beneficiaries who want to join or return to the workforce.

Individuals who enroll in the Ticket to Work Program must:

- (1) Be 18 to 64 years old;
- (2) Be Receiving SSI and/or SSDI Based on a Disability;
- (3) Have a true desire and ability to return to work;
- (4) Be motivated and capable of working on goals with Ticket to Work staff members;
- (5) TTW provides a safety net to help SSI/SSDI recipients maintain benefits and work.

b. Supplemental Nutrition Assistance Program (SNAP) Employment and Training (E & T)

Florida's Supplemental Nutritional Assistance Program (SNAP) is designed to provide SNAP recipients who are able bodied adults without dependents (ABAWDs) with the education, training, support services and skills needed to become self-sufficient through employment.

CareerSource Okaloosa Walton's SNAP E & T Program will serve all ABAWDs ages 18 – 49 in Okaloosa and Walton Counties. The CareerSource Okaloosa Walton SNAP Program will focus on assisting ABAWDS in meeting their work participation requirements, in order to ensure continued program access for compliant individuals. In order for ABAWDs to meet work participation compliance, they must meet the following work requirements:

CareerSource Okaloosa Walton has Six Guiding Principles for the SNAP Employment and Training Program:

- (2) Focus on work attachment.
- (3) Balances the short-term goal of moving participants into immediate employment and the long-term goal of moving households to self-sufficiency.
- (4) Respond and adapt to the local economy.
- (5) Maximize collaboration and expertise of local partners.
- (6) Use measurable results to ensure program funds are used for efficient and effective components.
- (7) Uses communication skills that expand cooperation and respect for customers.

c. Disability Program Navigator (DPN)

CareerSource Okaloosa Walton has designated a Regional Disability Program Navigator (DPN) who oversees services addressing the needs of individuals with disabilities. Each Career Center has a designated staff member as a resource for matters concerning disabilities. The focus of the DPN is to address the needs of individuals with disabilities seeking training and employment opportunities through the CareerSource Okaloosa Walton One-Stop System. The DPN provides expertise and serve as a resource person to the workforce investment system for individuals with disabilities, including Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) disability and blindness beneficiaries. The Disability Program Navigator also has expertise regarding the One-Stop partner programs and services.

d. Military Family Employment Advocacy (MFEA) Program

The Military Family Employment Advocacy Program was established due to the recognition of the challenges that military families face such as frequent relocations, recurring deployments, and lengthy periods of separation. Florida legislature recognized these occurrences impact a military spouse's ability to gain job skills and maintain a career. The purpose of the MFEA program is to develop and provide outreach services, engage job seeking military dependents in CareerSource Okaloosa Walton services and to help educate the workforce community about the unique employment barriers faced by military family members.

C. The local workforce development board, with the agreement of the chief elected official, shall develop and enter into a Memorandum of Understanding (MOU) between the local board and the one-stop partners.

The CareerSource Okaloosa Walton Board, with the agreement of the chief elected official has entered into Memoranda of Understandings (MOUs) between the local Board and required One-Stop partners for the provision of seamless delivery of services and cost/resource sharing.

CareerSource Okaloosa Walton has established seven MOUs with the following required One-Stop partners:

1. The Senior Community Service Employment Program (SCSEP)

Program Administrator:

- The National Caucus and Center on Black Aged, Inc.

2. Department of Education

(1) Adult Education and Literacy Act Programs (WIOA Title II);

Program Administrators:

- Northwest Florida State College
- Emerald Coast Technical College

- (2) Career and technical education programs at the post-secondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006;

Program Administrators:

- Northwest Florida State College
- Emerald Coast Technical College
- Okaloosa Technical College

- (3) The State Vocational Rehabilitation 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.

Program Administrator:

- DOE-Division of Vocational Rehabilitation

- (4) Florida Division of Blind Services.

Program Administrator:

- DOE-Division of Blind Services

3. Department of Health and Human Services

- (1) Community Services Block Grant (CSBG) - Employment and training activities.

Program Administrator:

- Tri-County Community Council, Inc.

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

- 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)).**

In 2007, the Department of Labor (DOL) with input from the Social Security Administration (SSA) entered into cooperative agreements with the state level workforce system in 45 states, the District of Columbia, and Puerto Rico to implement the Disability Program Navigator (DPN) Initiative. CareerSource Okaloosa Walton volunteered to participate in this initiative. Because of the added value the DPN brought to the workforce system during the initiative, when it ended in 2010, the CareerSource Okaloosa Walton Board of Directors agreed to sustain the DPN initiative and make it a permanent part of the One-Stop Delivery System in Okaloosa and Walton Counties.

A primary purpose of the DPN in the one-stop system is the formation of relationships across multiple programs that impact individuals with disabilities such as, coordinating

on policy, service delivery, blending and braiding of funds, and other activities that improve access and opportunities for careers, and successful employment outcomes for individuals with disabilities. The DPN is now a critical component of the one-stop system.

The DPN program is also an integral part of CareerSource Okaloosa Walton's Nondiscrimination Program. The CareerSource Okaloosa Walton Equal Opportunity Officer (EOO) and DPN are the regional experts and points of contact on all matters relating to the Americans with Disabilities Act and universal access to programs and services. The EOO reports to the CSOW Executive Director and the DPN reports to the Chief Operating Officer.

The DPN has the responsibility of ensuring CSOW staff, the One-Stop operator, and One-Stop partners complies 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 the needs of individuals with disabilities.

The CareerSource Okaloosa Walton DPN Initiative is designed to:

- a. Guide One-Stop staff in helping people with disabilities access and navigate the complex provisions of various programs that impact their ability to gain/retain employment.
- b. Develop partnerships to achieve integrated services, systemic change, and expand the capacity to serve customers with disabilities.
- c. Increase employment and self-sufficiency for Social Security beneficiaries and others with disabilities.
- d. Facilitate seamless and comprehensive services for persons with disabilities in the Career Centers. Serve as resources on SSA's work incentives and employment support programs and the provision of services through Work Incentives Planning and Assistance Projects (WIPA), Protection and Advocacy systems (P&As); and employment-related demonstration projects.
- e. Facilitate access to programs and services. Serve as a resource to the workforce development community to ensure the availability of comprehensive knowledge of Federal, State, local and private programs that impact the ability of persons with disabilities to enter and remain in the workforce.
- f. Facilitate linkage to the employer community. Develop linkages and collaborate on an ongoing basis with employers to facilitate job placements for persons with disabilities [facilitate access to employment opportunities].
- g. Conduct outreach to agencies/organizations that serve people with disabilities.
- h. Facilitate the transition of in-school or out-of-school youth with disabilities to obtain employment and economic self-sufficiency.

DPN as a Workforce Systems Change Agent:

- a. Improved access to One-Stop services through readily available assistive technology.
- b. Assist in development and implementation of a reasonable accommodation policy and procedure.
- c. Assist in building relationships with a specific collaborator, including negotiation of co-location and/or MOU.
- d. Advocate for increased access and use of Individual Training Accounts (ITAs) by job seekers with disabilities.
- e. Training on serving customers with disabilities as part of One-Stop new-hire orientation.

DPN as a Workforce Problem Solver:

- a. Identifying appropriate community resources for job seekers with disabilities to remove barriers to employment (i.e., training, transportation, housing, assistive technology needs, etc.).
- b. Working together with the Work Incentive Planning and Assistance (WIPA) Specialist to show customers how to use work incentives to reach employment goals.
- c. Finding the answers to questions that One-Stop staff have regarding the ADA or other disability-related topics.
- d. Providing consultation with employers on providing reasonable accommodations to employees with disabilities.

DPN as a Workforce Relationship Builder:

- a. Coordinating One-Stop orientations, tours, and Open Houses targeting the disability community.
- b. Regularly participating in community events, resource fairs and business roundtables as a One-Stop representative.
- c. Consulting with mandated and non-mandated partners regularly about accessibility, accommodations and other disability-related topics.
- d. Organizing or joining an interagency collaboration which focuses on accessibility, sharing of resources and/or improving employment outcomes for persons with disabilities.

DPN as a Workforce Resource:

- a. Being available to answer questions staff have on serving job seekers with disabilities.
- b. Offering guidelines to One-Stop staff on interacting with people with a wide range of disabilities.
- c. Presenting orientations on WIOA and One-Stop services to a wide variety of community service providers.
- d. Coordinating workshops in One-Stops on disclosure, reasonable accommodations, work incentives and job seekers' rights and responsibilities under the ADA.
- e. Offering information to the business community on hiring/retaining individuals with disabilities.

DPN as a Workforce Facilitator:

- a. Bringing together multiple partners who are working with one individual to foster a collaborative effort.
- b. Coordinating staff training on a variety of disability-related topics.
- c. Improving communication between the One-Stop and partners by educating both about their systems.
- d. Bridging the gaps between the business and human service communities by organizing forums for discussion.

CareerSource Okaloosa Walton has established a partnership with the local/regional Center for Independent Living (CIL) and will incorporate in One-Stop procedures any appropriate feedback received during consultations regarding compliance with Section 188 of WIOA. The CIL provides onsite services at the comprehensive One-Stop Center or the Mobile Career Center, as scheduled, monthly.

The One-Stop Center will develop a One-Stop Partner Feedback Form to collect input from its partners, such as CIL, Florida Division of Blind Services, and Vocational Rehabilitation. The appropriate feedback received will be included in the One-Stop operations.

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

CareerSource Okaloosa Walton's vision for WIOA and the One-Stop Delivery System includes an integrated, job-driven public workforce system that links diverse

talent to businesses. CareerSource Okaloosa Walton will continue to emphasize three hallmarks of excellence included in universal design: 1) The needs of business drive workforce solutions; 2) Excellent customer service and focus on continuous improvement; and 3) A one-stop system that supports strong regional economies and plays an active role in community and workforce development.

The employer and job seeker services are designed and implemented in accordance with the guidance and direction of the CareerSource Okaloosa Walton Board, its Business Competitiveness Committee and Career and Youth Committee. As CareerSource Okaloosa Walton continues to emphasize a universal delivery of services, it will also continue to focus on providing outstanding customer service to the workforce system's primary customer groups including businesses, job seekers, and the general public who fund the CareerSource Okaloosa Walton's services through payment of taxes.

CareerSource Okaloosa Walton understands that the One-Stop system is the gateway to employment opportunities and education for many job seekers, which includes individuals with disabilities. To ensure CareerSource Okaloosa Walton produces an excellent product for the business community, CareerSource Okaloosa Walton will provide its job seeking customers with evidence-based education and training tools that lead to success.

CareerSource Okaloosa Walton relies heavily on its Integrated Business Services Team (BST), which consist of the CareerSource Okaloosa Walton Business Services Team, Disability Program Navigator, Local Veterans Employment Representatives, and the CareerSource Okaloosa Walton Rapid Response Team to work hand-in-hand promoting the Workforce Development System as a valuable asset in the community.

The CareerSource Okaloosa Walton Board understands that outstanding customer service is important for the employer community, and equally as important for the job seeker customers. In order to provide outstanding service to One-Stop customers, CareerSource Okaloosa Walton staff will provide effective and quality integrated job seeker and employer services to One-Stop customers. The goal of this service delivery is to achieve customer satisfaction for all customer groups. Therefore, it is essential that the CareerSource Okaloosa Walton staff meet or exceed customer expectations; and, the employer's hiring needs, while meeting the training and employment needs of job seekers, including those with disabilities.

The CareerSource Okaloosa Walton integrated services are facilitated through the Employ Florida (EF) management information system. EF is the lynchpin in the management of the labor exchange and development of our workforce. The CareerSource Okaloosa Walton staff will take the lead in promoting EF and its integrated case management services to job seekers and the employer community. CareerSource Okaloosa Walton staff has been trained on how to administrator EF and will continue to receive EF enhancement training to ensure the highest level of customer satisfaction.

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 Okaloosa Walton provides for a full-service comprehensive center and affiliate sites with universal access in Okaloosa and Walton counties. In order to better serve all customers in Okaloosa and Walton Counties, the CareerSource Okaloosa Walton Board procured a Mobile One-Stop Unit to use as a Mobile Career Center. This ensures that various services, including special events for employers can be taken directly to the various customer groups.

The Mobile Career Center has printing, copying, and fax capability; including enough computers (13 stations) to be able to accommodate various classes, seminars and training sessions that can be delivered to employees, program participants, job seekers and the employer customers. The Mobile Career Center travels to remote locations within the region to bring services to customers that may not otherwise be able to access services at the career centers.

Employers can use the Mobile Career Center for on-site recruitment efforts, job fairs, testing and training. Often times the employer customer has employees who need additional soft skills and/or hard skills training in order to retain employment, be more productive, and be eligible for promotion and pay increases; but time away from work means loss of production.

Job Seeking customers can search for work, create and print resumes, access local and statewide job listings, and receive referrals to and information about the programs offered by CareerSource Okaloosa Walton.

The Mobile Career Center is also available for disaster assistance, if needed. CareerSource Okaloosa Walton staff are available to travel to other regions or remote locations to assist Florida's Emergency Management Team, the Federal Emergency Management Agency (FEMA), and disaster affected individuals and employers.

The Mobile Career Center is handicapped compliant and provides a means for continued employment solutions to our local business community and its workforce, including individuals with disabilities.

The career centers in Okaloosa and Walton Counties and the Mobile Career Center are in full compliance with the applicable requirements related to architectural accessibility, as set forth at 29 CFR 32.26 through 32.28.

In addition to the virtual services that are available to CareerSource Okaloosa Walton employers and jobseekers, Employ Florida (EF) is available 24 hours a day, seven days a week. The EF website at www.employflorida.com provides access to employment opportunities, resume-building resources, etc.

The Florida Abilities Work portal is available at <https://abilitieswork.employflorida.com/vosnet/Default.aspx>. The micro-portal is housed on the EF website. The portal was specifically designed to provide resources to persons with disabilities and to assist employers who are interested in hiring.

CareerSource Okaloosa Walton has the capability to develop virtual workshops which universal customers will have easy access to at the CareerSource Okaloosa Walton website: www.careersourceokaloosawalton.com . There will be a variety of workshops offered on a 24/7 basis when the project is completed.

Veterans Outreach

The CareerSource Okaloosa Walton Board's Disabled Veterans' Outreach Program (DVOP) staff conducts transitional assistance for eligible active duty military with Significant Barriers to Employment (SBE) transitioning to the civilian community. The transitional assistance may be conducted on a referral basis at the career centers, Mobile Career Center or other appropriate and approved locations. CareerSource Okaloosa Walton may adjust services to meet the needs of these and other eligible special military populations. CareerSource Okaloosa Walton provides priority of services for all veterans.

Military Family Employment Advocacy Outreach

The Military Family Employment Advocacy (MFEA) Program was established due to the recognition of the challenges that military families face daily, including frequent relocations, recurring deployments, and lengthy periods of separation. These hardships heighten the anxiety experienced by military families and add to the uncertainties associated with deployments. Florida legislature recognizes these occurrences impact a military spouse's ability to gain job skills and maintain a career. Oftentimes, this hampers the military spouse from contributing to the financial well-being of the family and/or experiencing personal satisfaction with military life. This negatively affects the military's mission and it impacts retention.

The purpose of the MFEA program is to develop and provide outreach services to engage job seeking military dependents in Okaloosa and Walton counties and help educate the workforce community about the unique employment barriers faced by military family members. It also provides the MFEAs with an opportunity to highlight the unique talents military families, particularly military spouses, can bring to the workforce. CareerSource Okaloosa Walton operates affiliate CareerSource Okaloosa Walton sites at Eglin AFB, Hurlburt Field, and 7th Special Forces Group.

(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 Okaloosa Walton uses an Integrated Service Delivery Model for delivering services to CareerSource Okaloosa Walton customers. All One-Stop programs and partner services are fully integrated with an entire menu of services offered through the One-Stop System. All functions are carried out with oversight from the CareerSource Okaloosa Walton Board and the Business Competitiveness and Career and Youth Committees.

Automated Tracking, Linking and Archiving Solution (ATLAS)

CareerSource Okaloosa Walton has deployed an integrated, technology-based intake and case management information system known as ATLAS.

ATLAS Overview

CareerSource Okaloosa Walton utilizes an Electronic Data Management System (EDMS) known as ATLAS. ATLAS supports programs and manages all of the Career Center traffic and participant records.

ATLAS is web-based software system developed for the Workforce Development Industry. ATLAS operates in a manner that's similar to having an extra staff member onboard. It performs nine different functions and contains seven unique system features.

ATLAS offers self-service technology for participants and customers. This allows customers to complete routine sign-in tasks with a high degree of independence while still maintaining a high level of service. The ATLAS system platform allows CareerSource Okaloosa Walton staff to provide an increased level of service to all customers visiting the CareerSource Okaloosa Walton centers.

ATLAS is a centralized document storage system that stores, tracks and retrieves the traditional "hardcopy" case file information on program participants. The information on each participant can also be securely shared allowing partners and auditors access to information. ATLAS also allows staff members access to customer case files and related information in real-time.

ATLAS System Features

- a. Storage - Secure centralized web-based document storage and retrieval system that accept activity and document data from many ATLAS modules, including: Self Sign, Staff-Scan, E-course, Self-Scan, Orientations etc. It stores detailed records of customer activity and document data and has the capacity to generate customized reports.
- b. Staff-Scan - Streamlines document filing and acts as CareerSource Okaloosa Walton's document management system. Staff-Scan allows staff members to review and file customer eligibility, activity compliance and other customer documentation via a web based interface (EDMS). Staff members will scan documents via copier/scanners and can even load customer related e-mail into the EDMS customer file.
- c. Customer Self-Sign In - The Self-Sign application allows staff members to track and assist customers in the most efficient way possible. Utilizing kiosk hardware and touch-screen technology, all customers choose from the menu selections/buttons and appropriate staff members are then notified of customers' arrival.
- d. Customer Alerts – Can alert specific staff members when specific activity events occur i.e. appointment arrivals or customer requests. Alerts can be configured to notify multiple staff members, supervisors or management staff members of specific customer logins, activity or doc

- e. Customer Self-Scan Documents - Customers will scan documentation without staff member assistance using the Self-Service kiosks in the lobbies. That documentation is then immediately made available for review by staff members and the customers' cases will be updated in EF/OSST and then the document is stored in the customers EDMS files.
- f. E-Course - Allows for custom lessons to be created and administered from within ATLAS. These courses/modules can incorporate different types of lesson media (Video, Audio, PowerPoint, DOC, EXCEL, PDF, etc.) Once the curriculum is developed, CareerSource Okaloosa Walton will be able to track lesson performance, issue completion certifications and E-file the results for customers and staff members.
- g. Customer Program Orientation - Provides the ability to conduct initial and ongoing orientation for long-term or temporary workforce programs i.e. TANF/WTP & WIOA etc. Once developed, the ATLAS Orientation module allows customers to progress through a self-guided, customizable orientation from their home, local CareerSource Okaloosa Walton Center or anywhere there is a computer with internet access.

Integration of Service Delivery through the One-Stop Delivery System for Business Customers

Business partnerships are essential in training Florida's workforce to meet the current and future needs of diverse business sectors, particularly in those industry clusters that hold the most promise for high-wage jobs and diversifying Florida's economy. The workforce system has made progress in partnering with business and industry and our current employer penetration/usage metrics indicates tremendous opportunity exists to develop a systematic, mutually beneficial approach to developing business partnerships. Both business and workforce have a vested interest in partnering and the onus is on the workforce system to effectively communicate and market the value of the partnership.

Certain career services must be made available to local businesses, specifically labor exchange activities and certain types of labor market information. CareerSource Okaloosa Walton will continue to establish and develop relationships and networks with large and small employers and their intermediaries.

CareerSource Okaloosa Walton will offer customized business services to employers, employer associations, or other organizations. The full range of customizable services available through the Workforce Development System will be considered are tailored for specific employers. In situations where CareerSource Okaloosa Walton is not a provider of the service, CareerSource Okaloosa Walton staff will assist the employer in finding an appropriate service provider. The following is a list of services that may be customized to meet the needs of employers:

- Customized screening and referral of qualified participants in training services to employers;
- Customized services to employers, employer associations, or other employer organizations, on employment-related issues;
- Customized recruitment events and related services for employers including targeted job fairs;

- Human resource consultation services, including but not limited to assistance with:
 - Customized labor market information for specific employers, sectors, industries or clusters; and
 - Other appropriate customized services.

CareerSource Okaloosa Walton will also deliver other business services and strategies with partners that meet the workforce investment needs of the region's employers. All such services will be delivered with consideration given to partner programs' statutory requirements and consistent with Federal cost principles. These business services may be provided through effective business intermediaries working in conjunction with CareerSource Okaloosa Walton or through the use of economic development organizations, philanthropic, and other public and private resources in a manner determined appropriate by CareerSource Okaloosa Walton; and in some cases, in cooperation with the State. Allowable activities, consistent with each partner's authorized activities may include, but are not limited to:

- Developing and implementing industry sector strategies (including strategies involving industry partnerships, regional skills alliances, industry skill panels, and sectorial skills partnerships);
- Customized assistance or referral for assistance in the development of a registered apprenticeship program;
- Developing and delivering innovative workforce investment services and strategies for area employers, which may include career pathways, skills upgrading, skill standard development and certification for recognized post-secondary credential or other employer use, and other effective initiatives for meeting the workforce investment needs of area employers and workers;
- Assistance to area employers in managing reductions in force in coordination with rapid response activities and with strategies for the aversion of layoffs, which may include strategies such as early identification of firms at risk of layoffs, use of feasibility studies to assess the needs of and options for at-risk firms, and the delivery of employment and training activities to address risk factors;
- The marketing of business services to appropriate area employers, including small and mid-sized employers; and
- Assisting employers with accessing local, State, and Federal tax credits.

Integration of Service Delivery through the One-Stop Delivery System for Universal Customers

All One-Stop programs and services are fully integrated for the job seeking customers with an entire menu of services offered through the Career Centers. To highlight the value of the Workforce Development System, CareerSource Okaloosa Walton will offer a full array of career services to the CareerSource Okaloosa Walton customers. The three basic types of career services are:

- Basic Career Services;
- Individualized Career Services; and
- Follow-up Services.

Basic Career Service

CareerSource Okaloosa Walton Board will ensure that Basic Career Services are made available and, at a minimum, will include the following services, as consistent with allowable program activities, partner programs, and Federal cost principles.

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including worker profiling), and orientation to information and other services available through the One-Stop Delivery System;
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and need for supportive services;
- Labor exchange services, including:
 - Job search and placement assistance, and, when needed by an individual, career counseling, including:
 - Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA); and
 - Provision of information on nontraditional employment; and
 - Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services other than those traditionally offered through the One-Stop Delivery System;
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop Delivery System and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including:
 - Job vacancy listings in labor market areas;
 - Information on job skills necessary to obtain the vacant jobs listed; and
 - Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs.

- Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
- Provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's One-Stop Delivery System;
- Provision of information, in usable and understandable formats and languages, relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program; benefits under SNAP; assistance through the earned income tax credit; and assistance under a State program for Temporary Assistance for Needy Families, and other supportive services and transportation provided through that program;
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the Career Center must provide meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation.
 - Meaningful assistance means:
 - Providing assistance on-site using staff who are well-trained in unemployment compensation claims filing and the rights and responsibilities of claimants; or
 - Providing assistance by phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time.
 - The costs associated in providing this assistance may be paid for by the State's unemployment insurance program, or the WIOA adult or dislocated worker programs, or some combination thereof. Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.
- Individualized Career Services

CareerSource Okaloosa Walton Board must ensure that Individualized Career Services are made available if determined to be appropriate in order for an individual to obtain or retain employment. These services include the following services, as consistent with program requirements and Federal cost principles:

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include:
 - Diagnostic testing and use of other assessment tools; and
 - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals

- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, the eligible training providers (As described in § 680.180);
- Group counseling;
- Individual counseling;
- Career planning;
- Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- Internships and work experiences that are linked to careers (as described in § 680.170);
- Workforce preparation activities;
- Financial literacy services (As described in sec. 129(b)(2)(D) of WIOA and § 681.500);
- 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 must be provided, as appropriate, including, counseling regarding the workplace, for participants in adult or dislocated worker workforce investment activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment.

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

CareerSource Okaloosa Walton believes in and practices open and full competition in order to procure the best services possible at a reasonable price. The process includes advertisement in the local newspapers, website, workforce regions within Florida, and direct notification through the yellow pages if the vendor list for services is found to be limited. Written notification of Intent to Issue a Request for Proposal (RFP) or Invitation to Negotiate (ITN) is sent to each addressee on the Vendor list with instructions on how to request a copy of the solicitation.

In an effort to continually improve the solicitation process and to ensure open and fair competition, CareerSource Okaloosa Walton has a policy of conducting periodic surveys of vendors who request copies of the solicitation and then do not submit proposals or bids. This

is done to determine if the process discouraged competition or if other factors were the primary reasons for the decision not to submit a proposal or bid. Information gained from the surveys is factored into improvement of the solicitation process.

The final selection of Service Providers is made by the CareerSource Okaloosa Walton Board following a recommendation from an appointed Ad-Hoc Selection Committee named by the Chairman of the CareerSource Okaloosa Walton Board. The staff of CareerSource Okaloosa Walton is charged with the responsibility of certifying the integrity of the solicitation process was met by ensuring that all requirements of the RFP are met in each proposal, that the proposal was received by the published deadline, and that the proposal was responsive to the RFP.

After the proposals have been received and deemed responsive by the Board staff, the proposals are provided to the named members of the Ad-Hoc Selection Task Force for review, evaluation, and rating. The Ad-Hoc Task Force then meets in an open and advertised public meeting to complete the evaluation and rating process. The Ad-Hoc Task Force will report its results and make a recommendation to the full CareerSource Okaloosa Walton Board for selection of the Service Provider/s. The Competitive Solicitation process includes a provision for any proposing agency to protest the decision of the Ad-Hoc Task Force or the CareerSource Okaloosa Walton Board. The final decision is made by the CareerSource Okaloosa Walton Board.

(5) System Improvement: Describe additional criteria or higher levels of service than required to respond to education/training needs, labor market, economic, and demographic conditions and trends in the local area (WIOA §108(b)(6)(A)).

CareerSource Okaloosa Walton's Board of Directors ensures specific measures are in place to ensure the Board's role of setting policy and providing guidance and oversight. As a rule, the CareerSource Okaloosa Walton Board of Directors' meetings focus on broad workforce, education, economic development and labor market concerns, with special emphasis on performance and outcomes. The CSOW Board ensures the continuous improvement of eligible providers of services through the system and ensures that providers meet the employment needs of local employers, workers and jobseekers.

CareerSource Okaloosa Walton uses a continuous process improvement model that ensures processes are in place that will enable CareerSource Okaloosa Walton and its providers to exceed the highest standards set by the CSOW Board and CareerSource Florida Board of Directors. All CareerSource Okaloosa Walton workforce programs, providers, and staff have performance goals and expectation they must meet. The Board encourages staff, when appropriate, to establish new and higher, but achievable performance goals.

The Board's emphasis on continuous process improvement and performance outcomes ensures accountability. The service model used by CareerSource Okaloosa Walton provides the management team with the capability to react more quickly to changing conditions in education/training needs, labor market, economic, and demographic conditions and trends in the local area and workforce environment. *A value-added benefit allows more resources to be allocated to serve more people and provide more services to meet the specific needs of each customer.*

DESCRIPTION OF PROGRAM SERVICES

- (1) System Description:** Describe the local workforce development system. Identify programs included in the system and how the local board works with each entity to carry out core programs and other workforce development programs supporting alignment in provision of services. Identify programs of study authorized under The Strengthening Career and Technical Education for the 21st Century Act (Perkins V) (20 U.S.C. 2301 et seq.), that support the strategy identified in the Florida Unified Plan under WIOA section 102(b)(1)(E) (WIOA §108(b)(2)).

The CareerSource Okaloosa Walton Board and Committees oversee the local CareerSource Okaloosa Walton One-Stop System. The system provides an integrated delivery of employment and training services for the local business community and job seeking customers.

There is one full-service One-Stop Career Center currently operating in Fort Walton Beach (Okaloosa County). In addition to the one comprehensive Center, there is a CareerSource Okaloosa Walton One-Stop affiliate site located in DeFuniak Springs in Walton County. The CareerSource Okaloosa Walton Board also supports Community Outreach Centers (COC) located at local community-based/faith-based organizations, and military installations at Eglin AFB, Hurlburt Field, and 7th Special Forces Group (SFG).

CareerSource Okaloosa Walton serves as the One-Stop Operator providing and operating several workforce programs such as the Workforce Innovation Opportunity Act (WIOA), Temporary Assistance for Needy Families (TANF)/Welfare Transition Program, Wagner-Peyser (WP) Labor Exchange Programs, Supplemental Nutrition Assistance Program (SNAP) and other employment and training programs. The CareerSource Okaloosa Walton Board has responsibility for oversight and accountability for CareerSource Okaloosa Walton centers in Okaloosa and Walton Counties as the administrative entity and grants recipient.

Reemployment Services System

All CareerSource Okaloosa Walton programs are fully integrated with an entire menu of services offered in the Career Centers. These programs include Wagner-Peyser services (WP), Workforce Innovation Opportunity Act (WIOA) services, the Trade Adjustment Assistance (TAA) Program services, Supplemental Nutrition Assistance Program (SNAP) services, Temporary Assistance for Needy Families (TANF)/Welfare Transition (WT) Program services, Reemployment Services and Eligibility Assessment (RESEA) Program services, Emergency Unemployment Compensation/Reemployment (EUC) services, Veterans services, Military Family Employment Advocate (MFEA) services, Vocational Rehabilitation (VR) services, and the Senior Employment Program (SEP) services are all co-located in at least one of the Career Centers.

The provisions of CareerSource Okaloosa Walton's Reemployment Services ensure a seamless integration of service offerings available to Reemployment Assistance claimants and other Career Center customers. This approach seeks to maximize resources and enhance the job seekers' ability to return to the labor force at the earliest opportunity.

Career & Youth Committee

The Career & Youth Committee provides oversight of the CareerSource Okaloosa Walton One-Stop Delivery System. As part of its oversight role, the Committee provides an evaluation and analysis of performance of the One-Stop System. The Committee also provides the vision, direction and guidance that ensures all One-Stop programs are fully integrated with an entire menu of services offered to the public. Chaired by a private sector Board member, the Career & Youth Committee provides continual feedback and recommends policy changes or new policy development to the full CareerSource Okaloosa Walton Board. The Committee also monitor the system for overlapping and gaps in services for targeted groups and universal customers who are in need of services.

Business Competitiveness Committee

The Business Competitiveness Committee provides leadership through communication, coordination, and collaboration with local businesses, chambers of commerce, economic development organizations, and education providers, including school districts in Okaloosa and Walton Counties. The Committee is chaired by a private sector Board member.

The Business Competitiveness Committee oversees the development of the Regional Demand Occupations List (RDOL) and makes recommendations to the full Board on which occupations are included on the RDOL. Having a single committee oversee both the RTOL and ETPL will ensure the inclusion of programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.). This structure also supports the strategy identified in the State Plan under WIOA section 102(b)(1)(E) and WIOA §108(b)(2).

The Business Competitiveness Committee also oversees the development of the region's Eligible Training Providers List (ETPL) and makes recommendation to the full Board on which training providers should be approved as Eligible Training Providers (ETP).

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

Direct Services Model

The CareerSource Okaloosa Walton Board currently operate under a Direct Services Model that streamlines the delivery of services through the elimination of duplicate management layers. The Direct Services Model is clear, well defined, and allows maximum decision making at the Career Center level while clearly delineating expectations for performance and accountability. The Board will continue to operate under the waiver until such time as CareerSource Florida and the Department of Economic Opportunity provides additional guidance on what the structure should be in the future.

As provided in the Florida state legislation, the CareerSource Okaloosa Walton Board unanimously chose to request a waiver from the Governor to allow the Board to serve as the One-Stop Operator and to provide Core and Intensive Services. In lieu of procuring Service Providers, the Board has elected to provide the services at its one full-service center located in Okaloosa County in Ft. Walton Beach; and, affiliate center in Walton County in DeFuniak Springs. Additionally, the CareerSource Okaloosa Walton Board will operate the CareerSource Okaloosa Walton Mobile Career Center to deliver off-site services to the

residents and businesses of Okaloosa and Walton Counties. The CareerSource Okaloosa Walton Board will continue to make its CareerSource Okaloosa Walton Mobile Career Center available to Workforce Florida Inc., Board and the Department of Economic Opportunity in the event of a national or state emergency.

Competitive Process for Awards to Service Providers

The CareerSource Okaloosa Walton Board may elect to competitively procure components of services or special projects if the Board deems it to be in the best interests of effective and efficient delivery of services. In this situation, the CareerSource Okaloosa Walton Board process for awards for service providers will be as follows:

The CareerSource Okaloosa Walton Board believes in and practices open and full competition in order to procure the best services possible at a reasonable price. The process includes advertisement in the local newspapers, website, workforce regions within Florida, and direct notification through the yellow pages if the vendor list for services is found to be limited. Written notification of Intent to Issue a Request for Proposal (RFP) or Invitation to Negotiate (ITN) is sent to each addressee on the Vendor's list with instructions on how to request a copy of the solicitation. In an effort to continually improve the solicitation process and to ensure open and fair competition, the CareerSource Okaloosa Walton Board has a policy of conducting periodic surveys of vendors who request copies of the solicitation and then do not submit proposals or bids. This is done to determine if the process discouraged competition or if other factors were the primary reasons for the decision not to submit a proposal or bid.

The final selection of Service Providers is made by the CareerSource Okaloosa Walton Board following a recommendation from an appointed Ad-Hoc Selection Committee named by the Chairman of the CareerSource Okaloosa Walton Board. The staff of CareerSource Okaloosa Walton is charged with the responsibility of certifying that the integrity of the solicitation process was met by ensuring that all requirements of the RFP are met in each proposal submitted; that the proposal was received by the published deadline; and that the proposal was responsive to the RFP. After the proposals have been received and deemed responsive by the CareerSource Okaloosa Walton staff, the proposals are provided to the named members of the Ad-Hoc Selection Committee for review, evaluation, and rating. The Ad-Hoc Committee then meets in an open and advertised public meeting to complete the evaluation and rating process. If the Proposal is for Youth Services, one or more members of the Youth & Career Committee must be included on the Ad-Hoc Committee. The Ad-Hoc Committee will report its results and make a recommendation to the full CareerSource Okaloosa Walton Board for selection of the Service Provider/s. The Competitive Solicitation process includes a provision for any proposing agency to protest the decision of the Ad-Hoc Selection Committee or the CareerSource Okaloosa Walton Board. The final decision is made by the CareerSource Okaloosa Walton Board.

All potential respondents are ***strongly encouraged*** to attend the Bidders' Conference since this will be the best opportunity for having technical and other concerns addressed. A copy of the proposal review/rating sheet will be distributed at the Bidders' Conference.

The Letter of Intent to Submit a Proposal must clearly identify the proposer, any subcontractor(s), and the activities/services that each subcontractor will deliver. A Letter of Intent to Submit a Proposal does not commit a proposer to submit a proposal; however, a **Letter of Intent must be submitted in order to propose.**

The Letter of Intent to Submit a Proposal may be faxed to the phone number identified in the instructions; or e-mailed to the address provided in the instruction. The Letter of Intent may also be hand delivered or mailed to the address indicated in the instructions. PROPOSALS must be hand delivered or mailed to the address indicated in the instructions. The prospective proposer is solely responsible for assuring that anything mailed to CareerSource Okaloosa Walton arrives safely and on time to the address indicated in the instructions.

- (3) Expanding Access to Employment: Describe how the local board, working with entities carrying out core programs, expanded access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. This includes how the local board facilitates developing career pathways and co-enrollment, as appropriate, in core programs, and improves access to activities leading to recognized postsecondary credentials (including portable and stackable industry-recognized certificates or certifications) (WIOA §108(b)(3)).**

CareerSource Okaloosa Walton emphasizes universal access to employment, training and education services for job seekers, particularly those with barriers to employment, residing in Okaloosa or Walton County. To provide greater access to these available services, CareerSource Okaloosa Walton conducts extensive outreach through community events such as the 90 Works Day of Impact, the Okaloosa Walton Homeless Veteran Stand Down and the First Judicial Circuit of Florida -Family Law Advisory Group of Okaloosa County Service Provider Fair. Additional outreach is conducted through scheduled visits to the county jails, Veteran Treatment Court and several homeless shelters such as Blue Door Ministries. Lastly, CareerSource Okaloosa Walton management staff participate in several committees and organizations such as the Healthy Start Community Coalition of Okaloosa and Walton Counties, Early Learning Coalition of the Emerald Coast and the Transportation Disadvantaged Committees through the Emerald Coast Regional Council.

CareerSource Okaloosa Walton has an extensive social media presence on Facebook, LinkedIn and Twitter. In addition, CareerSource Okaloosa Walton emails a newsletter to over thirteen thousand people each day. Both the social media sites and the newsletter provide job seekers with information on available jobs, upcoming industry sector job fairs, recruitment events, apprenticeships and training opportunities.

CareerSource Okaloosa Walton conducts weekly career center orientations to introduce job seekers to an array of available programs and services, including the WIOA Adult, Dislocated Worker and Youth programs; Military Family Employment Advocacy; and the Disabled Veteran Outreach Program. All program staff are thoroughly trained in CareerSource Okaloosa Walton's available programs and refer participants, as appropriate, to receive additional program services through co-enrollment. It is not uncommon for a participant in the Welfare Transition, Supplemental Nutritional Assistance Program – Employment & Training or the Disabled Veterans Outreach Program to be co-enrolled receiving WIOA Adult, Dislocated Worker, or Youth services.

CareerSource Okaloosa Walton stresses the importance of post- secondary credentials and industry recognized certificates to job seekers navigating the local labor market. Through the WIOA Adult, Dislocated Worker and Youth programs, participants receive industry recognized certificates after completing training through Employed Worker Training or training through an Individual Training Account. Employed Worker Training participants have earned industry recognized certificates such as Project Management; ISO 9001;

OSHA Construction Health and Safety; and Six Sigma. Individual Training Accounts have been utilized to fund skills training resulting in stackable credentials such as Certified Nursing Assistant (CNA), Licensed Practical Nurse (LPN) and Registered Nurse (RN). The WIOA Adult, Dislocated Worker and Youth programs will continue to promote industry recognized certificates and credentials based on the Regional Demand Occupation List (RDOL) for Okaloosa and Walton counties.

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

The One-Stop Center network and partner programs collaborate to provide high-quality services enhancing businesses' growth and sustainability strategies. The CareerSource Okaloosa Walton Board, through the Business Competitiveness Committee, CareerSource Okaloosa Walton Business Services team, and partners will increase coordination of programs and resources to support a comprehensive system that seamlessly provides integrated services that are accessible to all jobseekers, workers, and businesses.

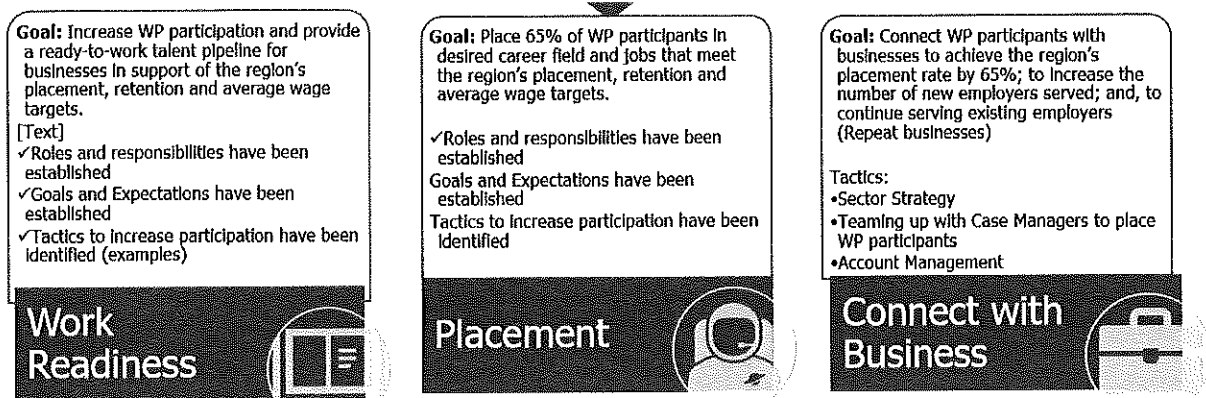
As part of the WIOA Sector Strategy, the CareerSource Okaloosa Walton Board targets five (5) key industry sectors that support the regional economic conditions. Our Sector Strategy also includes two industry tiers for business service delivery. Tier 1 consists of the five (5) key industry sectors that are fast-growing with high-skill, high-wage occupations. Tier 2 combines industry sectors with the most employment and job openings. Using the 80/20 rule, our primary focus is to allocate 80% of our efforts to provide high-value services to businesses in Tier 1 industries while still addressing employment needs of Businesses in Tier 2 sectors.

NAICS CODE	TIER 1 - TARGET/KEY INDUSTRY SECTORS
23	Construction
31-33	Manufacturing
54	Professional, Scientific and Technical Services (Aerospace, Aviation, Computer Science, & Engineering)
62	Health Care and Social Assistance
92	Public Administration

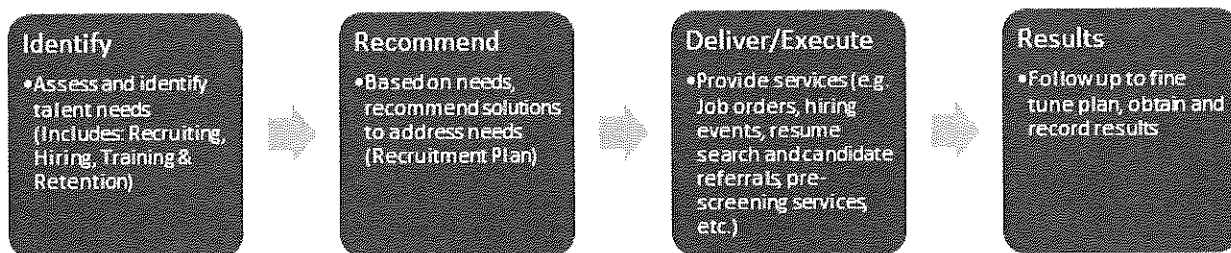
NAICS CODE	TIER 2 – INDUSTRY SECTORS
22	Utilities
44-45	Retail Trade
48-49	Transportation and Warehousing
51	Information
52	Finance and Insurance
53	Real Estate, Rental and Leasing
56	Administrative and Support
61	Education Services
72	Accommodation and Food Services

CareerSource Okaloosa Walton has identified the following strategies aimed to support and meet training and employment needs of key industry sectors:

- a) **Sector Partnership:** CareerSource Okaloosa Walton collaborates with different industry-specific associations and councils by advocating for workforce issues and challenges impacting industries that are fast-growing with high-skill, high-wage job opportunities. The results and information gathered through these conversations provides grounds for the development of training programs and initiatives to address training and employer skill needs. The sector partnerships include involvement with the following organizations: The Emerald Coast Manufacturing Engineering Network (TeCMEN), Tri-County Community Partnership Initiative (TCPI), Northwest Florida Manufacturing Council, Society for Human Resources Management (SHRM) – Emerald Coast Chapter (ECC), HSU Foundation, Okaloosa Economic Development, Walton County Economic Development Alliance, Building Industry Association (BIA), and local Chambers of Commerce.
- b) **Service Delivery Model – Talent Pipelines:** CareerSource Okaloosa Walton's Service Delivery Model was founded on the grounds of Lean Manufacturing principles under which three major sub-processes were identified: 1) Work Readiness, 2) Placement and 3) Business Accounts Management. Each sub-process focuses on specific key success factors to 1) better prepare and connect job seekers and workers with employment opportunities, and 2) build talent pipelines addressing the training and employment needs of businesses in key industries. To support the Service Delivery Model, a Talent Pipeline mechanism provides visibility of the skills identified during the initial intake process by the Work Readiness team. The Work Readiness team consists of members from the different programs to include WIOA Adult/DW, WIOA Youth, WT, SNAP, RESEA, Veterans and Military Spouses. The Placement and Business Services team use the skill information provided by the Work Readiness team to advocate and connect job seekers with businesses in target industries.



c) **Business Account Management Model (BAMM):** The Business Services team adopted the Account Management model to better assess businesses' talent needs and determine the best solutions to address those needs in targeted industries. Within the BAMM, Account Managers (AMs) have been identified to serve as subject matter experts to assess and address workforce challenges of target industries. The Model incorporates four steps: 1) Identify and Assess talent needs, 2) Recommend solutions, 3) Deliver/Execute the plan by providing the needed services or resources; and 4) Follow-up to adjust the plan if needed. This Model allows BSAM to carry out the four-step process when assisting businesses in key industries resulting in increased job placements, consistency of service delivery, high levels of customer satisfaction and strong business relationships.



- d) **Industry-Specific Job Fairs:** The LWDB 2 conducts industry-focused Job Fairs throughout the Program Year (PY). During these types of functions, participating businesses have the opportunity to meet with candidates face-to-face and conduct initial interviews. Resources and tools are made available to participating businesses to assist with the selection of candidates on the spot.
- e) **Workforce Training:** Businesses in key industry sectors receive priority of workforce training funds. Incumbent Worker Training (IWT) and On-the-Job Training (OJT) both programs align with the LWDB 2 sector strategy. Key industry sectors have been added as part of the eligibility criteria for businesses to receive local training funds under any of the local workforce training programs.
- f) **ITAs:** Approval of WIOA ITAs align with occupations in target industries. The Business Competitiveness Committee will identify and recommend skills needed to fill demand occupations in key industries.

- g) **Registered Apprenticeship:** Development of Registered Apprenticeship programs coincide with skills needs of key industries.

The CareerSource Okaloosa Walton Board has continued to emphasize the continued improvement of employer services as one of the top priorities for the 2020-2025 Program Planning Years. The Business Competitiveness Committee will identify and recommend to the CareerSource Okaloosa Walton Board any new policies regarding employer and business services including opportunities for employed worker or incumbent worker training.

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

CareerSource Okaloosa Walton participates and collaborates with different industry-focused consortiums and committees. The purpose of this initiative is to identify current and future critical talent needs of local businesses and agree on a mechanism to address those needs. The CareerSource Okaloosa Walton Board maintains membership and involvement in organizations such as Chambers of Commerce, Economic Development Council (EDC) in Okaloosa County and Economic Development Alliance (EDA) in Walton County, Society for Human Resource Management (SHRM) - Emerald Coast Chapter (ECC), Northwest Florida Manufacturing Council (NWFMC), Building Industry Association (BIA), HSU Foundation, TeCMEN, Tri-County Community Partnership Initiative (TCPI), and other employer organizations. The CareerSource Okaloosa Walton Business Services team will maintain collaboration with existing industry-specific consortiums and committees and join/engage emerging industry-focused alliances.

CareerSource Okaloosa Walton staff attend monthly or quarterly meetings established by the committees and consortiums of which they are members. The results of meeting discussions serve as guidance to create initiatives to address workforce challenges directly impacting the community and businesses in key industries.

As part of our Partnership Strategies, CareerSource Okaloosa Walton will strengthen existing and develop new partnerships by providing priority of service delivery to business referrals received from sector partners as follows:

- a. Assist in the recruitment of potential new and expanding businesses with the guidance, direction, and coordination of the CareerSource Okaloosa Walton Board and the economic development organizations
- b. Provide mass recruitment services for new and expanding businesses by offering on-site services, use of CareerSource Okaloosa Walton Center facilities, assessment services, extended or designated hours or other customized services to meet the needs of the businesses.
- c. Provide high-value services for employers with specific talent needs including candidate search, pre-employment assessments, provisions for on-site interviewing at one or more of the CareerSource Okaloosa Walton Centers
- d. Continue to promote the "Florida Ready to Work" credentialing for appropriate and potential employees and other assessments.

- e. Participate in community job and career fairs targeting the following audience: Veterans, senior workers, youth graduating from high school, dislocated workers affected by a Reduction In Force (RIF) decision, specific industry needs, mass hire for new and expanding businesses, or other initiatives identified by the Board.

WIOA establishes the development and implementation of industry sector partnerships as a required activity at both the state and local levels. WIOA section 134(a)(2)(B) provides that states must use a portion of state set-aside funds to assist local areas by providing information on and support for the effective development, convening, and implementation of industry or sector partnerships. Section 134(c)(1)(A)(v) requires that Title I-B funds are allocated to local areas must be used to develop, convene, or implement industry or sector partnerships

The CareerSource Okaloosa Walton Board collaborates with CareerSource Florida and the Department of Economic Opportunity to obtain additional funds to assist with developing industry partnerships.

In order to meet the statutory requirements under WIOA section 134(c)(1)(A), the CareerSource Okaloosa Walton Board will go beyond simply providing career services or training to employers within in a specific sector and invest in partnership infrastructure where they are not yet developed. The Board will emphasize the value of engaging multiple partners connected with a target sector including business, labor, higher education, and other stakeholders to support the development and sustainability of local and regional industries. The Board recognizes the value in addressing the workforce needs of both workers and businesses in target sectors is necessary to the success of these partnerships.

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

The Business Competitiveness Committee serves as the primary vehicle among industry, economic development organizations and training providers to identify skills needed to fill demand occupations as well as identifying critical and emerging jobs necessary for business retention, expansion and economic development for the region. The Business Competitiveness Committee reviews and determines whether additions or deletions are needed for the Regional Demand Occupations List (RDOL) and approves the Eligible Training Provider List (ETPL).

Along with the Business Competitiveness Committee, workforce statistics and economic data reports obtained from the Department of Economic Opportunity (DEO), US Department of Labor (USDOL), Labor Exchange System (Employ Florida) and private-software services (JobsEQ), provide guidance on the selection of key industries facing skill challenges within the next 5 to 8 years.

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

CareerSource Okaloosa Walton Sector Strategies align with both counties, regional economic development initiatives (Florida's Great Northwest and Northwest Florida Forward) as well as the educational institutions within the region.

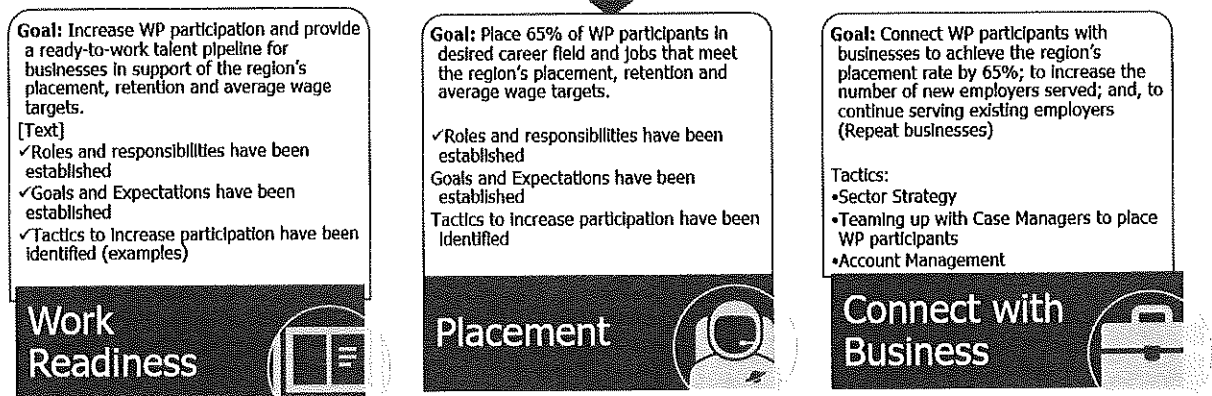
Sector strategies increase our ability to build talent pipelines that meet the needs of companies in a geographical area with similar worker skills needs in partnership with EDC, Educational Partners, Public and Private businesses and other stakeholders.

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

CareerSource Okaloosa Walton's policy and strategy align with the needs of area businesses and industry organizations through surveys and feedback received from profit and nonprofit businesses on the Board, Business Competitiveness Committee; and, data gathered from positions advertised in the Florida Labor Exchange system, and participation of industry events and close working relationships. The data collected from the various constituents is instrumental for the development of the region's sector strategy.

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

Our Service Delivery System operates around sector strategies capitalizing on the five (5) key sectors selected to support the regional economic conditions. As part of the CareerSource Okaloosa Walton strategy, the Service Delivery Model was created to 1) better prepare and connect job seekers and workers with employment opportunities, and 2) build talent pipelines addressing the training and employment needs of businesses in key industries. The Model was founded on the grounds of Lean Manufacturing concepts under which three major sub-processes were identified: 1) Work Readiness, 2) Placement and 3) Business Account Management. Each sub-process focuses on specific elements recognized as key success factors. To support the Service Delivery Model, a Talent Pipeline mechanism provides visibility of the skills identified during the initial intake process by the Work Readiness team. The Work Readiness team consists of members



from the different programs to include WIOA Adult/DW, WIOA Youth, WT, SNAP, RESEA, Veterans and Military Spouses. The Placement and Business Services team use the skill information provided by the Work Readiness team to advocate and connect job seekers with businesses in target industries to close the skill gap.

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

Training funds are distributed accordingly to both business through EWT, IWT and individuals through ITA

The Business Services team uses a unique Account Management approach to better assess businesses' talent needs and determine the best solutions to address those needs in key industry sectors. Within the BMM, Business Services Account Managers (BSAM) have been identified to serve as subject matter experts to assess and address workforce challenges of target industries. The Model incorporates four steps: 1) Identify and Assess talent needs, 2) Recommend solutions, 3) Execute the plan by providing the needed services; and 4) Follow-up to adjust the plan if needed. This Model allows BSAM to carry out the four-step process when assisting businesses in key industries resulting in increased job placements, consistency of service delivery, high levels of customer satisfaction and strong business relationships.

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

Internally, CareerSource Okaloosa Walton conducts quarterly programmatic reviews to ensure the strategic processes, practices, policy and procedures support the delivery of services resulting in a higher number of individuals trained and placed with businesses in industries of focus.

WIOA Common Measures and Continuous Improvement Performance Incentive reports provided by CareerSource Florida help tracking performance and suggest improvement needs.

Externally, information gathered through industry surveys and business partners serve as guidance to measure industry engagement.

The Board sustains sector strategies by staying relevant and maintaining the link between economic development, workforce development and education.

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

CareerSource Okaloosa Walton ensures that all skills training programs, including Employed Worker Training (EWT) and training funded through Individual Training Accounts, are linked to in demand industry sectors or occupations in the local labor market, or an area in which a participant is willing to relocate, through regional and statewide demand data provided by the Department of Economic Opportunity as well as through direct input from economic development organizations, chambers of commerce and businesses operating in Okaloosa or Walton County.

CareerSource Okaloosa Walton's management, Business Competitiveness Committee and Board of Directors review WIOA sponsored training programs through the development and approval of the Eligible Training Provider List (ETPL) and Regional Demand Occupation List (RDOL). In partnership with CareerSource Okaloosa Walton, educational institutions such as Northwest Florida State College, Okaloosa Technical College and Emerald Coast Technical College develop and submit training programs for approval and inclusion on the ETPL. As a requirement, these programs must align with the occupational data outlined on the RDOL, including the standard occupational code, occupational title, annual growth, number of openings as well as entry and mean level wage data. For those participants who may be interested in relocation, career advisors routinely share similar regional and statewide level information. In order to assist participants in making informed training decisions, career advisors may also provide specific program outcome data, including the number of graduates and average wages of WIOA sponsored graduates in Okaloosa or Walton County.

CareerSource Okaloosa Walton is also actively involved with five area chambers of commerce, the Economic Development Council of Okaloosa County, Walton County Economic Development Alliance and Florida's Great Northwest, a regional economic development organization serving Northwest Florida. These organizations provide a direct link to not only the businesses operating in Okaloosa or Walton County, but to those businesses who may be considering relocation. In addition, CareerSource Okaloosa Walton's Business Services team supports area employers through recruitment, candidate screening and Employed Worker Training, providing the business services program manager with a direct link to the current needs of the local labor market. This information is routinely discussed with program management in strategy meetings, as well as in the Business Competitiveness Committee and Board of Director quarterly meetings, in order to maintain training programs that are consistent with the goals of CareerSource Okaloosa Walton.

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

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

The CareerSource Okaloosa Walton Board will engage employers, including small employers, and employers in in-demand industry sectors and occupations, in workforce development programs by increasing awareness of the workforce system in Okaloosa and Walton Counties using the following tactics:

a) Outreach:

- i. Daily Job Order Report – Employ Florida Business Referrals:** CareerSource Okaloosa Walton receives between 20 to 40 new job orders daily across industries. Account Managers generate a new job order report daily to identify business leads for service and increase awareness of the benefits available at CareerSource Okaloosa Walton. Priority of contact is provided to businesses in

Tier 1 industries. The new job order report serves as a tool to identify and engage businesses in workforce activities that will ultimately support their sustainability and expansion strategies.

- ii. **Job Order Follow-up - Employ Florida Business Referrals:** Another tactic used by CareerSource Okaloosa Walton to increase employer engagement is the Job Order Follow-up process. Account Managers (AMs) connect with businesses in assigned industries to determine the status of employment opportunities and identify possible challenges and suggest solutions as follows:

- Suggest changes to job description or salary to attract more applicants
- Source candidates using available talent pipeline and EF database
- Invite to a hiring event/ job fair
- Suggest pre-screening assessments to identify the right skills/candidate
- Refer to training grants, etc.

The results of the Job Order Follow-up process lead to high levels of customer satisfaction by addressing businesses' challenges ranging from reviewing job descriptions to referrals of candidates and/or referrals to training grants. This results in high levels of businesses engagement.

- iii. **Community involvement and Event Participation:** Participation in Job Fairs, networking events and committees may result in business referral leads. AM is responsible for connecting with businesses in corresponding industries to engage businesses in workforce activities.

b) **Customer Experience is Priority:**

- i. **One-Stop Career Center Business Referrals:** CareerSource Okaloosa Walton leverages its brick-and-mortar and mobile centers to provide the best customer experience to businesses when visiting or connecting with the One-Stop Career Centers via phone or social media avenues. When in contact with businesses, Industry Account Managers conduct an initial assessment of the business' needs and suggest a suitable workforce solution plan to address those needs.

The employers need to know that CareerSource Okaloosa Walton is here for them. They need to know that CareerSource Okaloosa Walton exists to primarily meet their employment needs. Businesses need to know the important role and contributions of CareerSource Okaloosa Walton, with a great emphasis on the investment in economic development; and the demand-driven needs of employers. To that end, CareerSource Okaloosa Walton will continue to develop relationships with businesses through membership and participation with chambers of commerce, Florida's Great Northwest, the two local economic development organizations, and regional economic development initiatives to ensure the needs of existing businesses are being met and to facilitate recruiting targeted industries for expansion into the workforce region.

The CareerSource Okaloosa Walton Board will pursue workforce solutions that position the region for stable economic growth. Keeping in mind that the voice of business is the driving force for designing program services for workforce development, the CareerSource Okaloosa Walton Board will work to ensure the competitiveness of local businesses not only for employee recruitment but also employee retention through promotion of training for the employed workers using local and state resources for incumbent workers.

The formation of industry consortiums to pool resources and helping to identify common workforce and training issues and possible solutions will be explored through focus groups and surveys. An expected outcome of the industry-specific focus groups is to build participant commitment and foster stronger relationships among the participants.

CareerSource Okaloosa Walton will continue to strongly support the Technology Coast Manufacturing and Engineering Network, a member of the Economic Development Council of Okaloosa County. This group brings together manufacturing, engineering and technology businesses to collaborate on business opportunities and discuss common business issues.

The CareerSource Okaloosa Walton Board will also continue to support the mission of Florida's Energy Workforce Consortium; To enhance engagement among key stakeholders (contractors, contractor associations, trade unions, legislators, Governor's office, Florida Energy Workforce Commission, etc.) both on a statewide and a regional basis.

The CareerSource Okaloosa Walton Board has also established a close working partnership with the Building Industry Association (BIA) to help address the stresses and strains of a declining construction industry while also addressing the new and emerging needs of training for "green jobs" and new requirements in the construction industry.

A. Support a local workforce development system that meets the needs of businesses in the local area;

A responsibility of CareerSource Okaloosa Walton is to ensure services are in place to support the local workforce development system that meets the needs of businesses in the local area. To meet this goal, the Board operates an Integrated Services Model in the CareerSource Okaloosa Walton centers.

The Integrated Services Model aligns programs and ensures integrated service delivery throughout the workforce system in Okaloosa and Walton Counties. The Integrated Services Model relies on support through communication, coordination, and collaboration across the core programs (WIOA Adult, Dislocated Worker and Youth; Wagner-Peyser, Education and Vocational Rehabilitation) to create a single unified and integrated strategy for delivering services.

The Integrated Services Model views all—the core programs as one workforce system, assessing strategic needs and aligning them with service strategies that ensure the workforce system meets employment and skill needs of all workers and employers. The Board will also collaborate with other Career Center partner programs, and other partners at the state and local levels to ensure the needs of CareerSource Okaloosa Walton customers are met. The WIOA and the State uses a certification process and competition to help achieve this vision and ensure continuous improvement in the workforce one-stop system.

B. Better coordinate workforce development programs and economic development; and,

CareerSource Okaloosa Walton promotes accountability and transparency and believes that data drives decisions and informs customer choice. CareerSource Okaloosa Walton and other partners and local leaders ensure investments in employment, education and training programs are evidence-based and data-driven, and programs are accountable to participants and taxpayers. Promoting accountability, transparency, and customer choice ensures the Board is a trusted partner in the community.

CareerSource Okaloosa Walton through the Business Competitiveness Committee uses its leverage and good standing in the community to develop strong partnerships with local and regional economic development organizations and local chambers of commerce. The Committee ensures these organizations are aware of workforce development programs and services. Finding and retaining qualified employees is at the top of the list of the identified needs the Committee promotes.

CareerSource Okaloosa Walton has engaged the services of the consortium of chambers of commerce, economic development organizations, and education, to better coordinate workforce development programs. This partnership and forum will continue to help disseminate timely information to businesses regarding opportunities for training. To that end, these partners are committed to assisting with focus groups, seminars, and the promotion and coordination of workforce programs.

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

WIOA was enacted in July 2014. It provides a new blueprint for the nation's public workforce system. Under WIOA, the Wagner-Peyser Unemployment Insurance (UI) program is a vital program within the workforce system and continues to be a mandatory partner in the CareerSource Okaloosa Walton centers. UI claimants continue to be critical customers for the workforce system. As CareerSource Okaloosa Walton begins to engage partner programs to carry out strategic planning under WIOA, particularly as the Board considers service delivery design for the CareerSource Okaloosa Walton centers, the Board will consider how to most effectively leverage the Reemployment Services and Eligibility Assessment (RESEA) program.

Wagner-Peyser is the State's labor exchange program that brings together individuals who are seeking employment with employers who are seeking employees. CareerSource Okaloosa Walton administers a labor exchange program that has the capacity to:

- Assist job seekers to find employment; to assist employers in filling jobs;
- Facilitate the match between job seekers and employers;
- Participate in a system for clearing labor between the States, including the use of standardized classification systems issued by the Secretary of Labor under Section 15 of the Wagner-Peyser Act; and
- Meet the work test requirement of the State Reemployment Assistance system.

CareerSource Okaloosa Walton ensures self-services are available to all job seekers and employer customers. Services may be accessed from computer workstations at the CareerSource Okaloosa Walton centers or personal desktop computers through the Internet. In addition to accessing information electronically, customers can choose to receive information in more traditional forms such as printed material which will be available at the CareerSource Okaloosa Walton centers.

Wagner-Peyser is an *essential core partner* in the One-Stop System. Career Services such as the Workforce Innovation and Opportunity Act's (WIOA) Individualized Career services and *training/retraining* through the ITA (Individual Training Account) systems will be offered around Individualized Career services to those unable to secure employment through Individualized Career services.

Wagner-Peyser services are an integral part of the foundation for the universal services provided at the CareerSource Okaloosa Walton centers. Customer flow in the Career Centers has been designed to make maximum use of the resources available to universal customers. An initial assessment -- taking a snapshot of the customer needs, will immediately direct the customer for appropriate services provided by either WIOA or Wagner-Peyser, depending on the needs of the customer. The state Management Information System (MIS) system for tracking of individuals seeking service will be the initial information gathering tool to collect necessary information for serving the customer, as well as, documentation for services provided. The Employ Florida (EF) system is the primary system for data collection of all CareerSource Okaloosa Walton funded programs.

All CareerSource Okaloosa Walton partners will coordinate, collaborate, and integrate resources, ideas, and services to serve the customer in the most effective manner.

With all Wagner-Peyser services available at CareerSource Okaloosa Walton, including access to Reemployment Assistance (RA) claims filing, the customer is directed to the appropriate staff person or service. The local CareerSource

Okaloosa Walton centers have been very effective in assisting customers in filing RA claims filed by the internet. Because of the need to assist customers on the use of the computer for filing claims, and unusual situations due to being near the border with another state, and other unique situations, considerable staff time must still be devoted to providing services including reemployment services for the RA claimant. All CareerSource Okaloosa Walton staff persons have received basic training on how to access the website for filing claims.

The mix of Wagner-Peyser and WIOA services will have Wagner-Peyser carrying a significant role in Individualized Career Services with WIOA resources supplementing, not duplicating, Individualized Career Services. Wagner-Peyser resources will also provide selected offerings in Individualized Career Services such as specialized assessment, testing, and certification of skills such as those needed for Civil Service applications, federal bonding program for ex-offenders, certification for any targeted assistance for tax credits, and other special services. Wagner-Peyser staff will also supplement WIOA staff in providing group activities for job seekers.

CareerSource Okaloosa Walton Customer Flow

First-time customers receive basic career services. CareerSource Okaloosa Walton adopted the Work Readiness concept, which provides standards for better preparing and addressing the needs of customers. A Career Advisor (CA) meets with customers to identify their needs by conducting an initial assessment. The information gathered during the initial assessment provides foundation for the development of suitable employment plans to address the unique training and employment needs of customers. The CA assists customers in identifying work readiness actions to help them achieve their career goals. The work readiness actions vary based on the customer's needs. Some of the work readiness activities include professional resume review/development, interview skills, 30-second elevator speech, and any other activities that can support and assist customers in becoming work ready to successfully enter/reenter the workforce.

As part of the initial assessment, customers gain knowledge of the programs, services and resources available through CareerSource Okaloosa Walton Center. This orientation not only encourages the use of all facilities and resources available in the Career Center but promotes self-help at the level the customer is able to comfortably succeed.

Career Advisors educate customers on current industry trends and high-wage, high skill occupations that are fast growing, with the most jobs to help them make better career choices. Emphasis is placed in key industry sectors.

Instruction and information ~~will be~~ is available through computer programs, videos on pertinent employment and training topics, and one-on-one instruction when necessary. Customers ~~will~~ receive referrals to CareerSource Okaloosa Walton partner agencies for services when need or preference is indicated.

Customers deemed work ready transfer to the Placement and Business Services Account Management team to connect with businesses in the community. Businesses in key industries receive priority of candidate referrals.

In areas where Wagner-Peyser staff is severely limited, WIOA staff and other CareerSource Okaloosa Walton partners supplement Wagner-Peyser resources in providing full Individualized Career Services. Wagner-Peyser staff, WIOA staff, and other cross-trained CareerSource Okaloosa Walton partners jointly and collaboratively provide the following services in the CareerSource Okaloosa Walton Centers:

Labor Exchange Services:

- Applicant registration, selection and referrals for job openings;
- Job Search and placement assistance to job seekers;
- Occupational and Labor Market Information (LMI);
- Reemployment Services and Eligibility Assessment (RESEA) services;
- Referral and tie-in to Emerald Coast Professionals (ECP);
- Access to Reemployment Assistance Benefits Claim filing.
- Facilitate TAA/TRA/NAFTA activities.
- Specialized veterans' employment and training services.
- Solicit job orders from employers.
- Recruitment services and special technical services for employers, including on-site employer visits;
- File Search for matching job listings with applicants;
- Update Job Listings with employer follow-up;
- Provide tax credit information for job seekers and employers;
- Conduct mass recruitment;
- Participate in Rapid Response;
- Market Services to Employers;
- Recruit for Job Corps;

- Provide services to federal contractors;
- Provide services for Migrant and Seasonal Farm workers, if needed;

Employer and job seeker customer services operate in accordance with the guidance and direction of the CareerSource Okaloosa Walton Board and its Business Competitiveness Committee and Career Committee. The philosophy and position of the CareerSource Okaloosa Walton Board is: "CareerSource Okaloosa Walton has three basic customer groups and in order to provide excellence to one group, CareerSource Okaloosa Walton must also provide excellent services simultaneously to the other groups." The three groups are:

- Businesses and organizations that employ individuals;
- Job seekers who are seeking the first job, a better job, and/or who wish to reenter the workforce;
- The general public who fund CareerSource Okaloosa Walton services through payment of taxes.

To achieve customer satisfaction for all customer groups, it is essential to meet or exceed the employers' expectations and hiring needs while meeting the training and employment needs of the job seeker. This provides a balanced approach to meeting the goals of the CareerSource Okaloosa Walton Board and making sound expenditure of the public funding received from the general public.

Reemployment Services and Eligibility Assessment (RESEA) Program

Preparing to Serve Reemployment Assistance (RA) Claimants and Customers

These services are designed to significantly reduce the number of weeks an individual receives unemployment payments.

Each RESEA participant will receive a career assessment or initial assessment interview to determine the employability needs of the individual. The initial assessment will be customer focused with the goal of empowering the participant to take responsibility for improving his or her economic circumstances.

The initial assessment will start with an orientation that includes information on the full menu of CareerSource Okaloosa Walton services available to assist the participant with reemployment. The orientation will serve as the intake process where information can be gathered for the more in-depth one-on-one interview later with the RESEA staff. The RESEA staff will bring their appointment calendars with them to the orientation to facilitate the scheduling of appointments. This approach may ease the fear of the reemployment services process and allow the participant time to reflect on what's coming next on the road to reemployment.

As a part of the orientation, information on available workshops should be provided to the claimants.

Below are the services the participants should receive on the first visit to the CareerSource Okaloosa Walton Centers:

The RESEA Interview Requirements

The RESEA Program has established specific requirements for the RESEA assessment that CareerSource Okaloosa Walton staff must use when administering RESEA services. The following are the minimum requirements for the RESEA Program:

- The RESEA participants must have a one-on-one interview with the RESEA staff and receive an assessment of their employability skills, strengths, weaknesses, and barriers. The interview must include:
 - Providing labor market information;
 - Assisting participants in developing an Employability Development Plan (EDP), which must include:
- The RESEA participants must be provided labor market information unique to their area of work experience using the EF Occupational Profile as the primary LMI Tool. If the labor market information shows the participant's occupation is in decline, they may be referred for training;
- The EDP must be signed by the participant and the RESEA staff. A copy of the EDP must be given to the participant. The original should be scanned and filed in the ATLAS System;
- The RESEA Staff should provide several job referrals to the participant as well as information on other CareerSource Okaloosa Walton services. Referrals should be to jobs for which they are qualified for or suitable;
- After all services have been provided, the RESEA staff must result each participant's attendance in EF to either "Attended" or "No-Show". If one of these is not marked, the region will not receive credit for the assessment. It is the RESEA staff's responsibility to ensure all the 4-pack of services are provided and "resulted" in EF.

Documenting RESEA Services

The following RESEA services are required for all RESEA participants and will be provided as part of the intensive one-on-one interview:

- Orientation: RESEA staff must provide an orientation about all the CareerSource Okaloosa Walton services with emphasis on accessing available labor market and career information. This activity should be manually entered and resulted in EF by the facilitator following the end of the orientation. Staff will use Activity Code: 101, Staff Assisted Orientation for this activity.
- Initial Assessment: RESEA staff must conduct a one-on-one assessment interview with the RESEA participants to review their employability skills, strengths, weaknesses, and barriers. In addition to the assessment tools mentioned in the local operating procedures (LOP), other tools may also be used such as Florida Ready to Work Credentialing Program, TRAITFY, IBM Kenexa, Barriers to Employment Success Inventory (BESI), etc. When using these assessments, staff should not set additional standards for participants to attain in order to be shown as successful completers. The only standards that may be used are those included with the assessment tool. Staff will use Activity Code 102, Initial Assessment for this activity.
- Labor Market Information (LMI): RESEA staff must conduct a briefing on the Provision of Labor Market Information unique to the RESEA participant's experience, skills and desired occupation. Staff will use Activity Code 107, Provision of Labor Market Information for this activity.
- Employability Development Plan: RESEA staff must assist the participants with developing an Employability Development Plan (EDP) unique to their challenges, skills, and goals discovered during the initial assessment. The EDP should be thorough and complete as it provides a road map for the participant to follow. Staff will use Activity Code 205, Develop Service Strategies (IEP, ISS, and EDP) for this activity.

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

WIOA Enhanced "Priority of Service"

WIOA includes enhanced "priority of service" requirements to ensure that recipients of public assistance and other hard-to-serve populations are able to access critical employment and training services through the one-stop system. CareerSource Okaloosa Walton will review the Temporary Assistance for Needy Families (TANF) program to enhance priority of service policies to ensure that TANF recipients are prioritized under such policies and that they are offered services that meet their needs.

Under WIA, CareerSource Okaloosa Walton was required to provide priority for intensive and training services to recipients of public assistance and other low-income individuals in instances where local funds were "limited." WIOA strengthens this requirement by eliminating the conditional language relating to "limited" funding, and adding individuals who are basic skills deficient to the categories of WIOA participants who must receive priority of service. These statutory changes will help to address concerns that individuals with barriers

to employment were often underserved through the one-stop system under WIOA, and ensure that resources are more equitably allocated to support those with the greatest needs.

WIOA section 134(c)(3)(E) states in part, that with respect to funds allocated to a local area for adult employment and training activities under paragraph (2)(A) or (3) of WIOA section 133(b), priority shall be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for receipt of career services described in paragraph (2)(A)(xii) and training services. The CareerSource Okaloosa Walton Board will instruct CareerSource Okaloosa Walton staff to ensure these priority groups receive priority of services without consideration to limited funding.

CareerSource Okaloosa Walton supports WIOA new regulation implementing the new priority of service requirements, including designating those career services subject to the priority of service requirements as "individualized" services.

How to Apply Priority of Services for Veterans and Eligible Spouses

Eligibility for Priority of Services

For the purpose of implementing priority of services in CareerSource Okaloosa Walton will use the broad definition of veteran found in 38 U.S.C. 101(2). Under this definition, the term "veteran" means a person who served at least one day in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable, as specified in 38 U.S.C. 101(2).

"Active service" includes full-time Federal service in the National Guard or a Reserve component. This definition does not include full-time duty performed strictly for training purposes (i.e., often is referred to as "weekend" or "annual" training); nor does it include full-time active duty performed by National Guard personnel who are mobilized by State rather than Federal authorities (usually occur in response to events such as natural disasters).

The CareerSource Okaloosa Walton Board has adopted the definition for "Eligible Spouse" as defined at section 2(a) of the JVA (38 U.S.C. 4215[a]) which means the spouse of any of the following:

- Any veteran who died of a service-connected disability;
- Any 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 listed for a total of more than 90 days:
 - Missing in action;
 - Captured in the line of duty by a hostile force; or
 - Forcibly detained or interned in the line of duty by a foreign government or power;

- Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs; or
- Any veteran who died while a disability was in existence. A spouse whose eligibility is derived from a living veteran or service member (i.e., categories b. or c. above) would lose his or her eligibility if the veteran or service member were to lose the status that is the basis for the eligibility (e.g. if a veteran with a total service-connected disability were to receive a revised disability rating at a lower level). Similarly, for a spouse whose eligibility is derived from a living veteran or service member, that eligibility would be lost upon divorce from the veteran or service member.

Implementing Priority of Services in the CareerSource Okaloosa Walton Centers

The priority of services refers to those veterans and spouses who are eligible for priority of services as "covered persons" and refer to those not eligible for priority of services as "non-covered persons."

Priority of services means that veterans and eligible spouses are given priority over non-covered persons (Within the population receiving the services) for the receipt of employment, training, and placement services provided under a qualified job training program.

Priority means that veterans and eligible spouses are entitled to precedence over non-covered persons (Within the population receiving the services) for services. This means that a veteran or an eligible spouse receives access to a service before a non-covered person; or, if the resource is limited, the veteran or eligible spouse receives access to the service instead of or before the non-covered person.

For a service such as classroom training, priority of service applies to the selection procedure:

- First, if there is a waiting list to start a training class, priority of services is intended to require a veteran or eligible spouse to go to the top of that list.
- Second, priority of services applies up to the point at which an individual is both:
 - Approved for funding; and,
 - Accepted or enrolled in the training class

Therefore, once a non-covered person has been both approved for funding and accepted/enrolled in a training class, priority of services is not intended to allow a veteran or eligible spouse who is identified subsequently to "bump" the non-covered person from that training class.

Administering Priority of Services

Qualified job training programs fall into two basic categories:

- Universal access programs; or
- Programs that require participants to meet specified eligibility criteria.

Universal Access Programs -- For workforce programs that deliver services to the public as a whole without targeting specific groups, veterans and eligible spouses must receive priority of services over all other program participants. For example, the primary universal access services are the "core" services delivered through the one-stop system under the Wagner-Peyser and WIOA programs. Veterans and eligible spouses receive the first level of priority in universal access programs.

Programs with Eligibility Criteria -- Eligibility criteria identify basic conditions that each and every participant in a specific program must meet. It is important to note that a veteran or eligible spouse must first meet any and all of the statutory eligibility criteria in order to be considered eligible for:

- Enrollment in a qualified program;
- Receipt of priority for enrollment in the program; and
- Priority for receiving services in the program.

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

CareerSource Okaloosa Walton provides in-demand industry skills training, including Employed Worker Training (EWT), On the Job Training (OJT) and training funded through Individual Training Accounts (ITA) to eligible participants who, without receiving training, are unlikely to obtain or retain employment leading to economic self-sufficiency. Prior to receiving training, career advisors provide participants with comprehensive Labor Market Information (LMI); career interest and aptitude assessments; employment readiness and counseling; referrals to community resources and a co-developed career plan.

CareerSource Okaloosa Walton's primary means of providing skills training, in terms of both financial investment and participants served, is through the utilization of Individual Training Accounts (ITA). ITA sponsored training programs; such as practical nursing, welding and cybersecurity; are developed by regional educational institutions and approved by CareerSource Okaloosa Walton's program management, executive leadership, Business Competitiveness Committee and Board of Directors. Prior to CareerSource Okaloosa Walton's initial approval and renewal, a comprehensive review of all training programs is completed, including prior performance (if applicable), eligibility to provide training in the state of Florida, appropriate certification, and alignment with the occupational data outlined on the Regional Demand Occupation List (RDOL).

In addition to ITA sponsored training, CareerSource Okaloosa Walton contracts directly with employers to provide skills training such as Six Sigma Lean Manufacturing, ISO 9001 and Microsoft Project through Employed Worker Training (EWT) and On the Job Training (OJT) opportunities. The application and contracting

process includes a review, by both business services and program management, of employer eligibility, an outline of the training project, anticipated outcomes and cost analysis. Similarly, CareerSource Okaloosa Walton's program management and executive leadership approve all EWT and OJT contracts prior to implementation.

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

The WIOA consumer choice requirements are similar to those established under WIOA. The term "Career Advisor," used in WIOA, replaces the term "case manager," used in WIOA. CareerSource Okaloosa Walton staff or Career Advisors will coordinate funding for ITAs with other funding sources in order to assist individuals in obtaining training services. Priority consideration will be given to programs that are aligned with in-demand industry sectors or occupations on the Regional Targeted Occupational List.

WIOA training services will be provided in a manner that maximizes consumer choice in the selection of an eligible provider of such services and includes the following functions:

- **Eligible Providers.** CareerSource Okaloosa Walton, through the CareerSource Okaloosa Walton centers, will make available the list of eligible providers of training services described in WIOA section 122(d), and accompanying information.;
- **Individual Training Accounts.** An individual who seeks training services and who is eligible pursuant to previous guidance, may, in consultation with a Career Advisor, select an eligible provider of training services from the list of providers on the ETPL. Upon such selection, the Career Advisor involved will, to the extent practicable, refer such individual to the eligible provider of training services, and arrange for payment for such services through an individual training account;
- **Coordination of Funds.** CareerSource Okaloosa Walton, through the Career Advisor, will coordinate funding for individual training accounts with funding from other Federal, State, local, or private job training programs or sources to assist the individual in obtaining training services;
- .
- **Priority consideration** will be given to programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in Okaloosa and Walton Counties.

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

Individual Training Accounts (ITAs) are the primary method used by CareerSource Okaloosa Walton to procure training services under WIOA. In certain circumstances a contract for training services may be used instead of an ITA. The CareerSource Okaloosa Walton Board may also determine that providing training through a combination of ITAs and contracts is the most effective approach. This approach could be used to support placing participants in programs such as Registered Apprenticeships and other similar types of training.

Individual Training Accounts are established on behalf of eligible participants. ITA services are made available to employed and unemployed adults and dislocated workers who have met the eligibility requirements for WIOA Individualized Career Services and have been determined to be unable to obtain or retain employment leading to the local definition of self-sufficiency. The participant after an interview, evaluation or assessment, and career planning, has been determined to be in need of training and has the necessary skills and qualifications to successfully complete the selected training program. Selection of a training program must include the identification that the training is directly linked to occupations that are on the Regional Targeted Occupations List.

An ITA may be used for a training program that is up to two years in length. Limited additional time may be pre-approved by the Executive Director or Chief Operating Officer on an individual basis and is dependent upon the participant's circumstances.

Funding for training is limited to individuals who:

- Are unable to obtain grant assistance from other sources to pay the costs of their training; or
- Require assistance beyond that available under grant assistance from other sources to pay the costs of such training. ITA funding can only be utilized after Pell Grant, TAA, and any other scholarship/aid for training.

Payments for training may be made through electronic transfers of funds, vouchers, or other appropriate methods. Payments may be made at the beginning of the training program or on an incremental basis.

Workforce Planning Areas

Because of the commonalities of the labor market of surrounding workforce regions and the geographical proximity of the labor market as well as for Training Vendors in neighboring Workforce Planning Regions, the CareerSource Okaloosa Walton staff are empowered to use discretion in issuing ITA's. Staff are authorized to issue an ITA for training for an occupation that does not appear on the Regional List but does appear on one of the planning regions list; or on the statewide list, providing the individual is willing to move if necessary to find employment or to commit to an out of the region commute. Impacting this decision is the willingness of the trainee to relocate, if necessary, in order to find employment in a training-related field. However, commuting between Regions in the Workforce Planning Area is a natural work commute for individuals seeking employment in northwest Florida.

A. Describe any ITA limitations established by the board;

ITA's are utilized to procure training services for WIOA adult and dislocated workers. The amount of an ITA per person may vary based on other financial assistance. The CareerSource Okaloosa Walton ITAs are capped at \$6,000.00 maximum per person. The cap amount includes the costs for covered tuition, required books, and fees of training providers and other training services prescribed and authorized by the Workforce Innovation and Opportunity Act of 2014. The Executive Director (ED) and Chief Operating Officer (COO) may approve specialized courses or programs on a case-by-case basis for

those that exceed the established limit, assuming the reason is at no fault of the participant. Request for exceptions must be made prior to enrollment.

B. Describe any exceptions to the use of ITAs.

In general, providers of on-the-job training, customized training, incumbent worker training, internships, and paid or unpaid work experience opportunities, or transitional employment shall not be subject to the ITA requirements.

Under section 134(c)(3)(G)(ii) of WIOA, the contract exceptions to an ITA have been expanded to include the full list of exceptions as provided below:

- On-the-job training, which may include placing participants in a Registered Apprenticeship program, customized training, incumbent worker training, or transitional jobs;
- If the CareerSource Okaloosa Walton Board determines that there are an insufficient number of eligible providers of training services to use ITAs;
- If there is a training services program of demonstrated effectiveness offered in the Region by a community-based organization or other private organization;
- If the CareerSource Okaloosa Walton Board determines that the most appropriate training could be provided by an institution of higher education to train multiple individuals for jobs in in-demand sectors or occupations; and
- If the CareerSource Okaloosa Walton Board determines, a pay-for-performance contract is the most effective means of providing training services (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).

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

CareerSource Okaloosa Walton recognizes the importance of coordinating workforce and economic development activities in order to focus on long-term economic growth. Part of the CareerSource Okaloosa Walton plan for long-term economic growth is a strong referral mechanism through the one-stop system; and coordination strategies established to enhance entrepreneurial training and microenterprise services.

Funds allocated to a local area for adults under paragraph (2)(A) or (3), as appropriate, of WIOA section 133(b), and funds allocated to the local area for dislocated workers under WIOA section 133(b)(2)(B), may be used to provide, through the one-stop delivery system, innovative programs and strategies designed to support and meet the needs of employers.

CareerSource Okaloosa Walton supports implementing innovative programs and strategies

designed to support and meet the needs of employers (Including small employers). The CareerSource Okaloosa Walton Board will work with the economic development organizations in Okaloosa and Walton Counties to identify training and support programs that may benefit microenterprises (Generally, less than six employees) and entrepreneurs in Okaloosa and Walton Counties. Programs and strategies may include incumbent worker training, customized training, and other appropriate training.

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

CareerSource Okaloosa Walton is committed to promoting Registered Apprenticeship (RA) opportunities as a career pathway for job seekers; and as a job-driven strategy for employers and industries. Resources will be made available to support eligible participants of apprenticeship programs in the form of ITAs; OJT contracts for new hires; supportive services to include training materials such as books and tools; and employed worker training funds for companies that carry out programs under the National Apprenticeship Act.

The coordination with eligible training providers, employers, joint apprenticeship training programs; and local educational institutions at the secondary and post-secondary levels will also be encouraged to provide support to these programs to meet industry demand and align with local workforce initiatives.

Construction Registered Apprenticeship: CareerSource Okaloosa Walton, in conjunction with the Northwest Florida State College (NWFSC), is in the early stage of implementing a Registered Apprenticeship (RA) program with the support of the Apprenticeship Expansion 2019 grant funded through WIOA Statewide Funds; this RA program directly supports the Construction sector by developing needed skills for high-paying, skilled trade occupations including plumbing, carpentry and HVAC mechanics. The RA model is Competency-Based which focuses on the apprentice's ability to demonstrate competencies in an observable and measurable way. This model provides all constituents involved, LWDB2, NWFSC, and employer, with a mechanism to determine whether the apprentice is gaining the competencies needed to successfully perform the job.

Like the WIOA Scholarship program, the Construction RA provides the opportunity for job seekers to increase skills and earnings by obtaining and retaining employment leading to the local definition of self-sufficiency.

The Construction RA program includes the following components:

- **Related Instruction:** Apprentices enrolled in any of the occupational subjects (Plumbing, carpentry or HVA) will complete a minimum of 144 hours each year for at least four (4) years at the Northwest Florida State College campus during non-work hours.
- **Work Process/ On-the-Job Learning:** Apprentice will spend approximately 8,000 hours on the job learning the competencies needed to perform the job.

- **Wage Schedule:** The starting pay for apprentices enrolled in the Construction RA program is 60% of the journey worker's wage rate; pay will progress as skill benchmarks are attained by apprentices.
- **Occupational Credential:** Apprentice will earn a nationally-recognized credential at the completion of the program.

With the aging and changing workforce, the Construction RA program will help address the labor shortage that exists in the construction industry.

In addition to the Construction Registered Apprenticeship, CareerSource Okaloosa Walton is collaborating with Northwest Florida State College to support a Registered Apprenticeship (RA) in the manufacturing industry. This initiative will develop skills to fulfill Welding and Computer Numerical Control (CNC) Machinist occupations meeting industry demands.

Registered Apprenticeship (RA) Outreach:

Employers: Registered Apprenticeship (RA) programs serve as an integral part of the workforce solutions offered to businesses addressing the challenges of finding workers with the skills required to fill essential positions. Business Services Account Managers identify talent needs during the initial conversation they have with businesses in targeted industries and suggest Registered Apprenticeship as a strategy to meet their needs for skilled workers. In addition, employers receive information on training grants and funding availability to assist with the cost associated of training. Employers may receive funding for the Related Instructions portion of the RA through the WIOA Scholarship program. Funding may also be available for the On the Job Learning portion of the RA through the On the Job Training program.

An additional resource is target recruitment efforts for regional openings in specific programs CareerSource Okaloosa Walton will also assist regional apprenticeship programs with the placement of apprentices not currently engaged with a participating employer by providing referrals of job seekers seeking an apprentice to employers.

Job Seekers: Promotion of Registered Apprenticeships will start at the CareerSource Okaloosa Walton Centers and through partner organizations co-located in the centers as a career pathway. This includes resource room staff, and Career Advisors tasked with the career development planning.

Registered Apprenticeship Promotion items include the organization's website, flyers, and brochures.

CareerSource Okaloosa Walton sees Registered Apprenticeship as an important component of potential training and employment services that the workforce system can provide to its customers. CareerSource Okaloosa Walton staff, specifically, Career Advisors will be encouraged to use RA; and it should be used more often as a career pathway for job seekers; and as a job-driven strategy for employers and industries.

(14) Other Program Initiatives: Describe services provided that include implementing initiatives such as incumbent worker training programs, on-the-job training programs,

customized training programs, work-based training, industry and sector strategies, career pathway initiatives, utilization of effective business intermediaries, and other initiatives supporting the board’s vision and strategic goals described in Section III WIOA §134(c).

CareerSource Okaloosa Walton utilizes an industry sector approach, which is consistent with the vision and strategic goals established by the board of directors, to effectively provide Incumbent Worker Training, On-the-Job Training (OJT), customized training and work-based training services for both businesses and job seekers in Okaloosa or Walton County. CareerSource Okaloosa Walton’s program management, executive leadership and Business Competitiveness Committee have identified the following industry sectors as areas of concentration in this approach: 23 Construction; 62 Healthcare and Social Assistance; 31-33 manufacturing; 54 Professional, Scientific, and Technical Services; and 92 Public Administration.

The industry sector service delivery model provides CareerSource Okaloosa Walton with a more focused approach to aligning job seekers with relevant employment opportunities. In this model, business account managers, who specialize in one or more industry sector, are key to developing industry specific recruitment and training solutions that meet the needs of area businesses. These solutions often include customized training, On the Job Training (OJT), work-based training, industry specific job fairs or recruitment events for both unemployed and underemployed job seekers who are taking their first or next step on a career pathway.

To prepare job seekers for these employment and training opportunities, career advisors utilize comprehensive assessments and labor market information as a guide for selecting a specific training program or an industry sector, which may then require further exploration. This career exploration is typically initiated by career advisors utilizing the Eligible Training Provider List (ETPL), which lists available training opportunities in each of CareerSource Okaloosa Walton’s industry sectors. Once an industry sector, training program and potential employment opportunities have been researched, job seekers are typically better positioned for successful training outcomes, employment placement and retention.

The following table illustrates industry sector training as a percentage of overall training.

PY2019 Training by Industry Sector	
Construction	9%
Healthcare and Social Assistance	64%
Manufacturing	5%
Professional, Scientific and Technical Services	8%
Public Administration	2%
Other Sectors	12%
	100%

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

WIOA sec. 134(a)(2)(B), requires that the CareerSource Okaloosa Walton Board must ensure that the State' ETPL is disseminated publicly through the local one-stop system, and its partner programs. The list is a tool to assist CareerSource Okaloosa Walton customers in evaluating training programs and provider options.

The CareerSource Okaloosa Walton Board encourages Training Providers to apply for designation as an Eligible Training Provider (ETP) through its website, social media, and periodic solicitation in publications. In response to a request for an application, the Board provides the application packet that includes the Region's Targeted Occupational List that also designates those occupations deemed to be High Skills/High Wages. Following the receipt of a completed application, Board staff will review the application and make a recommendation to the Business Competitiveness Committee to approve/disapprove the application. This decision is made based on:

- The training to be provided;
- Prior performance of the Training Vendor;
- Eligibility to provide contracted services with the state of Florida;
- Certification as a Training Provider by the Department of Education or CIE; and
- Agreement to provide performance data FETPIP or CIE.

The Eligible Training Provider List and copies of the Regional Targeted Occupational Lists are provided to all One-Stop Center staff within the workforce region. Additionally, these lists are included on the website and maintained in each Resource Room of the CareerSource Okaloosa Walton centers.

Individual Training Accounts can only be issued for training identified as meeting the needs of a Targeted Occupation for the Region; and the provider of the training must be on the Regional Eligible Training Providers List (RETPL).

Workforce Planning Areas

Because of the geographical proximity of the labor market as well as for training vendors in neighboring Workforce Planning Regions, the CareerSource Okaloosa Walton staff do not have discretion when enrolling a student with a Provider that is not on Region 2's RETPL until such time a common application can be developed. However, staff are authorized to issue an ITA for training for an occupation that does not appear on the RTOL but does appear on one of the surrounding regions or on the statewide list, providing the individual is willing to move if necessary to find employment or to commit to an out of the region commute. Impacting this decision is the willingness of the trainee to relocate, if necessary, in order to find employment in a training-related field. However, commuting between Regions in the

Workforce Planning Area is considered a natural work commute for individuals seeking employment in northwest Florida.

The Workforce Board will continue to evaluate the performance of existing training vendors as well as to solicit applications for approval as an Eligible Training Provider through its website, social media, publications, and direct solicitations. The Business Competitiveness Committee will provide oversight of the Regional Eligible Training Provider List.

The CareerSource Okaloosa Walton Eligible Training Providers will be required to report information on employment and earnings outcomes for all individuals in a program of study. Failure to submit such reports on a timely and accurate basis will undermine the ability of the CareerSource Okaloosa Walton Board to take such outcomes into account. The Board must ensure the key principles of the ETPL and WIOA are achieved:

- Performance accountability;
- To meet the needs of local employers and participants, and
- To ensure informed customer choice.

The procedure established by WIOA sec. 122(i) provides that the Governor may establish transition procedures under which providers eligible to provide training services under chapter 5 of subtitle B of title I of the Workforce Investment Act of 1998, as such chapter was in effect on the day before the date of enactment of this Act, may continue to be eligible to provide such services until December 31, 2015, or until such earlier date as the Governor determines to be appropriate.

Florida's Policy Number 90, WIOA Eligible Training Provider List, March 1, 2016, updated the above guidance to say: "NOTE: Consistent with TEGL 41-14, this Administrative Policy requires all Local Boards to revise their policies for the selection and retention of Eligible Training Providers and Programs to be consistent with WIOA and this Policy no later than June 30, 2016."

This means that all training providers who are currently on the approved Eligible Training Providers list for CareerSource Okaloosa Walton must have their eligibility re-determined no later than June 30, 2016. Below is a summary of the categories and steps that must be taken to be included on the CareerSource Okaloosa Walton Eligible Training Providers List:

- **Training Providers Already Eligible Before The Transition Period:** Training providers eligible to provide training programs under chapter 5 of subtitle B of title I of the Workforce Investment Act of 1998 (WIOA) before the effective starting date of this Policy may continue to provide services up to and during the transition period, but are required to apply for "Continued Eligibility" and be approved before the end of the transition period (June 30, 2016). The eligibility of the providers will be determined under the application procedure for "Continued Eligibility" established by CareerSource Florida, on behalf of the Governor.
- **Initial Eligibility Pursuant To WIOA:** Providers of training programs who are not currently eligible may seek eligibility pursuant to the Workforce Investment Act of 1998 ("WIOA") eligibility requirements before the effective starting date of this Policy.

- Initial Eligibility Pursuant To WIOA Starting January 1, 2016: Providers of training programs who are not eligible on the effective starting date of this Policy shall seek eligibility pursuant to the Workforce Innovation and Opportunity Act ("WIOA") "Initial Eligibility" requirements. Providers of training programs seeking "Initial Eligibility" receive "Initial Eligibility" for only one (1) full year, after which they may seek "Continued Eligibility". The provider shall supply verifiable program-specific performance information pursuant to criteria established by the CareerSource Okaloosa Walton Board.
- Application: Except for exempt training providers (registered apprenticeships), all applications for WIOA "Initial Eligibility" must be submitted to each of the CareerSource Okaloosa Walton. The training provider must specifically identify the program(s) it intends to provide to the CareerSource Okaloosa Walton Board in a manner that will permit the Local Board to make a decision on inclusion of the training provider on the Regional ETPL.
- Registered Apprenticeship: A provider that receives "Initial Eligibility" for any program shall be subject to all the requirements for that program even after such "Initial Eligibility" expires. Registered apprenticeship programs are not subject to the "Initial Eligibility" criteria or application requirements. While registered apprenticeships are automatically eligible, not all registered apprenticeship programs may want to be included on the list. Registered apprenticeship programs shall automatically be included on the State ETPL until such time as the program: 1) loses its registration; or 2) notifies DEO in writing that it wants to be removed from the ETPL.
- Two-Year Renewals: After a training provider has: 1. completed the "Initial Eligibility" period of at least one (1) full year, or; 2. successfully applied under the initial implementation of this Policy as a training provider eligible under V(B)(1), all eligible training providers must submit applications for "Continued Eligibility" every two years to maintain their eligibility. Applications for "Continued Eligibility" must be submitted three (3) months before eligibility expires (except for the initial implementation of this Policy). Once on the ETPL, the "Continued Eligibility" application is required. Removal from the ETPL for a period of time does not return the training program to an "Initial Eligibility" status unless the training provider's "Continued Eligibility" status was removed.

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

CareerSource Okaloosa Walton's WIOA Youth Program activities were designed using a successful evidenced-based model recommended by United States Department of Labor (USDOL) Employment and Training Administration (ETA). CareerSource Okaloosa Walton's WIOA Youth Program incorporates the 14 Essential Elements of the Workforce Innovation and Opportunity Act (WIOA) Youth Program. Following an orientation, intake, and assessment, these 14 elements will be available to program participants, including participants with disabilities, either directly or by referral to a partnering organization.

- Tutoring and Study Skills Training:
 - Tutoring will occur with assistance from the youth staff or referrals as appropriate

- Alternative Secondary School:
 - Participants may be referred for scheduled alternative educational activities consistent with local school district policies
- Summer Employment Opportunities:
 - Summer employment opportunities may be provided through a Summer Training Component. Youth participating in the WIOA Out-of-School Youth Program and meeting program expectations will receive priority for the Summer Employment Opportunities
- Paid and Unpaid Work Experience:
 - Paid work experience in the form of incentives will be provided for youth through the summer and/or year-round training component. The components will concentrate on skills related to specific jobs and the application of those skills
- Occupational Skill Training:
 - Occupational Skills Training primarily refers to older youth and out-of-school youth who may receive vouchers for training leading to a credential in a field of study through an Individual Training Account (ITA).
- Leadership Development Opportunities:
 - The program will provide leadership development opportunities as part of the curriculum. Engaging youth in community service projects is a valuable tool for teaching the value of giving back to the community.
- Supportive Services:
 - Supportive service needs will be determined during the objective assessment and the development of the Individual Service Strategy (ISS). Assessment of needs for services will continue throughout participation in the program. Such assistance may include transportation, childcare, tools and required clothing (uniforms) for employment. Participants in need of supportive services that are available through other agencies will be referred to the appropriate agency for assistance.
- Adult Mentoring
 - Develop a relationship between a youth participant and an adult mentor that includes structured activities where the mentor offers guidance, support, and encouragement to develop the competence and character of the mentee.
- Follow-Up Services:
 - Career Advisors will provide follow-up activities for all youth who exit the program at the 30-Day, 60-Day, 90-Day, 6-month, 9-month, and 12-month points.
- Comprehensive Guidance and Counseling:
 - Guidance and counseling will be ongoing and integrated with the activity incorporated on the ISS.
- Financial literacy education
 - Financial Literacy will be provided to participants in employment readiness workshops
- Entrepreneurial skills training
 - Provide the basics of starting and operating a small business. Experiential programs that provide youth with experience in the day-to-day operation of a business.

- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
- Activities that help youth prepare for and transition to postsecondary education and training.

CareerSource Okaloosa Walton focuses primarily on serving older youth and out of school youth. The older youth and out of school youth typically enroll in GED classes, receive supportive services and many require additional assistance through tutoring. While being provided tutoring assistance, most of the participants are attending employment readiness workshops and transitioning into work experience. These work experience opportunities, which lasts up to 14 weeks each program year, occur in structured learning environments such as a classroom or workplace setting. Upon successful completion of a GED program, career advisors assist participants transitioning into the military, unsubsidized employment, post-secondary education, or an apprenticeship.

A. Define the term “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society.”

Describe how the local board defines whether a youth is unable to demonstrate these skills sufficiently to function on the job, in their family, or in society and what assessment instruments are used to make this determination (20 C.F.R. §681.290).

CareerSource Okaloosa Walton will administer comprehensive assessments to determine if a participant 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". All WIOA Youth participants are required to take a Test of Adult Basic Education (TABE) to determine their academic level. In addition, the Career Advisor will determine the participant's appropriate skill level through individual interviews and ongoing conversations. These conversations include the participant's previous work history, educational attainment and accomplishments.

B. Define “requires additional assistance.”

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

CareerSource Okaloosa Walton has defined “requires additional assistance” to complete an educational program, or to secure and hold employment as youth who have been defined as “at risk” and in need of additional services to complete training or an education program or need assistance in obtaining or maintaining employment. Included in this definition are youth in households defined as low income or economically disadvantaged; youth failing academically and/or at risk of dropping out of school; eligible school dropouts; Department of Juvenile Justice involved youth (living with their parents); youth in a single parent household; youth in foster care or aging out of foster care; youth with disabilities; and Take Stock-in-Children recipients.

The final group included in this definition are youth at risk of dropping out of school meeting and meeting one or more of the following indicators: youth that have earned three or more F's for the previous school year; youth that have more than 21 documented unexcused absences in a school year; youth two or more years older than their peer group; youth that have been retained one or more times; youth that has more than four (4) discipline referrals in a school year; youth that scored below a 3.5 on the FCAT Writing Assessment; youth with a Scale Score below a 300 on either the FCAT Reading or Math; and youth that has attended five (5) or more schools during his/her academic history.

SIGNATURE PAGE

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

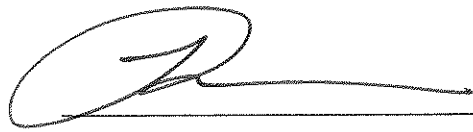
- Okaloosa County
- Walton County

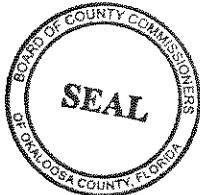
We will operate in accordance with this plan and applicable federal and state laws, rules, and regulations.

CareerSource Okaloosa Walton Board Chair

Chief Elected Official – Okaloosa County


Signature


Signature



Juliet Milam
Name (printed or typed)

Robert A. "Trey" Goodwin III
Name (printed or typed)

Board Chair
Title

Chairman, Okaloosa County Commissioners
Title

2.5.2020
Date

FEB 18 2020
Date