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INTRODUCTION

These guidelines direct the first local plan submitted by your area under the Workforce Innovation and Opportunity Act. WIOA requires each local workforce development board (LWDB or local board) to develop and submit, in partnership with the local chief elected official, a comprehensive four-year plan to the state. The WIOA four-year plan will be effective July 1, 2016 – June 30, 2020. The law emphasizes the importance of collaboration and transparency in the development and submission of the plan. Affected entities and the public must have an opportunity to provide input in the development of the plan. The local board must make the plan available through electronic means and in open meetings in order to ensure transparency to the public.

The LWDBs must provide leadership in assembling their plan. LWDBs also 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 must be an integral part of the planning process. WIOA encourages an enhanced, integrated system by including new core programs in its planning and performance requirements. Each plan will address how the LWDB will coordinate service delivery with the new core programs of Vocational Rehabilitation, Blind Services and Adult Education.

Each LWDB’s plan should be based on the current and projected needs of the workforce investment system, placing an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for job seekers, including those with disabilities, and employers. The plan must include an identification of the education and skill needs of the workforce and employment needs of the local area and include an analysis of the strengths and weaknesses of services to address these identified needs. The assessment must include the best available information or evidence of effectiveness and performance information for specific service models as well as a plan to improve the effectiveness of such programs by adopting proven or promising practices as a part of the local vision. The LWDB should provide a complete view of the system-wide needs of the local workforce development area.

The plan must address how the LWDB will foster strategic alignment, improve service integration and ensure that the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers. The local plan must lead to greater efficiencies by reducing duplication and maximizing 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. This plan should align with the business- and market-driven principles of the CareerSource Florida network.
PROCESS FOR PLAN SUBMITTAL

All plans must be submitted no later than 5:00 p.m. (EST) on April 30, 2016 by emailing the completed plan to both WIOA-LocalPlans@deo.myflorida.com and FloridaWIOA@careersourceflorida.com.

Prior to plan submission, please ensure:

- The local board has reviewed and approved the plan;
- The board chair and the chief elected official have signed the signature page, with an original submitted to CareerSource Florida by mail and a scanned copy sent to both WIOA-LocalPlans@deo.myflorida.com and FloridaWIOA@careersourceflorida.com;
- The structure and numbering follows the plan instructions format;
- The plan is one continuous and searchable PDF document that includes all attachments;
- Responses to all questions are informative and concise;
- The name of the region, the page number and plan submission date are listed in the footer of the document;
- A table of contents with page numbers is included and each page of the plan is numbered; and
- Text typed with a font size of 11 or greater.

Please send an email to both WIOA-LocalPlans@deo.myflorida.com and FloridaWIOA@careersourceflorida.com to confirm plan submission and begin its official Department of Economic Opportunity (DEO) review. Upon submission, all plans will be reviewed immediately for completeness and adherence to plan formatting requirements. If there are questions or concerns, LWDBs will be notified. The content of plans will be reviewed by both DEO and CSF staff with a recommendation for approval/disapproval provided to the CSF Board of Directors at its meeting scheduled for May 26, 2016. A recommendation for approval will be made unless the staff review indicates that: (1) there are deficiencies in local workforce investment activities that have not been addressed, or (2) the plan is determined inconsistent with WIOA and the regulations of WIOA, including required public comment provisions.
Local Plan Guidelines Issued .......................................................... November 12, 2015
Local Plan Consultation Meeting ..................................................... November 18, 2015
Local Plan Instruction Webinar ......................................................... December 8, 2015
WIOA State Plan Due ....................................................................... March 3, 2016
Local Plans Due ............................................................................... April 30, 2016
Local Plans Approved ...................................................................... May 26, 2016
WIOA Program Year 2016 Begins .................................................... July 1, 2016
FLORIDA’S VISION FOR IMPLEMENTING THE WORKFORCE INNOVATION AND OPPORTUNITY ACT

Through the implementation of the Workforce Innovation and Opportunity Act (WIOA), Florida will have a business-led, market-responsive, results-oriented and integrated workforce development system. The enhanced system will foster customer service excellence, seek continuous improvement and demonstrate value by enhancing employment opportunities for all individuals, including those with disabilities. This focused and deliberate collaboration among education, workforce and economic development networks will maximize the competitiveness of Florida businesses and the productivity of Florida’s workforce, thus increasing economic prosperity. Florida’s strategic vision for WIOA implementation 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 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, and credentialing and post-secondary education opportunities.
(1) Chief Elected Official(s) (CEO)

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

Escambia Board of County Commissioners
Grover C. Robinson, IV – Chair
221 Palafox Place Suite 400
Pensacola, FL 32502
850-595-4940
District4@myescambia.com

Santa Rosa Board of County Commissioners
Lane Lynchard – Chair
6495 Caroline Street, Suite M
Milton, FL 32570
850-983-1877
Comm-lynchard@santarosa.fl.gov

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

The Interlocal Agreement between Santa Rosa Board of County Commissioners, Escambia County Board of County Commissioners and Workforce Escarosa, Inc., (dba CareerSource Escarosa), hereinafter referred to as Escarosa, is Attachment A

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

Please see Attachment A.

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

i. The nomination process used by the CEO to elect the local board chair and members;
The Interlocal Agreement stipulates under Section II B) and C), the process and responsibility of each Board of County Commissioners appointments to the Board. A general purpose business organization submits nominees for private sector business appointments to the appropriate Board of County Commissioners for the county being represented. Private sector representation as stipulated in the Interlocal Agreement will be equal between both counties. Other required members such as labor, are approved by both boards of county commissioners.

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

Escarosa’s By-Laws (Article III Section 4) stipulate Board membership and staggered terms (Attachment B). Escarosa was established in 1996 and at the initial process of implementing the organization, the terms were staggered. As the organization has been in existence for 20 years, the terms have remained staggered due to normal resignations and expirations or terms. The terms of the members are monitored by the Executive Director to insure vacancies are addressed.

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

The Boards of County Commissioners are not notified of vacancies at time they occur, as they appoint the members once nominated, but normally do not participate in the nomination process. For Private Sector Business representatives, local chambers and economic development entities for the county in which the vacancy exists, are notified of vacancies so that they can reach out and recruit members for the local workforce boards (LWBs). For required partners, such as labor, education, economic development, and vocational rehabilitation, those organizations normally provide a nomination to fill a spot being vacated by their previous representative. At the time the nominees are identified by the general business entity or required partner, the nominee(s) information is provided to the Boards of County Commissioners for their review and appointment.

iv. The proxy and alternative designee process that will be used when a board member is unable to attend a meeting and assigns a designee as per the requirements at §679.110(d)(4) of the proposed WIOA regulations;
Escarosa’s By-Laws do not allow for proxy voting or designees. (Article II Section 5). To allow for proxy voting, the By-Laws will need to be amended. By-Laws are reviewed annually and any revisions occur at the September meeting of the Board of Directors.

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

Teleconferencing and webinars are allowable and are used for LWB meetings. (Article II Section 6 – Escarosa By-Laws) Meetings of the Board are announced electronically and all Board materials are posted to Escarosa’s website. In addition, a legal ad is placed in the Pensacola News Journal to direct the public to the website and to notify the public of the physical location of the meeting.

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,

Escarosa’s Board of Directors is actively involved in brokering relations and support for Escarosa’s workforce development activities. The Chair, Scott Ginnetti, is an active member of the State’s Workforce Development Chair’s Association; sits on various community initiative advisory councils; other Boards, and promotes Escarosa and its services via these activities. The Chair and Vice Chair encourage interaction of all Board members and involve Board members in Committees of the Board and ensure Chairs of all Committees are Board members. The Escarosa By-Laws stipulate attendance and members can be removed for unexcused absences from the meetings.

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

As previously stated, for required partners/members – organizations that represent that specific partner/member are notified of vacancies and identify potential members for appointment. When the nominees are received, Escarosa provides those nominations to County representatives for review and submission to the Commissioners for appointment. The Board will review membership and may ask the County Commissioners for additional appointments once Florida Statutes are revised and signed by the Governor for the 2016 Legislative Session. This shall be reviewed also at the September Board of Director’s meeting.

E. Provide a description of how the CEO was involved in the development, review and approval of the plan.
The Chief Elected Officials and his/her representative were notified of the plan process and were provided updates throughout the process. A rough draft of the plan was posted to Escarosa website on February 26th and a notice was sent to interested parties, partners, CEOs and Board members for review and input. Any comments received from the rough draft were reviewed and incorporated as appropriate. The final draft plan was submitted to the CEOs and his/her representatives for review and comment on March 11, 2016 which also began the 30 day public comment period. A public comment was received on April 8, 2016 and is included under Attachment G.

(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.

Scott Ginnetti, Chair
3670 North “L” Street, 2nd Floor
Pensacola, FL 32505
850-291-2737
Scott.Ginnetti@bhcpns.org
Baptist Healthcare of Pensacola

B. Provide a description of how the LWDB was involved in the development, review, and approval of the plan.

The LWDB was notified of the Plan instructions and timeline at the January 21, 2016 Board of Director’s Meeting. The LWDB members were notified via a teleconference call on February 25, 2016, of the rough draft plan posting to our website on February 26th. The members were asked to review the rough draft and asked to participate by offering suggestions/comments throughout the process. On March 11, 2016, the final draft was completed and became available for public comment. The final draft of the plan was provided to all members and posted to Escarosa’s website for review on March 11th. A comment was received on April 8, 2016 and provided to the Board of Directors at the April 21st Board meeting.

(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

Please see Attachment A, Interlocal Agreement, Section III, D. Escarosa is designated by both Boards of County Commissioners as the administrative and fiscal entity for LWDA 1.
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

Please see Attachment A, Interlocal Agreement, Section III, D.

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

Escarosa does operate as the fiscal agent and administrative entity for the LWDB as approved in the Interlocal Agreement, and has been designated to do so since 1996. Escarosa is required to submit its annual budget to both Boards of County Commissioners as well as its fiscal audit as performed by an independent accounting firm. All monitoring reports are posted to Escarosa’s website for not only their review, but also for public review. Escarosa’s By-Laws (Attachment B) stipulates prohibitions of contracting with LWDB members in accordance with State policy. All financial statements are reviewed by the Executive Committee and full Board of Directors, and are posted on our website for anyone’s review.

(4) One-Stop System

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

The local one stop system consists of three centers. The full-service center is located in the highest populated area of Escambia County which is Pensacola. The center is located at 3670 North “L” Street. Milton also has a center that provides core services such as WIOA, Welfare Transition, Wagner Peyser, SNAP, PREP and Veteran Services and is located at 5270 Highway 90. Escarosa also operates a one stop in Century which is in the northern part of Escambia County. Information on the full array of services offered by Escarosa is provided via printed materials and posted on our website for the northern part of the county.

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

The center in Pensacola and Milton are open Monday – Friday, 7:30 a.m. to 4:30 p.m. The center in Century is open Monday - Thursday, 8:00 a.m. to 4:00 p.m.
C. Identify the entity or entities selected to operate the local one-stop center(s).

Currently Escarosa has a One Stop Consortium as our One Stop Operator, which consists of three or more required partners as identified under the Workforce Investment Act. The One Stop Operator will be competitively procured as required by WIOA once further direction and clarification are received from USDOL and/or the Florida Department of Economic Opportunity (DEO).

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

Currently all career services are provided by leased employees through Landrum Professional Services. Career Services will be competitively procured once further direction and clarification are received from USDOL and/or the Florida DEO.

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

Until further direction and clarification are received from USDOL and/or Florida DEO, Escarosa is unable to provide an answer to this section. However, once this has been determined, a change to the plan to reflect the actions taken will be provided to DEO.

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

The Pensacola One Stop Center will be our comprehensive one-stop center. The Pensacola One Stop meets the requirements of the CareerSource Florida’s draft policy on One Stop Career Center Certification – Comprehensive One-Stop Center Requirements.

For the past several years, Escarosa has met all performance measures and exceeds many of the measures. For FY 2014 -2015, Escarosa met 3 standards and exceeded the remaining 9 standards. Escarosa also had one of the top performances in the State regarding the Employer Retention Rate and Level 1 services provided to our business community. The performance indicators substantiate Escarosa as an effective organization in the services we deliver.

All centers are reviewed annually for physical and programmatic accessibility by our EEO Office and our internal monitors. The Pensacola center is equipped with wheelchair accessible computer desks, and monitors designed for use by the visually impaired. Information is posted on our website and all outreach materials including the notice regarding the availability of auxiliary aids and services is provided.
All staff meets the Tier I and Tier II certification requirements. In addition, staff is provided the opportunity to attend the Florida Workforce Summit, as funding permits.

The centers close once per quarter for ½ day so that cross-training and other staff training can be conducted. This supports continuous improvement within our centers.

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)

Although unemployment data may indicate that the recession is over, Bureau of Labor Market Statistics show that the majority of the top 15 existing demand occupations are low-skill occupations characterized by relatively low wages and high rates of worker turnover. The top five existing demand occupations are related to customer service and hospitality which cater to our region’s retirees and tourists.

Specifically: Leisure and Hospitality - In September 2015, the employment was 22,800 in this sector. The over the year change was +700 jobs (+3.2%). The number of jobs in this sector has been trending upwards over the past 5 years.

Education and Health Services - In September 2015, the employment was 28,000. The over the year change was +700 jobs (+2.6%). The number of jobs in this sector has been trending upward for over two decades.

Combined food preparation and serving workers, including fast food workers is the top existing demand occupation. Two of the top demand occupations are the healthcare occupations registered nurses and nursing assistant occupations, with 2,969 projected openings between 2015 and 2023.
Emerging Occupations: According to the Bureau of Labor Market Statistics, emerging occupations occur in the healthcare and professional services industry sectors, which follow the overall Florida statewide distribution of top emerging occupations.

Based on recent economic development trends, occupations related to advanced manufacturing/assembly, financial services, Information Technology and skilled trades are also in the emerging category. The number of jobs in the manufacturing sector has been trending upwards over the past five years. The recent announcement of AIRBUS’ first U.S. Final Assembly Line (FAL) in neighboring Mobile, AL has resulted in an increased interest in our region from AIRBUS suppliers and additional opportunities for existing manufacturers in aviation and related fields. In addition, our region’s legacy employers include major manufacturing facilities from companies such as: International Paper, Armstrong World Industries, GE, Ascend Performance Materials and PALL Corporation. These facilities and clustered industry support companies have seen resurgence in production and are applying advanced manufacturing technologies which require upgraded skills and are providing wealth creating jobs.

The financial services industry sector will see additional growth due to Navy Federal Credit Union’s major expansion at their Pensacola location. The largest credit Union in the world, Navy Federal will employ 10,000 personnel over the next decade. Due to innovations in technology and financial service products, knowledge content for current and future financial service occupations is constantly changing and will require properly prepared employees.

Homeland Defense/Cybersecurity opportunities have increased due to a recent expansion at Pensacola’s Department of Homeland Security operation and other companies such as AppRiver. This expansion, coupled with the presence of the U.S. Navy’s Center for Information Dominance (CID) which provides multi-service training for the military’s cryptologic professionals and its related defense contract opportunities provides enhanced opportunities for employment in a variety of Information Technology/Cybersecurity occupations.

### Workforce Development Area 1 - Escambia and Santa Rosa Counties

<table>
<thead>
<tr>
<th>Occupation</th>
<th>2015 Employment</th>
<th>2023 Employment</th>
<th>Change</th>
<th>Percent Change</th>
<th>Total Job Openings*</th>
<th>2015 Hourly Wage ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combined Food Preparation and Serving Workers, Including Fast Food</td>
<td>6,053</td>
<td>7,055</td>
<td>1,002</td>
<td>16.6</td>
<td>2,969</td>
<td>8.93</td>
</tr>
<tr>
<td>Retail Salespersons</td>
<td>7,034</td>
<td>7,758</td>
<td>724</td>
<td>10.3</td>
<td>2,685</td>
<td>9.98</td>
</tr>
<tr>
<td>Cashiers</td>
<td>5,482</td>
<td>6,720</td>
<td>258</td>
<td>4.7</td>
<td>2,262</td>
<td>9.18</td>
</tr>
<tr>
<td>Waiters and Waitresses</td>
<td>4,443</td>
<td>4,831</td>
<td>388</td>
<td>8.7</td>
<td>2,131</td>
<td>9.01</td>
</tr>
<tr>
<td>Customer Service Representatives</td>
<td>3,776</td>
<td>4,466</td>
<td>690</td>
<td>18.3</td>
<td>1,505</td>
<td>11.52</td>
</tr>
<tr>
<td>Registered Nurses</td>
<td>4,223</td>
<td>4,768</td>
<td>545</td>
<td>12.9</td>
<td>1,180</td>
<td>26.32</td>
</tr>
<tr>
<td>Secretaries and Administrative Assistants, Except Legal, Medical, and Executive</td>
<td>3,945</td>
<td>4,489</td>
<td>544</td>
<td>13.8</td>
<td>923</td>
<td>13.35</td>
</tr>
<tr>
<td>Tellers</td>
<td>1,532</td>
<td>1,745</td>
<td>213</td>
<td>13.9</td>
<td>802</td>
<td>12.47</td>
</tr>
<tr>
<td>Nursing Assistants</td>
<td>2,334</td>
<td>2,794</td>
<td>451</td>
<td>19.3</td>
<td>798</td>
<td>11.66</td>
</tr>
<tr>
<td>Janitors and Cleaners, Except Maids and Housekeeping Cleaners</td>
<td>2,832</td>
<td>3,163</td>
<td>331</td>
<td>11.7</td>
<td>746</td>
<td>9.32</td>
</tr>
<tr>
<td>Office Clerks, General</td>
<td>3,012</td>
<td>3,227</td>
<td>215</td>
<td>7.1</td>
<td>719</td>
<td>12.82</td>
</tr>
<tr>
<td>Cooks, Restaurant</td>
<td>2,080</td>
<td>2,426</td>
<td>346</td>
<td>16.6</td>
<td>675</td>
<td>10.34</td>
</tr>
<tr>
<td>Stock Clerks and Order Fillers</td>
<td>2,540</td>
<td>2,527</td>
<td>-13</td>
<td>-0.5</td>
<td>622</td>
<td>10.39</td>
</tr>
<tr>
<td>Receptionists and Information Clerks</td>
<td>1,674</td>
<td>1,930</td>
<td>256</td>
<td>15.3</td>
<td>621</td>
<td>12.34</td>
</tr>
<tr>
<td>Elementary School Teachers, Except Special Education</td>
<td>1,902</td>
<td>2,203</td>
<td>281</td>
<td>14.6</td>
<td>618</td>
<td>29.35</td>
</tr>
</tbody>
</table>

* Job openings result from economic growth and from replacement needs. For declining occupations, all job openings result from replacement needs.
** Entry Wage - The wage an entry-level worker might expect to make. It is defined as the average (mean) wage earned by the lowest third of all workers in a given occupation.
*** Experienced Wage - The wage an experienced worker might expect to make. It is defined as the average (mean) wage earned by the upper two-thirds of all workers in a given occupation.
The growth in the construction industry sector is due to some extent to activities related to solar energy installation and recent new construction in both commercial and residential development in support of our region’s growth.

Our regional and local economic development entities have developed “target industry” attraction strategies which focus efforts on those industries which are considered best fits for Northwest Florida. These targets were developed using research-based methods and third party consultation.

These targets include:

- Advanced Manufacturing
- Aviation/Aerospace
- Defense/Homeland and Cybersecurity
- Health Services
- Information Technology and Business Process Outsourcing (BPO)
- Transportation, Logistics, Distribution

Additional information on the Economic Conditions is included under Attachment c.

LWDA1 has been involved in the strategic planning processes to develop these targets and considers each of these as potential emerging industries which will provide additional employment opportunities and training challenges for the future.

**Top Emerging Industries**

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<tr>
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</thead>
<tbody>
<tr>
<td>5417</td>
<td>Scientific Research and Development Services</td>
<td>170</td>
<td>235</td>
<td>65</td>
</tr>
<tr>
<td>6213</td>
<td>Offices of Other Health Practitioners</td>
<td>1,023</td>
<td>1,348</td>
<td>325</td>
</tr>
<tr>
<td>6219</td>
<td>Other Ambulatory Health Care Services</td>
<td>481</td>
<td>620</td>
<td>139</td>
</tr>
<tr>
<td>5419</td>
<td>Other Professional, Scientific, and Technical Services</td>
<td>919</td>
<td>1,121</td>
<td>202</td>
</tr>
<tr>
<td>6215</td>
<td>Medical and Diagnostic Laboratories</td>
<td>220</td>
<td>286</td>
<td>66</td>
</tr>
<tr>
<td>5415</td>
<td>Computer Systems Design and Related Services</td>
<td>1,639</td>
<td>1,965</td>
<td>326</td>
</tr>
<tr>
<td>5416</td>
<td>Management, Scientific, and Technical Consulting Services</td>
<td>1,247</td>
<td>1,492</td>
<td>245</td>
</tr>
<tr>
<td>6214</td>
<td>Outpatient Care Centers</td>
<td>642</td>
<td>756</td>
<td>114</td>
</tr>
<tr>
<td>5414</td>
<td>Specialized Design Services</td>
<td>87</td>
<td>102</td>
<td>15</td>
</tr>
<tr>
<td>6114</td>
<td>Business Schools and Computer and Management Training</td>
<td>62</td>
<td>72</td>
<td>10</td>
</tr>
<tr>
<td>6111</td>
<td>Private Elementary and Secondary Schools</td>
<td>3,463</td>
<td>3,939</td>
<td>476</td>
</tr>
<tr>
<td>5413</td>
<td>Architectural, Engineering, and Related Services</td>
<td>1,469</td>
<td>1,651</td>
<td>182</td>
</tr>
<tr>
<td>6117</td>
<td>Educational Support Services</td>
<td>52</td>
<td>58</td>
<td>6</td>
</tr>
<tr>
<td>8129</td>
<td>Other Personal Services</td>
<td>147</td>
<td>162</td>
<td>15</td>
</tr>
<tr>
<td>5239</td>
<td>Other Financial Investment Activities</td>
<td>163</td>
<td>177</td>
<td>14</td>
</tr>
<tr>
<td>4452</td>
<td>Specialty Food Stores</td>
<td>479</td>
<td>516</td>
<td>37</td>
</tr>
<tr>
<td>5191</td>
<td>Other Information Services</td>
<td>57</td>
<td>60</td>
<td>3</td>
</tr>
</tbody>
</table>

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

Escarosa’s Business Services team and management meet on a regular basis with industry sector leaders, local/regional economic development boards, industry specific support organizations (i.e. Northwest Florida Manufacturer's Council, Innovation Coast, etc.) as well as
public and private education providers to ensure that education and training opportunities exist and are relevant to support these economic development and emerging industry targets. The skill gap analysis study was completed by the University of West Florida and is provided as an example of the type of collaborative activity being conducted in support of our region’s employers. Please see Attachment D.

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

The knowledge and skills needed to meet the needs of this region’s in-demand sector occupations and target industries include strong soft skills, including: team skills, service and social skills, interpersonal communicative skills, critical thinking/problem solving and flexibility as well as the pertinent post-secondary and technical skills required for emerging and demand occupations, i.e. A&P certifications, Trades, CDL, Financial Services skills, Health Services and IT related certifications.

This plan will ensure that WIOA core programs are compliant with federal regulations through our One-Stop centers so that program services are coordinated, and when appropriate, integrated to make accessible a menu of customizable services available to clients on the basis of client needs.

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

Educational Attainment Statistics

Local Workforce Development Area One (LWDA1) is the Pensacola-Ferry Pass-Brent MSA which includes Escambia and Santa Rosa Counties with a population of 448,991 and a total labor force of 211,283.

The MSA unemployment rate is currently 4.7% (down from 10.5% in Jan 10). In reviewing the most recent census and poverty blocks in our two county area, only 27.9% have attained a high school diploma for individuals 25 years and older, but less than 40 years of age. Escambia’s unemployment is 4.9% and Santa Rosa is at 4.3%.

Barriers to Employment

The unemployment rate for those with disabilities in Escambia County is 14.6% (Santa Rosa County data not available)

CareerSource Escarosa is involved in a regional effort to address those with barriers to employment due to poverty.

Median earnings: $29,877. (State of Florida: $31,191)

Underemployment for the region is estimated to be at 16%.
Household Annual Income Distribution:

Nearly 8% of our region’s households are below $10K, 23% are between $10 - $30K, 20% are between $30 - $50K, 19% are between $50 – $75K 12% $75 – 100K, and 16% are over $100K

Residents with an associate’s degree or higher – Working Age (25-64)

Region 37.0%
State  38.6%
U.S.   41.6%

Annual Median Earnings by Educational Attainment

<table>
<thead>
<tr>
<th>Educational Attainment</th>
<th>Region ($)</th>
<th>State ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master’s or Higher</td>
<td>$85,908</td>
<td>$96,314</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>$56,532</td>
<td>$63,993</td>
</tr>
<tr>
<td>Associate Degree</td>
<td>$51,159</td>
<td>$58,065</td>
</tr>
<tr>
<td>Postsecondary Adult Vocational</td>
<td>$33,161</td>
<td>$35,473</td>
</tr>
<tr>
<td>High School Diploma</td>
<td>$25,777</td>
<td>$26,109</td>
</tr>
<tr>
<td>Total, All Training Levels</td>
<td>$29,877</td>
<td>$31,191</td>
</tr>
</tbody>
</table>

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

CareerSource Escarosa maintains relationships with all regional economic development and business organizations. These relationships, coupled with our partnerships with public and private training providers and school districts allows us to facilitate the region’s best training opportunities to meet the needs of our workforce. CareerSource Escarosa continues to be an engaged participant in our local and regional economic development agency’s boards and committees, and often educational providers are included in these efforts.

Our largest strength regarding education and training, are our region’s training providers and education partners have worked hard to become involved with business leaders and understand their workforce development and training needs. The career academies that have been developed in our secondary schools are aligned closely with employer needs, economic development initiatives and include business advisory councils. They remain flexible to industry needs and strive to find the best possible training solutions at the pace of business. In
addition, our educational partners which include Pensacola State College, the University of West Florida, Santa Rosa and Escambia County School Districts, as well as many private for-profit providers have excellent training programs that are aligned with our demand occupations and industry sectors. The public and private training providers work well with Escarosa and are very open to suggestions for training improvements based upon local employer input and need.

One of the weaknesses we see is the lack of registered apprenticeship programs and internships and cohort programs; however, Pensacola State College and the University of West Florida are diligently exploring all possibilities and are moving toward implementing these programs.

(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)

- Adult and Dislocated Worker employment, education, and training services are extensively and continuously marketed through the local area.
- Orientations are offered to familiarize customers with programs, services and eligibility requirements.
- Current education and training services are designed and implemented in conjunction with local area labor market information/in-demand occupations and are designed and adjusted as necessary to meet customer and employer needs.
- CareerSource Escarosa offers a robust menu of employability skills, employment preparation and job retention workshops at full service one-stop career centers.
- Customers are counseled to assess work readiness, identify barriers and develop action plans to include education and training services.
- Customers who need additional assistance in addressing and overcoming barriers are referred to appropriate community services for assistance.
- WIOA customers 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.
- Individual Employment Plans are developed with customers so that they are able to move strategically along a career pathway.
- On-the-job training opportunities are developed with area employers to provide customers with access to a direct pathway to employment.
- WIOA Career Advisors provide ongoing counseling and support during enrollment, training, pre-placement and post placement follow-up.

At this point in time, Escarosa is unaware of any additional training programs that are needed to be developed and implemented in our local area to meet the needs of our current business community. Several years ago it was determined that the aerospace industry could have a large effect on future businesses with several aerospace contracts being awarded to our
neighbors to the west, Mobile, Alabama. George Stone Technical School stepped up to that challenge and has recently implemented an A&P certification specifically to address the economic projections. As other needs are identified, they are presented to our educational partners for input and development. In many cases, capital purchases and facility cost hinder processes. In addition, Locklin Vo-Tech offers a program in Cyber Security and Pensacola State College has added a Cyber Security degree as well, with the capacity to develop certificate programs within that industry. This was based on community business needs to include the Center for Information Dominance at Corey Station and companies such as AppRiver.

(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 Escarosa currently contracts WIOA In-school and Out-of-School youth services to three service providers: Children’s Home Society of Florida, The School Board of Escambia County, and The School Board of Santa Rosa County. These organizations provide resources and workforce activities to youth with barriers such as homelessness, DJJ youth/youth with criminal backgrounds, pregnant/parenting, youth with disabilities, youth in foster care or who have aged out of the foster care system, etc. Youth case managers conduct objective assessments of youth to identify appropriate services and career pathways for youth participants to support their attainment of a secondary diploma, entry into post-secondary education and career/job readiness. The services provided to youth participants include:

- Leadership
- Support Services
- Adult Mentoring
- Guidance Counseling, which may include drug and alcohol abuse counseling
- Financial Literacy
- Entrepreneurship training
- Labor Market Information
- Activities to assist the youth in transferring to post-secondary education
- Occupational Skills Training to lead to/or acquire a credential or post-secondary credential
- Workforce preparation activities for a specific occupation or occupational cluster
- Tutoring/Study Skills to prevent dropout prevention and/or recovery
- Alternative School services
- Paid and unpaid work experience which may include such activities as pre-apprenticeship, internships, job shadowing, and on-the-job training.
- Follow-up services for at least 12 months after program completion
Program components are career-oriented and aimed at high school diploma/GED attainment, post-secondary/advanced education, military enlistment, or unsubsidized employment. For all youth who are determined to be basic skills deficient (defined as having reading, math, or language skills below the 9th grade level) basic skills instruction is a required component.

Successful workforce investment models for out-of-school youth include pairing secondary education with work-based learning opportunities and post-secondary exposure. This provides career pathway development while the youth is in school. In-school youth are able to participate in work-based learning opportunities such as subsidized work experience, job shadowing opportunities, work-place tours etc. to assist in the development of their career plan.

Successful workforce investment models for out-of-school youth include re-engaging disconnected youth who have dropped out of school, or obtained their high school diploma or equivalent. Out of school youth are exposed to post-secondary opportunities such as occupational skills training, two year and four year degree programs and the opportunity to participate in work-based learning opportunities to determine their career interest. Youth create a career plan based on their desired career pathway and are given the tools and resources necessary to accomplish career goals.
CareerSource Escarosa’s strategic vision is that our region is recognized for its economic growth, driven by flourishing businesses and a skilled workforce.

Our goals is to help businesses succeed by linking them to the workforce resources they need; and to help prepare job seekers by providing them with the skills needed for employment. To accomplish these goals, Escarosa will:

- Create and sustain strategic partnerships dedicated to community prosperity through education, training and developing a climate for growing business and job creation.
- Provide exceptional service to each customer each day.
- Connect citizens to employment opportunities.

Over the next 6 – 9 months our local board will be conducting a strategic planning exercise which will revisit and address vision, mission and goals to ensure that these remain in line with community needs. This strategic planning session will include representatives of all of our educational partners, community partners and economic development, as well as our business leaders. LWDAs 2 - 4 will also be invited to ensure a regional perspective is achieved.

It is important that these goals also remain tied to the primary indicators of performance under WIOA in order to support economic growth and worker self-sufficiency. Common measures are listed under #7, below in this section.

The Executive Director as well as management staff is involved with many community partners through Board memberships. These include the Escarosa Coalition on the Homeless; both Early Learning Coalitions; Transportation for the Disadvantaged; several Juvenile Justice Advisory Councils; DCF Community and District meetings; Public Transportation for Escambia – ECAT; Catholic Charities; United Way, Community Action Program, as well as other organizations. Vocational Rehabilitation is a partner on our One Stop Consortium and works closely with One Stop Center staff for referrals to and from our programs.
Escarosa is closely aligned with our educational partners for ABE/GED programs as well as ESOL initiatives. Escarosa has a pre-GED class and once the participants are ready for the final exam, they are referred to our school districts or Pensacola State College for the exam. The Welfare Transition Program, SNAP, PREP, Wagner Peyser, WIOA and Veterans programs are all located with our One Stop Centers and these core programs are also coordinated with Vocational Rehabilitation and education. In addition, we work with VR&E for our veteran services.

Our local strategy is and has been to ensure we each understand the services offered by all core programs and partners and to streamline referral processes and the sharing of information. Participants are asked to sign a “Release of Information” when they receive core program services (exception - Resource Room/General Public services). The Release of Information allows staff to work with our partners to design services specific to the needs of our customers.

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

Traditionally, CareerSource Escarosa has been a high-performing board and expects to continue this high level of performance under WIOA. Internal quality assurance monitoring of all programs and processes is conducted at least twice annually. Management also conducts frequent monitoring and review of processes, services, and performance for continuous improvement purposes. Customer satisfaction surveys will continue to be promoted and available on the CareerSource Escarosa website to provide all customers (job seekers, businesses, staff, community agencies, general public, etc.) the opportunity to provide feedback, and to raise awareness regarding any deficiencies and/or needs. Management staff review these completed surveys and take action as appropriate. All front line staff members receive a minimum of 15 hours of continuing training annually to ensure that staff skills remain current and relevant.

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

Escarosa has been involved with a local initiative called Cradle to Careers. This initiative is targeting high poverty areas within Escambia County and is in the process of developing strategies to address the barriers individuals have in becoming self-sufficient. Major employers
within our two county area are involved in the initiative and include Gulf Power Company, Navy Federal Credit Union, and Baptist Healthcare, to name a few. In addition, local press/media are attending and offering support. Community leaders of city and county government have attend a community roundtable and are working to support the initiatives identified to address high poverty areas. Educational partners to include Pensacola State College, the Escambia School District; the UWF Haas Center; as well as other groups to include the Studer Group and CareerSource Escarosa are also involved. The main focus of Cradle to Careers is early childhood education and awareness; K-12 testing/ready rates; graduation rates; post-secondary school enrollments that lead to degrees and certifications in demand occupations, and finally long-term employment. High poverty areas normally contain individuals with numerous barriers to self-sufficiency such as basic skills deficiencies; low to no occupational skills; lack of high school diplomas/GEDs; homelessness; single parent families; public assistance and ex-offenders. In addition to the above, many individuals have mental health issues and/or physical disabilities. Cradle to Careers will be a major contributor on a strategy to address and improve services to our customers. Strategies and initiatives identified will be reviewed and incorporated as appropriate and will also be applied to high poverty areas in Santa Rosa County.

Escarosa will also maintain employment of a Certified Supportive Employment Specialist Certified by the Agency for Person with Disabilities. In addition, Escarosa continues to serve customers who are low-skilled, low-wage, disconnected, disadvantaged and “at-risk”, with multiple employment challenges, many of whom have hidden disabilities. Escarosa ensures access for all individuals with disabilities to the full range of services available to all customers and those individuals with significant disabilities and significant barriers to employment are provided services that lead to competitive, integrated employment.

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

The local area’s vision and goals has been a long process that has transpired over many years. As this organization was incorporated in 1996 – and at that time developed visions and goals – those were the basis from which current visions and goals have evolved. Over the past ten (10) years key staff has attended numerous advisory councils, and groups have met that have centered on the local economy and educational needs of our customers and businesses. Participants involved include, but are not limited to, University of West Florida, Pensacola State College, both school districts, major industry sectors and businesses through industry advisory councils, economic development, chambers of commerce, other LWDAs in northwest Florida; Vocational Rehabilitation and other partners; the One Stop Consortium; Escarosa Board
members; involvement with Career Academies and CAPE. All of these organizations have contributed in one way or another to the forming of visions and goals over the years. Escarosa’s visions and goals are ever changing and evolving based upon current labor market and customer needs. It is driven by the economy and our local employers as well as future employment initiatives. The Escarosa Board of Directors is involved in community initiatives and organizations and brings that expertise to our local operations and services which shape our vision and goals. Over the next 6 to 9 months, the Board of Directors will meet to discuss its vision and goals for 2017-2018 and the strategies to achieve results.

(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).

Escarosa will address this item once further information from USDOL or DEO regarding federal performance accountability measures to support economic growth and self-sufficiency are received. Once the standards are known, these will be reviewed and services adjusted to meet our business needs and their future workforce expectations. Escarosa fully supports economic development efforts and meets regularly with our ED partners to understand their initiatives and to insure our support for training to job seekers will meet those needs. Job vacancies are reviewed for self-sufficient wages and are promoted to those customers seeking assistance with training. Information provided by CareerSource Florida’s *Earnings and Economic Opportunity 2015 Fact Book* showed that participants who received services from Escarosa and entered full-time employment increased their earnings by 72%; part-time workers increased their wages by 57%.

(7) Please indicate the negotiated local levels of performance for the federal measures. WIOA §108(b)(17). Common measures for Escarosa for FY 2015-2016 are as follows:

<table>
<thead>
<tr>
<th>Measure</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Entered Employment Rate</td>
<td>80.50%</td>
</tr>
<tr>
<td>Adult Employment Retention Rate</td>
<td>94.20</td>
</tr>
<tr>
<td>Adult 6 Months Earnings</td>
<td>$14,810.30</td>
</tr>
<tr>
<td>Dislocated Workers Entered Employment Rate</td>
<td>91.90%</td>
</tr>
<tr>
<td>Dislocated Workers Retention Rate</td>
<td>94.00%</td>
</tr>
<tr>
<td>Dislocated Worker Average 6 Month Earnings</td>
<td>$13,445.30</td>
</tr>
<tr>
<td>Youth Placement in Employ/Education</td>
<td>80.70%</td>
</tr>
</tbody>
</table>
Youth Attainment of Degree/Cert  74.29%
Youth Literacy and Numeracy Gain  40.00%

Wagner Peyser Entered Employment Rate  56.00%
Employment Retention Rate  79.00%
Wagner Peyser Average 6 month Earnings  $11,160.00

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

Escarosa measures fiscal performance based upon several fiscal requirements. These include our Annual Independent Audit conducted by an outside firm; the Fiscal Monitoring conducted by DEO; our adherence to all required percentages such as 75% out of school youth, 20% work experience expenditure requirement, 10% or less for administrative costs, and staying within the negotiated indirect rate. All percentages and audits are reviewed with the board at its next regularly scheduled meeting, as well as monthly financial statements and year-end financial statements as they are completed. All of the above are posted to our website for full disclosure.

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

The definition used by Escarosa to determine “self-sufficiency” for various groups is as follows:

Adult and Welfare Transition: Self-Sufficiency is defined as income, based upon the household size that exceeds 200% of poverty as defined on the Lower Living Standard Income Level (LLSIL).

Dislocated Worker: Self-Sufficiency is defined as income which is at least 80% of the income level of the participant at the time of his/her dislocation.

Employed Worker: Self-Sufficiency is defined as a worker earning over 200% of poverty based upon the household size of the individual, as defined in the Lower Living Standard Income Level (LLSIL).

Once an individual has exceeded 200% of poverty as defined by USDOL’s LLSIL, that person is considered to have achieved self-sufficiency and is not in need of any public or government assistance.
COORDINATION OF SERVICES

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

CareerSource Escarosa counselors, front line staff and career advisors receive cross training and on-going information regarding all partner services within the one-stop, and agency services within the local area, that provide support to address the barriers of the local workforce. Customers are provided with referrals to community agencies as appropriate to address and assist them in overcoming barriers, and to assist customers in accessing needed services.

The Board establishes and maintains communication and information exchange with community partners to include joint meetings, workshops, staff training, advisory councils, consortium meetings, etc. These joint communications maximize resources within the region and ensure that all programs are aware of each other’s services and prevent duplication. CareerSource Escarosa has long standing relationships with community partners such as Vocational Rehabilitation, DCF, Lakeview (State mental health facility), Adult Education and Literacy Services. Customers are asked to sign a “Release of Information” so that information can be exchanged between One-Stop Career Center staff and these agencies, to allow for coordination of efforts and prevent duplication of services.

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

CareerSource Escarosa continues to be an engaged participant in our local and regional economic development agency’s boards and committees. This active involvement ensures that our services, staff and participants are seen as solutions to the economic development challenge. Our new executive director is a Certified Economic Developer (CEcD), and has had many years of economic development experience in Northwest Florida. The relationships that he has developed with members of our region’s economic development team as well as our region’s major employers will further enhance our coordination with and participation in the economic development conversation.

Escarosa management is involved with and sits on the board of the Center for Innovation and Entrepreneurship, our regions business incubator. In addition, services may be made available with the Small Business Development Center associated with the UWF. Escarosa will continue to support entrepreneurial development efforts throughout the region.
Our larger regional economic development entity, Florida’s Great Northwest is undergoing a strategic planning and restructuring process. LWDBs 1 – 4 are actively engaged in the planning process for this 12 county economic development agency.

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

Escarosa works very closely with our education and economic development partners. Escarosa’s Business Services Team is involved in industry sector advisory councils tied to secondary career academies and nationally recognized industry certifications that lead to postsecondary degrees and certifications. The Business Services Team meets with our economic development partners when asked so that interactions can occur between local businesses and/or new businesses looking to locate within our two county areas. Escarosa partners with Pensacola State College (PSC) on numerous job fairs and recruitment events. We work closely with PSC and our Vocational Schools regarding programs and courses being offered which are tied to our demand occupational areas. Escarosa is involved with initiatives such as the Manufacturing Advisory Council regarding skill gaps and courses being offered to meet the needs of those employers; Cradle to Career – a community initiative to address poverty, high school completion, postsecondary courses, and employment. The Director of Escarosa also attends and is involved in any initiatives, as appropriate, with Florida’s Great Northwest, Florida West Economic Development and Santa Rosa Economic Development. The above involvement achieves the necessary interaction and building of strategies between education, economic development and Escarosa.

Escarosa also updates its Eligible Training Provider List to adjust programs offered in the local area. Approved ETPs review the courses approved and provide feedback regarding any revisions or additions to what they offer each year. Courses are reviewed by our WIOA Career Advisors and Business Services Team to ensure the training is in demand areas that result in employment. On occasion, if our placements in certain occupations are lagging due to oversaturating the workforce from the numerous training providers in our area, courses will be removed by Escarosa from our approved list to ensure federal resources are utilized to fill gaps in occupational areas. This reduces duplication within our two county areas and enhances the use of federal dollars to provide financial support to our customers.
(4) **Coordination of transportation and other supportive services:** Please describe how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. WIOA §108(b)(10)

The Executive Director is a member of the Board of Transportation for the Disadvantaged for both Escambia and Santa Rosa Counties in Florida. The Director has been involved for the past seven (7) years and has acted as Chair of the Boards on occasion. Escarosa reports transportation expenses to the Boards to enhance services to non-sponsored riders. In addition, the Director has been asked to be involved in the Escambia Transit Development Plan review for public transportation.

Escarosa provides support services in the form of gas cards and bus tickets to our Welfare Transition program participants. In addition, bus tickets may be provided to our veteran populations on occasion to assist with job interviews and/or job search activities.

Escarosa has excellent relationships with the Escarosa Coalition on the Homeless, Community Action Program, Children’s Home Society, United Way and Catholic Charities, to name a few, to understand services offered through those community based organizations and to provide information on the support services and transportation assistance that we provide. Referrals are made between organizations for various services dependent upon the specific needs of the participants.

The Executive Director for Escarosa is also on the Board of Directors for the Early Learning Coalition of Escambia and Santa Rosa Counties. This interaction assists in ensuring subsidized childcare for not only Welfare Transition participants, but also the working poor, to insure services are not duplicated.

(5) **Coordination of Wagner-Peyser Services:** Please provide a description of plans and strategies for, and assurances concerning, maximizing coordination of services provided by the state employment service under the Wagner-Peyser Act (29 U.S.C 49 et seq.) and services provided in the local area through the one-stop delivery system to improve service delivery and avoid duplication of services. WIOA §108(b)(10)

All available DEO partner programs ((Wagner-Peyser, LVER, DVOP) are located on-site at CareerSource Escarosa’s One-Stop Career Centers. State Merit and OPS staff are co-located to ensure seamless delivery of services and program integration. Merit staff 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 the Veteran’s Unit
if the Veteran signifies that significant barriers to employment are present. After completion of
registration and/or validation, customers are referred to appropriate programs and resources to
complete the one-stop interaction. OPS staff is available for one-on-one career counseling and
resume coaching to offer the customer an improvement in their employment outlook. Employment Security Representatives are on-site to perform Priority Re-Employment and Placement services to assist all claimants receiving Re-employment Compensation in
decreasing their time to gainful employment. DEO staff are integrated into the one-stop center
along with WIOA and TANF/WT staff. In additional the National Caucus on Black Aged has
office space in the one stop center to provide employment assistance to older job seekers. All
partners are integrated into operations and function as part of the system as a whole.

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

Customers are administered assessment instruments to determine their suitability and
readiness for various career pathway activities. Barriers are identified and customers are
assisted in addressing/overcoming barriers to employment or training. Customers are
administered the Test of Adult Basic Education (TABE) to determine their suitability for post-
secondary education or job training. Those customers who do not achieve the scores needed to
enter training, are referred to Adult Education/Literacy programs in the local area to assist the
customer in achieving the required basic skill levels necessary to enter post-secondary training
programs. CareerSource Escarosa has existing relationships with providers of Adult Education
and Literacy. We will follow the state’s lead in establishing Adult Education’s role in one-stop
support. Any applications submitted to the Board will be reviewed consistent with the
requirements of Title II, Section 232.

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

Escarosa has existing Memorandum’s of Understanding with numerous partners to include Vocational Rehabilitation. The MOUs delineate the relationships and VRs involvement as a member of the One Stop Consortium. Front line staff has met on numerous occasions with VR staff to exchange information on the services offered by each entity. The local Director is a member of the Escarosa Board of Directors and is an active member of the Board and the Consortium. Updates are given two to three times per year on initiatives being undertaken by each. Referrals are made by both VR and Escarosa to the other entity for assistance for participants. Escarosa is applying to become an Employer Network under the Ticket to Work program. At this point in time, no cooperative efforts have been finalized on employers or other collaboration/coordination due to lack of direction from the State. Once further direction is received, the MOU will be rewritten to define roles and responsibilities. The current MOU is attached and is included as Attachment E.

In addition to the above, the One Stop Consortium consists of the following partners which include: Santa Rosa Early Learning Coalition; Escambia Early Learning Coalition; Department of Children and Families; Community Action Program; SNAP; Santa Rosa School District; Escambia School District; Pensacola State College; Children’s Home Society; Representatives of Wagner Peyser; Veterans; WIOA; Upfront Services; and the Welfare Transition Program.

From the meetings of the Consortium – cross training with partner agencies have been conducted between the above community based groups, education, and DEO operated programs and staff of the One Stop Center.

MOUs exist between Escarosa and the following entities:

Escarosa Boys Base (AMIkids)

Community Action Program Committee, Inc.

Florida Department of Children and Family Services, Circuit I

Florida Department of Revenue – Child Support Enforcement

National Caucus Center on Black Aged, Inc. (NCBA)

Senior Community Service Employment Program (SCSEP)
The School District of Escambia County

School District of Santa Rosa County

The District Board of Trustees of Pensacola State College, Florida

Tri- County Community Council, Inc.

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

   All required partners are included in the one stop delivery system. The current One Stop Consortium consist of the following required partners: Vocational Rehabilitation; Department of Children and Families; Santa Rosa School District; Escambia School District; and Pensacola State College; Representatives of DEO Wagner Peyser; Veterans; WIOA; Upfront Services; and the Welfare Transition Program. The Consortium meets two to three times per year to review services being offered and coordination of these services with others in the community. Referrals are made to partner programs and services, as well as receiving referrals for the services offered by Escarosa. The Consortium met on February 24, 2016 and the date for release of the rough draft of the plan was provided. Comments from the Consortium members were solicited for inclusion into the plan. Any comments received were reviewed and where appropriate were included in the planning document.

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

   Non required partners include Children’s Home Society; Community Action Program; SNAP, the Santa Rosa Early Learning Coalition and Escambia Early Learning Coalition.

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

Please see Attachment F.

(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, will comply with the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. WIOA §108(b)(6)(C)
B. Please describe how entities within the one-stop delivery system are utilizing principles of universal design in their operation.

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

CareerSource Escarosa operates three accessible one-stop career centers in Region 1. Our Pensacola and Milton Centers are full service centers feature accessible computer workstations and adaptive equipment to provide equitable use, flexibility in use and simple and intuitive use for persons with disabilities. Self-paced programs and software are available. Adaptable equipment is integrated into the Resource Areas to accommodate individuals with vision or hearing disabilities. Adequate space is provided to accommodate individuals in wheelchairs, those with assistive devices, or customers with service animals. There is on-site instant access available, via computer linkage, to American Sign Language (ASL) interpretation services. A Skype Interview room is available to provide job seekers with mobility issues, or transportation challenges, the opportunity to participate in remote job interviews worldwide. Web access and vital program information will be available in multiple languages.

Staff have received, and will continue to receive, periodic training regarding the American’s with Disabilities Act and training regarding serving customers with unique needs. CareerSource Escarosa has partnered with the Social Security Administration to provide instant remote access to Social Security Administration staff, via a Kiosk located in our Century, Florida center.

The seven principles of universal design will be reviewed and considered in all plans and services provided to include:

- Equitable use
- Flexibility in use
- Simple and intuitive use
- Perceptible information
- Tolerance of error
- Low Physical effort
- Size and space for approach and use

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

Escarosa began moving to a paperless system approximately 4 years ago. The WIOA pre-application is electronic and available on our website. Escarosa utilizes an electronic sign-in screen for all customers accessing universal services/resource room and gathers demographic information during that process. Escarosa also uses the swipe-card technology to track
services accessed by the general public at our career centers in Pensacola and Milton. Once the customer has signed in, an access card is issued for that participant. This technology is also used at job fairs and recruitment events so that paper registrations and sign-ins are very limited. All case management files and records are paperless. Paper records on participants are not used at this point in time. This includes all core programs operated within the Escarosa One Stop Centers.

The Welfare Transition program uses a paperless worksite timesheet for approved work activities that no longer require paper timesheets to be submitted.

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

Once further direction is received from the State, Escarosa will adhere to those requirements. Escarosa has conducted many competitive procurement processes over the past 20 years. Escarosa will adhere to all state procurement guidelines as well as any additional guidelines issued by USDOL and/or DEO regarding the selection of the one stop operator as now required by WIOA.

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

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

Escarosa serves Escambia County and Santa Rosa County. Pensacola State College (PSC) and both school districts offer Carl Perkins services and technical educational services. Escarosa works very closely with those educational entities, and as required by law, they provide Escarosa with their annual Carl Perkins plan for our review and comment. PSC has provided GED classes at the Pensacola One Stop in conjunction with our Welfare Transition program. In addition, GED prep classes are offered at the Pensacola One Stop with referrals to our educational partners for GED testing. As previously mentioned, the above entities are members of the One Stop Consortium and offer input into the delivery of local services at our one stop centers.

Core programs include: WIOA Adult and Dislocated Workers; Wagner Peyser; Welfare Transition; Supplemental Nutrition Assistance Program (SNAP); PREP, Reemployment Services, Veterans and Veterans with Significant Barriers to Employment (SBE); Senior Community Service Employment Program (SCSEP); and Trade Adjustment Assistance (TAA).

(2) Subgrants and contracts: Please provide a description of the competitive process to be used to award subgrants and contracts in the local area for WIOA-funded activities. WIOA §108(b)(16)

Escarosa follows all applicable federal or state procurement guidelines for all services. The process normally used is a Request for Proposals (RFP) process, as well as an Invitation to Negotiate; written quotes and oral quotes depending upon the services/items being solicited and/or the amount of dollars associated with the contracts/services or items.. All of our procurement guidelines are detailed in Escarosa’s Administrative Plan which can be viewed on our website careersourceescarosa.com.

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

CareerSource Escarosa has an extensive outreach network in place to create community awareness regarding available employment and training services and all employment events. The one-stop career centers provide access to individuals with barriers to employment, and provide specialized services to meet the needs of customers with barriers. In addition to DEO and WIOA staff, TANF and SNAP staff and services are available at full service centers. The National Caucus on Black Aged has staff onsite at our Pensacola and Milton centers to provide employment and training services to job seekers age 55 and older. The Military Family Employment Advocate provides specialized employment and training services to meet the needs of the spouses and dependents of active duty military personnel. Disabled Veteran Opportunity Program (DVOP) Specialists provide intensive case management, and employment and training services to Veteran’s with significant barriers. An Ex-Offender Advisor is available to provide employment counseling, mentoring and placement assistance to ex-offenders/offenders. Bi-lingual staff (Spanish/English) is available to communicate with our Spanish speaking customers. CareerSource Escarosa has a counselor who is a Certified Supportive Employment Coordinator, certified by the Agency for Persons’ with Disabilities, to assist customers with disabilities in navigating CareerSource services and provide referrals to appropriate community agencies/services. All staff is cross trained regarding programs and services to allow for seamless service delivery and co-enrollment when appropriate. CareerSource Escarosa partnered with the City of Pensacola, Escambia County Board of County Commissioners, Escambia Department of Community Affairs and the Greater Pensacola Chamber to take employment and training services out of our centers and into low income/poverty areas of the local workforce area. This partnership, titled Escarosa Community Occupational Talent Search (ECOTS) provided remote access to career assessment and career planning activities. The purpose of ECOTS was to identify and assess interested local residents on their current skill levels, educational obtainments, and employability in regard to current demand occupations and future workforce needs, and to assist these individuals in developing their career pathways.

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

CareerSource Escarosa will facilitate and work with key industry partners established and yet to be established by participating in and promoting the Business and Advisory Councils that link secondary education to the needs of the surrounding business community. These collaborative efforts ensure that curriculum aligns with the knowledge, skills and abilities needed to produce a highly effective workforce.
Advisory Councils include Aviation, Manufacturing, Construction Trades, Marketing, Culinary and Hospitality, Multimedia, Engineering, Trade & Logistics, Health Sciences, Veterinary Assisting, Information Technology, and Law.

CareerSource Escarosa will also maintain and promote involvement in Career Academies throughout the region to ensure that that meaningful, needed education is provided in the following areas;

Criminal Justice

Emergency Medical Services and Fire Rescue

Aerospace Engineering

Civil Engineering & Architecture

Biomedical Science/Sports Medicine

Pre-Professional Nursing

Information Technology

Agri-science Technology

Promote and invest in Business by providing funding to help incumbent workers attain specialized skills, job retention, wage growth, upgrade employee’s skills or divert a dislocation event with the use of Employed Worker Training (EWT) and Customized Training grants.

Assist Businesses in expanding their current workforce with the use of On-the-Job (OJT) training grants. Escarosa has actively pursued increasing OJT involvement opportunities in Paper Manufacturing, Durable Healthcare Manufacturing, Post-Secondary Recruiting and other growth areas.

All ITAs are tied to demand or emerging occupations for our two county area.

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

CareerSource Escarosa’s Business Services Representatives, Local Veteran’s Opportunity Program Representatives and Management Team Representatives have strong industry partnerships within the local area. Representatives actively participate, and will continue to participate in numerous advisory councils and boards that represent occupational and industry sectors in the region. Established industry partnerships exist in: aviation, construction trades, culinary/hospitality, engineering, finance, health sciences, human resources, information technology, law, manufacturing, marketing, multimedia, and trade and logistics. Representatives actively participate on these councils and boards and will strive to develop relevant memberships that increase effectiveness and guidance to the Local Workforce
Development Board. CareerSource Escarosa also actively partners with the area’s chambers of commerce and economic development entities to develop and enhance industry partnerships. Finally, CareerSource Escarosa partners with business to offer industry specific hiring events. Past events have included aviation, manufacturing, health care, and construction and building trades.

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

CareerSource Escarosa’s Board of Directors meets annually to discuss current labor trends. Board members consist of private sector business owners/managers, large and small employers, educational institutions and economic development representatives. The members review the State Targeted Occupation List and also local business initiatives. Educational representatives review programs offered by their educational institutions to ensure courses are available as related to demand occupations. Economic development representatives review and discuss current initiatives, area business recruitment goals, and business retention needs to ensure the demand occupations are conducive to trends in the local economy. In addition, CareerSource Escarosa’s Business Services Team reviews the list to determine whether or not individuals completing training and /or looking for employment, are finding employment within the demand occupations as presented by CareerSource Escarosa. The last items to be considered are the wage at placement and whether or not the occupations on the Local Workforce Development Area’s Eligible Training Provider List (ETPL) are supporting the needs of local businesses. Opposite of that review, is also whether or not the local labor market is saturated and if staff are having difficulties finding employment opportunities for participants in the fields of training listed on the ETPL. Once the list has been reviewed, a final Eligible Training Provider List with the training programs for each provider is presented to the CareerSource Escarosa Board of Directors for approval.

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

A. facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs;
B. support a local workforce development system that meets the needs of businesses in the local area;
C. better coordinate workforce development programs and economic development; and
D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs. WIOA §134(c)

CareerSource Escarosa has an active Business Services Team made up of three Business Services Representatives, and an internal customer support/job order assistant, and two Local Veteran’s Employment Representatives (LVER).
In order to facilitate engagement of local employers in in-demand industry sectors, CareerSource Escarosa’s business representatives actively participate, and will continue to participate, in area business advisory councils and boards that bring together business and educational leaders in over a dozen in-demand occupational and industry sectors. These include:

- Aviation
- Construction Trades
- Culinary/Hospitality
- Engineering
- Finance
- Health Sciences
- Human Resources
- Information Technology
- Law
- Advanced Manufacturing
- Marketing
- Multimedia
- Trade and Logistics

Through these councils and advisory boards, workforce development and educational leaders communicate directly with area business leaders regarding the in-demand human resource needs, training needs, and skill sets that are currently being sought after by area businesses.

In addition, CareerSource Escarosa Business Services Team members frequently and actively partner with Chambers of Commerce/Economic Development entities throughout the Local Workforce Development Area.

CareerSource Escarosa business service representatives and LVERs are required to provide extensive outreach to employers in the local area. This is accomplished through employer visits (cold calls), community presentations, and hosting of and participation in job fairs, community fairs, and recruiting events. Employer information is also disseminated through communication outlets such as press releases, and the company’s website and social media outlets.

The CareerSource Escarosa Business Services Team operates within the one-stop career centers and is integrated with the WIOA program, TANF/WT, and Wagner-Peyser/Re-employment programs. All job orders, job fairs, and recruiting events are accessible to and communicated to all CareerSource Escarosa and on-site DEO staff members and partners.

(8) **Priority for Services:** Describe the local policy and procedures that have been established to give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of individualized career services and training services in the Adult program.
Escarosa has established a priority/most in need policy to identify individuals with barriers to employment and to insure priority of service to veterans. The process will identify those who are veterans and/or have barriers to employment (TANF, SNAP recipients; homeless, basic skills deficient) and place them as the first to be served via an ITA. Once those who are a top priority have been served, others applying for assistance will be served on a first-come, first-serve basis. This is an electronic document that was developed and adapted from LWDA 3, with Executive Director’s permission. It works extremely well and automatically prioritizes all WIOA participants during the eligibility process.

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

Training services will be provided through the use of ITAs to eligible training providers. Escarosa also uses OJTs and Customized Training based upon the employer’s needs. Escarosa does not use contracts for training services.

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

Training program and training provider information is available at all CareerSource Escarosa centers and at the CareerSource Escarosa website. Counselors provide career assessment and career counseling services to assist customers in developing their career pathways. Customers who are not eligible for WIOA funding, or those that choose training providers and/or training programs that are not included on the LWDA1’s ETPL are referred to/assisted in accessing the Federal Application for Student Aid. Information regarding other educational grants is provided as appropriate and potential students are directed to the financial aid office of their training provider of choice. CareerSource Escarosa has a variety of online career exploration tools available to assist customers in developing their career pathways and in selecting both WIOA and non-WIOA training options and funding options. CareerSource Escarosa also provides information on educational grants and scholarships as available and appropriate. On-the-job training customized training, apprenticeship opportunities and internship opportunities are posted on the Employ Florida website for universal access.
(11) **Individual training accounts:** Describe the process and criteria for issuing Individual Training Accounts. WIOA §108(b)(19)

A. Describe any ITA limitations established by the board

ITAs are used to provide financial assistance to eligible WIOA adults and dislocated workers. Escarosa has established a priority/most in need policy to identify individuals with barriers to employment and to insure priority of service to veterans. The process will identify those who are veterans and/or have barriers to employment (TANF, SNAP recipients; homeless, basic skills deficient) and place them as the first to be served via an ITA. Once those who are a top priority have been served, others applying for assistance will be served on a first-come, first-serve basis. The ITA amount per fiscal year is capped at $5,000; however this amount may be adjusted as approved by the Board.

B. Describe any exceptions to the use of ITA

Escarosa does not use any exceptions to ITAs.

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

Our director also serves on the board of the Center for Innovation and Entrepreneurship, our region’s technology business incubator/accelerator. We will continue to support entrepreneurial development efforts throughout the region including the development and expansion of related training in support of entrepreneurial development. Escarosa also has access to UWF’s Small Business Development Center for assistance with business plans; taxes; incorporation and other issues important to the development of a business. This section may be expanded once further clarification is received from USDOL/DEO.

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

Escarosa is unaware of any registered apprenticeship programs within our two county area; however, discussion have occurred at our local State College (Pensacola State College) looking to develop apprenticeship opportunities for our area.

(14) **Other Program Initiatives:** Describe the services to be provided that may include the implementation of initiatives such as incumbent worker training programs, on-the-job training
programs, customized training programs, industry and sector strategies career pathway initiatives, utilization of effective business intermediaries, and other initiatives in the support of the board’s vision and strategic goals described in Section III. WIOA §134(c)

Escarosa does use On-the-Job-Training (OJT) and customized training for local employers and/or businesses locating or expanding into our area. Employed Worker training is offered to assist in skill upgrading of current employees. As previously mentioned, our Business Services Team works closely with our economic development partners; industry clusters; advisory councils; and educational partners to understand trends and workforce needs. Services are recorded in Salesforce, as well as, Employ Florida Marketplace (EFM). The Director is involved with advisory councils and the school districts regarding secondary career academies and how they translate into postsecondary degrees and/or certifications leading to career pathways.

(15) Service Provider Continuous Improvement: Describe the local board’s efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the needs of local employers, workers and jobseekers. WIOA §108(b)(6)(A).

Escarosa employs two internal programmatic monitors. The Monitoring Specialists are assigned the core programs and services to be monitored to ensure all federal, state and local regulations and policies are followed. The Monitoring Specialists report directly to the Executive Director. All monitoring reports are posted to our website and the Board of Directors is notified at least twice a year of the postings for their review and comments. If areas of concern are noted, technical assistance and training are provided to front-line staff to ensure they understand the requirements. Corrective Action Plans are required if major issues are found.

Youth services are contracted out and a competitive procurement process will take place in the spring of 2016. The Monitoring Specialists are assigned to monitor the youth contractors to ensure all 14 program elements are made available to the youth; 75% of the youth served are out-of-school; and monitoring of all work experience job sites, agreements, safety and supervision are being provided. Corrective Action Plans (CAP) are required if major issues are found.

Eligible Training Providers are monitored regarding number of enrollees, both WIOA and non-WIOA participants; WIOA outcomes and performance, and placements. In addition, ETP must meet state requirements to become a provider and Escarosa reviews the programs they offer, and approves the individual training programs to ensure they align with local employer demands and economic development initiatives. If the ETP is a newly established school in our area,
employers are surveyed to determine whether or not local employers will accept
degrees/certifications from those schools for local employment. Credibility of the training
provider with local employers is vital to a participant’s success in obtaining employment at the
end of training.

DEO also monitors all programs and services offered at the One Stop Centers as well as youth
contractors. All monitoring reports conducted by the State are provided to the Board for their
review.

All performance statistics on common measures and the Employer Penetration Rate are
provided to the Board of Directors. Performance of programs and the youth providers are
reviewed annually with the Board.

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

Through intensive assessment, mentoring and coaching, a career plan and career pathway will
be developed with the WIOA youth participant. All 14 of the youth program elements will be
available to youth participants within the region. The specific elements that will be utilized by
each youth in achieving their career plan, will be customized and based upon the youth’s
assessed needs and career pathway. The specific program components are career-oriented
and are directed at high school diploma/GED attainment, post-secondary/advanced education,
military enlistment, or unsubsidized employment. All youth who are deemed to be basic skills
deficient (reading, math, or language skills below the 9th grade level), will receive basic skills
instruction.

During the competitive procurement process, the proposals will be required to address each of
the 14 elements to provide information on how each will be made available to youth participants.
Letters of support will be required for elements that will be made available through other
agencies. Proposals and contracts will ensure all elements are made available. Internal
monitors will review service provider contracts and ensure the 14 elements are being addressed.

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

Escarosa shall define the above as a youth who meets one of the below criteria:
1) Reading or math or language comprehension at or below the 8th grade level as indicated on the Test for Adult Basic Education (TABE) assessment tool or the Wonderlic assessment which measures thinking/logical capabilities. Wonderlic is an approved Department of Education assessment instrument.

2) A youth unable to compute or solve math problems to include word problems at or below the 8th grade level as indicated on the TABE assessment tool.

3) In interacting with the youth, the Teacher or Youth Case Manager or One Stop Center staff or Designated Youth Provider as approved by Escarosa, is unable to communicate in English with the youth via everyday conversation/interaction. Escarosa feels that if the youth cannot interact in a social or professional situation with professional staff that the youth would not be capable of sustaining a job or functioning in society. This shall be attested to by the Teacher, Youth Case Manager, One Stop Center staff or Escarosa designated Youth Provider.

4) Has been determined by the School District as having limited English and the youth has been placed in an English Speaking Other Language (ESOL) or English Language Learner (ELL) or Limited English Proficiency (LEP) program within the district.

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

20 CFR §681.300

Escarosa shall define the above as a youth who meets one of the below criteria:

1) The youth has reading, language or math skills level at or below the 8th grade as indicated on the TABE assessment tool.

2) Youth who are over the age of 18 who have no previous work history and/or less than 180 consecutive days of employment as documented by employer records, pay records or State system such as Suntax.

3) Youth that have one or more biological parent incarcerated, institutionalized or sentenced by a court of law to incarceration/institutionalization for more than one year. Documentation provided by court, institution or Department of Corrections.

4) Youth who have been victims of domestic violence or intimate partner violence as documented by local law enforcement or Favor House.

5) Is an individual who receives or is a member of a family that has received any form of public assistance for more than 6 consecutive months.
The Workforce Innovation and Opportunity Act (WIOA) provides for a new regional planning process designed to promote alignment with economic development and education, improved services to employers, workers and job seekers, improved performance in the delivery of workforce services and more efficient delivery of services through coordinated administrative arrangements. The CareerSource Florida Network and its partners have a unique opportunity to engage in regional planning in order to meet the goals of both WIOA and, more importantly, Florida’s vision for talent development.

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

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

Although unemployment data may indicate that the recession is over, Bureau of Labor Market Statistics show that the majority of the top 15 existing demand occupations are low-skill occupations characterized by relatively low wages and high rates of worker turnover. The top five existing demand occupations are related to customer service and hospitality which cater to our region’s retirees and tourists.

Specifically: Leisure and Hospitality - In September 2015, the employment was 22,800 in this sector. The over the year change was +700 jobs (+3.2%). The number of jobs in this sector has been trending upwards over the past 5 years.

Education and Health Services - In September 2015, the employment was 28,000. The over the year change was +700 jobs (+2.6%). The number of jobs in this sector has been trending upward for over two decades.

Combined food preparation and serving workers, including fast food workers is the top existing demand occupation. Two of the top demand occupations are the healthcare occupations registered nurses and nursing assistant occupations, with 2,969 projected openings between 2015 and 2023

Emerging Occupations: According to the Bureau of Labor Market Statistics, Emerging occupations occur in the healthcare and professional services industry sectors, which follow the overall Florida statewide distribution of top emerging occupations.

Based on recent economic development trends, occupations related to advanced manufacturing/assembly, financial services, Information Technology and skilled trades are also in the emerging category. The number of jobs in the manufacturing sector has been trending
upwards over the past five years. The recent announcement of AIRBUS’ first U.S. Final Assembly Line (FAL) in neighboring Mobile, AL has resulted in an increased interest in our region from AIRBUS suppliers and additional opportunities for existing manufacturers in aviation and related fields. In addition, our region’s legacy employers include major manufacturing facilities from companies such as: International Paper, Armstrong World Industries, GE, Ascend Performance Materials and PALL Corporation. These facilities and clustered industry support companies have seen resurgence in production and are applying advanced manufacturing technologies which require upgraded skills and are providing wealth creating jobs.

The financial services industry sector will see additional growth due to Navy Federal Credit Union’s major expansion at their Pensacola location. The largest credit Union in the world, Navy Federal will employ 10,000 personnel over the next decade. Due to innovations in technology and financial service products, knowledge content for current and future financial service occupations is constantly changing and will require properly prepared employees.

Homeland Defense/Cybersecurity opportunities have increased due to a recent expansion at Pensacola’s Department of Homeland Security operations and other companies such as AppRiver. This expansion, coupled with the presence of the U.S. Navy’s Center for Information Dominance (CID) which provides multi-service training for the military’s cryptologic professionals and its related defense contract opportunities provides enhanced opportunities for employment in a variety of Information Technology/Cybersecurity occupations.

The growth in the construction industry sector is due to some extent to activities related to solar energy installation and recent new construction in both commercial and residential development in support of our region’s growth.

Our regional and local economic development entities have developed “target industry” attraction strategies which focus efforts on those industries which are considered best fits for Northwest Florida. These targets were developed using research-based methods and third party consultation.

These targets include:

- Advanced Manufacturing
- Aviation/Aerospace
- Defense/Homeland and Cybersecurity
- Health Services
- Information Technology and Business Process Outsourcing (BPO)
- Transportation, Logistics, Distribution
LWDA1 has been involved in the strategic planning processes to develop these targets and considers each of these as potential emerging industries which will provide additional employment opportunities and training challenges for the future.

Also refer to Attachment C.

(2) Specific milestones and timelines for consultation with:

A. Other local workforce development boards:

Local Workforce Development Areas 1 – 4 met on February 19, 2016 at the Ft. Walton Beach One Stop Center. The four directors discussed the plan and local initiatives. In addition, the Directors have met on several occasions in conjunction with other meetings that were convened by Florida’s Great Northwest. LWDA 1 and 2 also met to discuss sharing of resources to support Information Technology needs of the two workforce areas. Beginning in July, it is expected that the Network Systems Administrator for Escarosa will also assist LWDA 2 – Okaloosa/Walton with their IT needs.

B. Local elected officials

Our CEOs were notified of the rough draft of the plan and the plan timelines on February 26, 2016. In addition, the final draft of the plan was provided to them on March 11, 2016. The CEOs were asked to review the rough draft and draft plan and provide comments throughout the process. At the conclusion of the public comment period, April 9, 2016, one public comment was received and is included under Attachment G. The final plan was presented to both Boards of County Commissioners for final approval.

C. Economic development organizations;

Both economic development entities were notified of the rough draft of the plan and the plan timelines on February 26, 2016. In addition, the final draft of the plan was provided to them on March 11, 2016. The EDs were asked to review the rough draft and draft plan and provide comments throughout the process. The incoming Director for Escarosa was previously heavily involved in economic development throughout northwest Florida through his employment at Gulf Power. He also reached out to his partners and provided them the timelines and discussed the plan document prior to it being finalized.

D. Core and mandatory one-stop partners for potential regional implications;
A One Stop Consortium meeting was held on February 24, 2016. The members were notified of the rough draft of the plan and the plan which became available on February 26, 2016. In addition, the final draft of the plan was provided to them on March 11, 2016. The Consortium members were asked to review the rough draft and draft plan and provide comments throughout the process.

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

LWDAs 1-4 meet quarterly to discuss services and programs and how to coordinate within northwest Florida. In addition to these meetings, LWDA 1 and 2 have jointly hosted veteran job fairs that cross our two regions and have jointly participated in US Chamber Hire our Heroes job fairs. In addition, LWDA 2 is normally invited by our two economic development entities to meetings with site consultants and businesses looking to move to our area. Escarosa will also provide IT support to LWDA 2 through our IT department. The four LWDAs interact with Florida’s Great Northwest for economic development initiatives and understand our shared labor market areas and commuting patterns. The LWDAs have been involved with Florida’s Great Northwest and are also meeting independently. LWDAs 1-4 have/will participate as follows:

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 11</td>
<td>Meeting with regional/local economic development partners regarding comprehensive regional planning involving all topics from geographical strengths to roadways, social services, business climate, etc. There was consensus to move forward with a regional planning effort to stretch over the course of the year. State workforce partners presented their mission/programs.</td>
</tr>
<tr>
<td>February 18</td>
<td>Second Regional planning meeting; each county gave an overview including workforce and labor market information relative to planning.</td>
</tr>
<tr>
<td>February 19</td>
<td>Meeting of the Northwest Florida Workforce Consortium to discuss planning efforts, plan development and partner development.</td>
</tr>
<tr>
<td>March 17</td>
<td>Next meeting with regional planning partners</td>
</tr>
<tr>
<td>April</td>
<td>Regional Planning and Consortium meeting to discuss common labor market trends and service delivery methods. Final meeting to share local plan information prior to approval.</td>
</tr>
<tr>
<td>May</td>
<td>Regional Planning and development of consortium agreement of cross over services.</td>
</tr>
<tr>
<td>June</td>
<td>Regional Planning and Consortium meeting to finalize cross over services agreement and LMI for the consortium.</td>
</tr>
</tbody>
</table>
PUBLIC COMMENT PROCESS

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

(1) Make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media. WIOA §108(d)(1)

A rough draft of the plan was made available to our CEOs, Escarosa Board of Directors, local partner Boards with which the Director is a member (Transportation, Early Learning Coalitions, Homeless, etc.), One Stop Consortium members, Economic Development, Education, Vocational Rehabilitation and others on February 26, 2016. The Final Draft was advertised in the local paper and media through Public Service Announcement disbursements; and the previously mentioned entities noted above, and posted to our website on March 11, 2016. This began the public comment period of 30 days.

(2) Provide no more than a 30-day period for comment on the plan before its submission to the Governor, beginning on the date on which the proposed plan is made available, prior to its submission to the Governor. WIOA §108(d)(2)

The 30-day public comment period began on March 11, 2016 and closed on April 9, 2016. One comment was received.

(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)

Escarosa has two labor representatives on the Board of Directors who were provided the documents within the timelines noted above in (1). The Pensacola Chamber of Commerce and the Santa Rosa Chamber of Commerce were also provided the same notices of the plan document within the above timelines to share with their members and partners. Comments were solicited from all of the above entities and members.

(4) Describe any other efforts to coordinate with other workforce partners to obtain input into the development of the plan.

Other workforce partners included those who are members of the One Stop Consortium; other community entities; and organizations that are closely aligned with our services and/or referral processes previously mentioned in the document.
Include, as an attachment with the plan to the Governor, any comments that express disagreement, the LWDB's response to those comments, and a copy of the published notice. WIOA §108(d)(3)

One public comment was received and is so noted in Attachment G.
This plan represents the efforts of CareerSource Escarosa to implement the Workforce Innovation and Opportunity Act in the following counties:
- Santa Rosa County

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

Workforce Development Board Chair

Signature
Scott Ginnetti - Chair

Date: 4/21/16

Chief Elected Official

Signature
Lane Lynchard - Chair

Date: 4/14/16

ATTEST: Donald C. Spence

County Clerk
This plan represents the efforts of CareerSource Escarosa to implement the Workforce Innovation and Opportunity Act in the following counties:

- Escambia County

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

**Workforce Development Board Chair**

[Signature]

Scott Ginnetti - Chairman

4/21/14

**Board of County Commissioners**

**Escambia County, Florida**

[Signature]

Grover C. Robinson, IV - Chairman

---

**ATTEST:** Pam Childers
Clerk of the Circuit Court

---

Deputy Clerk
CAREERSOURCE ESCAROSA
LOCAL WORKFORCE DEVELOPMENT PLAN

ATTACHMENT A
INTERLOCAL AGREEMENT
WORKFORCE INVESTMENT ACT
INTERLOCAL AGREEMENT
BETWEEN
SANTA ROSA COUNTY BOARD OF COMMISSIONERS
ESCAMBIA COUNTY BOARD OF COMMISSIONERS
WORKFORCE ESCAROSA, INC.

This Inter-Local Agreement (hereinafter Agreement) is made and entered into by and between the Santa Rosa County Board of Commissioners (hereinafter Santa Rosa), the Escambia County Board of Commissioners (hereinafter Escambia), and Workforce Escarosa, Inc. (hereinafter Escarosa). Escarosa shall act as the regional workforce investment board for the two county area which constitutes Region I for the State of Florida under Workforce Florida, Inc. (WFI), and the Department of Economic Opportunity (DEO).

WHEREAS, the Workforce Investment Act of 1998, Public Law 105-220 (hereinafter Act), authorizes the expenditure of federal funds for adult, dislocated workers and youth programs as locally determined by Escarosa in coordination with Escambia and Santa Rosa; and

WHEREAS, the counties of Santa Rosa and Escambia were designated by the Governor of the State of Florida in 1996, as a two county Region.

NOW, therefore, the parties to this Agreement hereby agree:

I. Designation of Region I, Local Regional Workforce Board

A) Escambia and Santa Rosa agree to the designation of the two counties as Region I for the delivery of services under the Act and consent to the continuation of Escarosa for the purposes of setting policy and overseeing services authorized by the Act.

II. Authorities and Responsibilities of Escambia and Santa Rosa:

A) Santa Rosa and Escambia hereby consent to make appointments to the Board of Directors for Escarosa as described under items “B” and “C” below.

B) A general purpose business organization shall collect nominations for private sector membership for Escarosa as vacancies and expirations of terms occur in accordance with the Act and submit those nominations to Escambia and Santa Rosa in accordance with the county to be represented, for approval. Escarosa shall strive to assure that the make-up of the Board provides equitable representation of the Region. Private sector representative nominees shall be owners of business concerns, chief executives or chief operating officers of non-governmental employers, or other private sector executives who have substantial management of policy responsibility. Nominations to fill vacancies and replace Board members whose terms have expired shall be made in a way that will work to maintain equitable representation as vacancies occur.
C) Santa Rosa and Escambia hereby agree that fifty percent (50%) of the private sector members of Escarosa shall reside and/or own a business or work in Santa Rosa County, and fifty percent (50%) of the private sector members of the Board shall reside in Escambia County.

D) Escambia and Santa Rosa shall be responsible for the approval of the Workforce Investment Services Plan as prepared every two to five years or as required by USDOL, WFI or DEO. Escarosa shall be responsible for any notifications of change or modifications necessary to keep the Plan current, and shall submit any changes or modifications to the County Commissioners, as required for information.

E) The Santa Rosa and Escambia County Commissioners shall review appointments made to the Youth Council by Escarosa and may make recommendations, nominations and/or appointments to the Youth Council, as they deem necessary.

F) Each Board of County Commissioners shall identify and designate an individual to serve as their designee on the Escarosa Board of Directors. The designee shall be an ex-officio, non-voting member.

G) Each Board of County Commissioners shall have the authority to remove a Board Member for cause which was appointed by that Commission for their specific county to the Escarosa Board of Directors. Cause may include, but is not limited to, conviction of a crime involving moral turpitude or dishonesty; and/or intentional and flagrant violation of County or Escarosa standard of conduct to include ethical violations; and/or any conduct the Commissioners determine to be detrimental to Escarosa and/or the County or to the purposes and objectives of the workforce development system. Removal of the Chair or an Officer of the Board requires approval by both Escambia and Santa Rosa County Commissioners for his/her removal.

III. Responsibilities of Escarosa Board of Directors:

A) Escarosa shall prepare a Workforce Investment Services Plan (Plan) and any modifications thereof, for each two to five year planning period in accordance with the Act or as required by USDOL, WFI, or DEO, and submit that Plan for approval to Escambia and Santa Rosa.

B) Escarosa will develop the Local Elected Official Interlocal Agreement (hereinafter Interlocal) as required by the Act, and submit to both Boards of County Commissioners for approval and signature.

C) The By-Laws of Escarosa shall provide for up to 40 total members, of which 51% shall be private sector representatives, with the remaining membership to be composed of representatives from education, Department of Children and Family Services, veterans organizations, U.S. Military Liaison, Organized Labor, Vocational Rehabilitation, and community organizations representing the disabled population, or other related entities as required by the Act or as may be permitted or required by
state statute or regulation. The members shall be appointed for fixed terms and may serve until their successors are appointed.

D) Escarosa shall be designated as the administrative entity, the fiscal agent and local regional workforce board with responsibilities to include, but not limited to, the oversight for the delivery of all federal employment and training services; development of an Annual Budget; establishment of the One Stop Centers; and selection of service providers, as assigned by the Act or the State of Florida.

E) Escarosa agrees to operate in accordance with the Act and other applicable federal and state statutes and regulations.

F) Escarosa shall negotiate and establish local performance standards with the State of Florida as required by WIA. Once standards have been negotiated and approved by Escarosa, these shall be provided to both Boards of County Commissioners for review and information.

G) Escarosa shall select the One Stop Operator for the three One Stop Centers located in Pensacola, Milton, and Century, to be known as the Workforce Escarosa Career Centers. Escarosa shall submit the name(s) of the One Stop Operator to both Boards of county Commissioners for review. At the discretion of the County Commissioners, input may be provided and recommendations made regarding this item to Escarosa. Final selection shall be made by Escarosa. At this point in time, the One Stop Operator will continue to be a consortium of three or more of the required partners and shall include Pensacola State College, Santa Rosa County School District, Escambia County School District, Department of Economic Opportunity (DEO), Vocational Rehabilitation, and the Department of Children and Family Services. This consortium has been in place for the previous eight (8) years and continues to work well as the One Stop Operator for our Career Centers.

H) Escarosa shall make available to the Commissioners and the general public through its website, www.workforceescarosa.com: the audit conducted in accordance with OMB Circular A-133/Single Audit Act annually; Office of Compliance Monitoring reports as they occur and are received; and Board of Directors meeting packets, minutes, summary of financial statements, and budgets, as they are presented to the Board. It is also understood that the Boards of County Commissioners may direct its staff to conduct audits and monitoring of any records of Escarosa; question any expenses or items noted in the budget; attend any and all meetings; and require other information as they deem necessary.

IV. Terms of Agreement:

A) The terms of this Agreement commence effective on the date signed by all parties and shall run through June 30, 2015. This Agreement shall automatically renew for a subsequent two year period, unless either party notifies the other of its intention not to renew, at least one hundred eighty (180) days prior to the expiration of any two year
period. Upon proper execution, the Agreement will be legally valid and binding upon date of approval.

B) This Interlocal Agreement and any subsequent amendments thereto shall become effective upon filing with the Clerks of the Circuit Court for Escambia and Santa Rosa Counties.

**ESCambia County Board of County Commissioners**

By: [Signature]

Wilson B. Robertson, Chairman

Date: **March 1, 2012**

ATTEST: Ernie Lee Magaha

Clerk of the Circuit Court

Deputy Clerk

BCC Approved: **March 1, 2012**

**Workforce Escarosa, Inc.**

By: [Signature]

Jay Overman, Chairman

Date: **2/24/12**

ATTEST: Annette D’Isa

Secretary/Treasurer

BCC Approved: **2/24/12**

**Santa Rosa County Board of County Commissioners**

By: [Signature]

Jim Williamson, Chairman

Date: **2-17-2012**

ATTEST: Mary M. Johnson

Clerk of the Circuit Court

Clerk

BCC Approved: **2/19/12**

This document approved as to form and legal sufficiency.

By: [Signature]

Title: [Title]

Date: **2/29/12**
CAREERSOURCE ESCAROSA

LOCAL WORKFORCE DEVELOPMENT PLAN

ATTACHMENT B

BY-LAWS
WORKFORCE ESCAROSA, INC.

BY-LAWS

ARTICLE I

NAME OF ORGANIZATION

The name of this organization shall be Workforce Escarosa, Inc., dba CareerSource Escarosa, hereinafter referred to as Escarosa.

ARTICLE II

MEETINGS OF DIRECTORS

Section 1. Annual Meeting. The annual meeting of the Directors of this corporation shall be held in the first or second quarter of each fiscal year; if regulations and funding permits. Due to language applied during the 2010 legislative session, the annual meeting may be waived at the discretion of the Board of Directors.

Section 2. Special Meetings. Special meetings of the Directors shall be held when directed by the Chairman, or, in his absence, the Vice-Chairman or, in the absence of both the Chairman and Vice Chairman, upon the call of the Secretary or the Treasurer of the Corporation.

Section 3. Place. Meetings of Directors of this corporation may be held within either Escambia or Santa Rosa County.

Section 4. Notice. A notice of each meeting of Directors shall be provided to each Director at his or her address which may include e-mail addresses, as the case may be, as such appears on the records of the corporation at the time any such notice is mailed. The notice shall state the purpose of the meeting and the time and place it is to be held.
Section 5. Voting. Each Director shall be entitled to one vote upon each motion or issue placed before a meeting for decision or resolution by the vote of the Directors. No proxy votes shall be allowed. Items regarding membership contracts require a two-thirds (2/3rds) majority vote of members present when a quorum has been established. All contracts with current board members must be in compliance with the Workforce Florida, Inc., Contracting policy as Modified in August, 2011. All other action items/issues brought before the board require a simple majority vote.

Section 6. Quorum. Forty percent (40%) plus one of the Directors entitled to vote shall constitute a quorum at any Directors’ meeting. Members participating by webinar/teleconferencing shall be counted present and shall be included in the count to determine a quorum. Members participating by webinar/teleconferencing shall be entitled to vote as members who are physically present at the meeting. If less than a quorum exists, the Chairman may continue the meeting for information and discussion only; or adjourn the meeting at his/her discretion with no action taken by members present.

Section 7. Attendance. The Chairman is authorized to request a replacement appointment for any member of the Board of Directors who has had excused absences for three or more consecutive meetings of the Board. For the purpose of this section, a member who is absent, but who is represented by a designee, shall be counted as an excused absence. The Chairman shall make the final determination whether non-attendance is excused or unexcused for all other absences of members.

ARTICLE III

DIRECTORS

Section 1. Function. The business of this corporation shall be managed and its corporate powers exercised by the Board of Directors.

Section 2. Number. Board membership shall be in compliance with all applicable federal and state requirements, and shall not exceed twenty-seven (27) members.
Section 3. Membership. The categories of membership shall be defined by the State of Florida through Workforce Florida, Inc. Board of Directors, as approved by the Governor. Members are expected to be the Chief Executive, Chief Operations Officer, Agency Head, owner of business (private sector) or other executive with substantial management or policy responsibility. Over 50% of the membership shall be from the private sector.

Section 4. Election and Term. Consistent with the Articles of Incorporation, the term of membership for each member of the Board of Directors shall commence on the 1st day of July of the year in which each such member is appointed, unless the member is appointed by the County Commissioners during the year to fill vacancies which may occur at any given point in time. Unless otherwise provided in the Articles of Incorporation, each term of membership shall be for staggered terms of one (1), two (2), or three (3) years for the initial member with three (3) year terms thereafter.

Section 5. Extensions. Upon review and approval of the Nominating Committee, the request for extensions will be sent to the Escambia or Santa Rosa County Board of Commissioners for approval.

Section 6. Vacancy. Vacancies in the Board of Directors shall be filled through the Escambia and Santa Rosa County Boards of Commissioners. Nominations for private sector members should be from general purpose business organizations. All other nominations must be by an agency, organization or non-profit corporation.

Section 7. Time of Meeting. The Board of Directors shall meet at least once per quarter. The first (1st) quarter Board of Directors meeting may be combined with the annual meeting of Directors, as provided in ARTICLE II, section 1, hereof. Special meetings of the Board of Directors may be called by the Chairperson; or in his/her absence by the Vice Chairperson; or in the absence of both the Chairperson and Vice Chairperson - by the Secretary or Treasurer. The specific date and time for Board of Directors meetings shall be as fixed by the Board of Directors. Notice of each
meeting shall be given to each Director not less than forty-eight (48) hours before
the meeting unless each Director shall waive notice thereof before, at, or after the
meeting.

Section 8. Removal of a Member for Cause. Consistent with 29 U.S.C. 1512(f), a
Board member may be removed from office before the expiration of his or her term
for cause upon the affirmative vote of two-thirds (2/3) of the Board at a legally
called Board of Directors meeting. For purposes hereof, “cause” shall be defined as:
a. Conviction of a crime involving moral turpitude or dishonesty;
b. An intentional and flagrant violation of Escarosa standard of conduct or
any rules promulgated thereunder;
or
c. Any conduct which 2/3 of the membership determines to be
significantly detrimental to Escarosa or to the purposes and objectives of the
workforce development system.

Before any final vote is taken by the Board on the question of removal or not
of a Board member, such member shall first be advised in writing of the alleged
cause for which his or her removal is sought no later than fifteen (15) days prior to
the Board meeting, at which such final action is taken. At such meeting, the Board
member sought to be removed shall be afforded the opportunity to be heard.

Section 9. Conflict of Interest of Members. The Board of Directors has elected to
adopt the guidelines as issued by the U.S. Department of Labor, Training and

ARTICLE IV

OFFICERS

Section 1. Officers. This corporation shall have a Chairman who shall be a Director.
He/she shall be chosen by the Board of Directors prior to July 1st and shall serve
until his/her successor is chosen and qualifies, but shall not serve more than two, two-year terms (total of four years) in accordance with Florida Workforce Investment Act 2000. All other officers and agents shall be chosen, serve for such terms, and have such duties as may be determined by the Board of Directors.

The Board of Directors may establish additional officers for the corporation at a regular meeting of the Board of Directors or at a special meeting held for that purpose. However, in no event shall the Board of Directors establish an officer greater than that of the Chairman of the Corporation.

Section 2. Chairman. The Chairman shall be the chief elected officer of the corporation, shall have general oversight of the business and affairs of the corporation subject to the directives of the Board of Directors and shall preside at all meetings of the Board of Directors.

Section 3. Vice-Chairman. The Vice-Chairman shall, in the absence and inability of the Chairman to serve, exercise and discharge all the powers and duties of the Chairman and act in the Chairman’s stead.

Section 4. Secretary and Treasurer. The Secretary shall review meeting minutes for submittal to the Board of Directors and shall sign all Board meeting minutes upon approval by the Board of Directors.

The Treasurer shall have access to all of the corporate records including the financial records; shall review all corporate funds and financial records, shall review accounts of receipts and disbursements and render reports thereof at the meetings of the Board of Directors, at his/her discretion; and whenever else required by the Board of Directors or Chairman.

ARTICLE V

STAFF

The corporation may hire or lease staff to serve the specific needs of the corporation.
ARTICLE VI

COMMITTEES

The officers, past chair, and the standing Committee Chairperson(s), as selected by the Chairman of the Corporation, shall constitute the Executive Committee. The Executive Committee shall act as the Financial/Audit Committee and Personnel Committee, and shall act on behalf of the Board for special circumstances if given the authority to do so by the Board of Directors. The Chairman may appoint all Committees for the proper management of the business of the corporation. The Chairpersons of all Committees shall be members of the Board of Directors. Other Committee members must be members of the Board of Directors, except in the case of the Youth Development Council which includes Board of Directors and non-Board of Directors as members.

Each Committee shall meet at least bi-annually or as required to conduct business, and report to the Board of Directors at the next scheduled Board of Director’s meeting.

The work, duties, and functions of each such Committee shall be as prescribed by the Board of Directors.

ARTICLE VII

SEAL

Escarosa does not have a corporate seal; therefore this section is inapplicable.

ARTICLE VIII

AMENDMENT

These By-laws may be amended solely by the affirmative vote of at least one vote more than 50% of the entire membership of the Board of Directors at any meeting duly and properly called.

ARTICLE IX
MISCELLANEOUS

Section 1. Fiscal Year. The fiscal year of the Corporation shall commence on July 1 and end on June 30 of the next ensuing year.

Section 2. Annual Review of By-laws. The Executive Committee shall at least annually review these By-laws and report thereon to the Board of Directors.

WORKFORCE ESCAROSA, INC.

Attest:

Secretary

Revised: May 29, 2014
CAREERSOURCE ESCAROSA LOCAL
WORKFORCE DEVELOPMENT PLAN

ATTACHMENT C
ECONOMIC CONDITIONS
HAAS CENTER STATISTICS
Escarosa by atyler1
Specialization by Traded Cluster, 1998 to 2013
Click on a bubble or click and drag a box around an area to zoom.

Overall Change in the Escarosa by atyler1 Share of US Traded Cluster Employment: -0.0008%

- Performing Arts
- Forestry
- Construction Products and Services
- Wood Mining
- Paper and Packaging
- Nonmetal Mining
- Fishing and Fishing Products
- Upstream Chemical Products
- Transportation and Logistics
- Downstream Metal Products
- Business Services
- Marketing, Legal, and Publishing
- Communications Equipment and Services
- Agricultural Inputs
- Agricultural Equipment
- Manufacturing Products
- Food Processing and Manufacturing
- Pharmaceutical and Medical Products
- Food Processing and Manufacturing
- Educational and Knowledge Creation
- Information Technology and Analytical Instruments
- Design and Engineering Services
- Information Technology and Analytical Instruments
- Contact Centers and Business Services
- Commercial Real Estate
- Oil and Gas Services
- Semiconductors and Displays
- Transportation and Logistics
- Food Processing and Manufacturing

Change in Escarosa by atyler1’s national employment share, 1998–2013

- The sizes of circles in the chart are proportional to employment.

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Population % Change</th>
<th>2015 % of State</th>
<th>% Change</th>
<th>2015 % of National Population</th>
</tr>
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<tbody>
<tr>
<td>25 to 29 years</td>
<td>1.3%</td>
<td>30.5%</td>
<td>5%</td>
<td>23.9%</td>
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<td>20 to 24 years</td>
<td>2.2%</td>
<td>29.4%</td>
<td>4%</td>
<td>24.8%</td>
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<tr>
<td>15 to 19 years</td>
<td>1.4%</td>
<td>29.7%</td>
<td>6%</td>
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<td>Under 5 years</td>
<td>0.0%</td>
<td>29.3%</td>
<td>1%</td>
<td>26.5%</td>
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<td>5 to 9 years</td>
<td>3.4%</td>
<td>29.6%</td>
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<td>Age Cohort Totals</td>
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<th>Education Level</th>
<th>Population % Change</th>
<th>2015 % of State</th>
<th>% Change</th>
<th>2015 % of National Population</th>
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<td>34.6%</td>
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<td>Gradual Degree or Higher</td>
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<td>Associate Degree</td>
<td>22.3%</td>
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<td>1%</td>
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<td>Some College</td>
<td>27.7%</td>
<td>25.7%</td>
<td>1%</td>
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<td>High School Diploma</td>
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<td>9th Grade to 12th Grade</td>
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<td>Less than 9th Grade</td>
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**Demographic Profile**

**CareerSource Escarosa (Escambia and Santa Rosa Counties)**
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Legend:
- **1998 Employment**: Employment in 1998
- **2013 Employment**: Employment in 2013
- **Change**: Change in employment from 1998 to 2013
- **Cluster Name**: Type of industry or sector

The data shows the employment changes across various industries and sectors from 1998 to 2013.
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- Table 3: Height of Confidential
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**Charts and Graphs:**

- Chart 1: Height of Confidential
- Chart 2: Height of Confidential
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CAREERSOURCE ESCAROSA LOCAL
WORKFORCE DEVELOPMENT PLAN

ATTACHMENT D
LABOR MARKET ANALYSIS – SKILL GAP ANALYSIS
Information Technology and Advanced Manufacturing
LABOR MARKET ANALYSIS FOR INFORMATION TECHNOLOGY AND ADVANCED MANUFACTURING
The Greater Pensacola Chamber, in late 2013, commissioned a regional study of the talent supply situation as it related to critical industry clusters within the Pensacola area economy. Over the course of the intervening months, dozens of businesses and individuals, as well as regional education institutions convened together to a) analyze current and future market demands; b) determine how best to meet those demands and c) structure a pathway forward that would encourage regional education/training providers to align themselves to key market needs and close the gap between industry workforce needs and local training/education outcomes.

The process began with the Chamber workforce committee examining high-level data which provided them with a holistic overview of labor market outcomes in the region as those outcomes related to Pensacola’s targeted industry clusters. Based on an in-depth analysis of the talent supply situation as well as market forecasts related to each industry cluster, the Chamber elected to pursue an in-depth analysis of two key industry clusters: Information Technology and Advanced Manufacturing (as defined in Appendix C). These clusters were chosen because they are high-impact clusters which offer substantial benefits to the community in terms of economic impact and wage earnings and they suffer labor shortages which, if not corrected could potentially stunt economic development in the region.
**Workforce Analytics Process.** Once the clusters were identified, the Chamber implemented a well defined process that would allow them to hone in on the key critical skills/occupations that were in short supply but high demand and identify the types of programs that would ensure that those gaps could be closed. We highlight the model of this process in Figure 1.

Global talent supply, in the model, is a function of several processes: shifting talent demands among industries which free up talent, workforce and education training outcomes and the growth in skills and experience among existing workers. These various elements manifest themselves in two critical data series: Current Occupational Employment Statistics which indicate the
current skills base of the workforce and Workforce/Training Outcomes Data which indicate, at a general level, who is currently being trained with what skills for which occupations.

On the other side, global labor market demand is a function of number of activities including economic development/industry recruitment, industry growth or decline, retirements, migration patterns, market cycles and technological advances. Demand elements manifest themselves in three data series which include data provided by economic development professionals which forecasts which industries will be recruited to the region, industry-level human resource statistics which offer detailed projections of skills demands as well as occupational demands and labor market information statistics which forecast longer-term growth patterns based on traditional industry structures. These traditional and non-traditional data series combine to paint a detailed picture of skills and occupational demands for a labor market.

When supply and demand are roughly equal, and when industry, economic development and education/workforce training partners are comfortable with available talent as well as available talent production, then the system is in balance. However, when this is not the case the system must be adjusted. Severe over-production of talent in certain fields can lead to unemployment problems for trainees because you have too many workers chasing too few jobs. Underproduction, on the other hand, can stunt industry and economic growth and lead to long-term labor shortag-
es. A realignment, in these cases, is critical in order to ensure that sustained economic growth and development can continue to occur in the regional market.

The process adopted by the Pensacola Chamber involved dozens of industry and education experts who gathered to feed data into the model at the appropriate points. This included economic development experts who estimated occupational/skills growth patterns based on industry recruitment, a diverse array of companies who provided vital data from the human resources perspective coupled with their medium-term growth forecasts and workforce data analytics experts who added traditional labor market information statistics to the mix. Once the critical gaps were identified at a high level based on these data inputs, participating industry professionals returned to the table to flesh out the types of skills upgrades that were necessary to close those gaps. The end result was a clearly defined picture of workforce/education training needs in the sectors of information technology and advanced manufacturing for the Pensacola regional economy.

The process also involved separate, but parallel meetings of the education/training community who, informed by their internal knowledge of education/training practices, attempted to identify program modifications which were necessary to meet the talent requirement of local industry. These two processes merged in the end with economic development and industry experts coming together with workforce training and education providers to chart a course towards the future. In the two sections that follow, we highlight key data relevant to each of the two industry clus-
ters, identify the overarching outcomes of the workforce analytics process for each of the two clusters and we also present the recommendations that were agreed upon by the industry and education participants at the final joint meetings. We begin with the Information Technology Cluster.

**INFORMATION TECHNOLOGY**

**Cluster Overview:** The Information Technology cluster is unique in that it serves as a solid foundation for nearly all high-impact, high-wage industry clusters present in the modern economy including healthcare, financial services, call centers, government, etc. We consider the IT cluster as a “super cluster” which encompasses the following traditional clusters: Back Office/Professional Services; Research and Development in IT and Cybersecurity. Because the skill sets relevant to these particular clusters overlap significantly coalesce around the IT talent pool, these clusters were combined under the banner of the IT cluster.

**Cluster Outlook:** The outlook for the information technology cluster, on a global level, is exceedingly strong with rapid sustained growth forecast across the broader economy. The Pensacola area has been a beneficiary of these growth patterns. We outline past growth patterns and future industry recruitment projections as provided by the Pensacola Chamber below:

- **Since 2010:** 7 announced projects in the cluster; 440 net new jobs (IT); 2,581 net new jobs (contact center/financial services/3rd party administrator); 315 retained jobs
- **Currently:** 3 active existing industry expansion projects; 20 net new jobs
Currently: 2 active attraction projects; 210 net new jobs

Calendar year 2014: 2 requests for proposal; 8 net new jobs

Cluster Impact: Sustained growth in the IT cluster is critical not only to a diverse workforce and a high-tech economy, but also offers a significant wage premium relative to traditional Pensacola metro occupations. For example, the average earnings per job (defined in Appendix C) in the IT cluster is $70,667 per year for the Pensacola metro area (Escambia and Santa Rosa Counties). As a comparative example, the tourism dependent Accommodation and Food Services sector reports an average earnings per job figure of $17,962—well below the IT cluster average. Average earnings per job across all job for the Pensacola metro area is $46,345. Thus IT cluster earnings are well over the metro average and exceed, by a wide margin, the Accommodation and Food Services sector average.

Cluster Workforce: The cluster is reliant on a number of occupations which form the backbone of the cluster. Industry representatives identified the 10 occupations/skills groupings presented in the top table to the right as “most critical” for the regional economy. These occupations translate roughly into the 7 standard occupations (as recognized by the Bureau of Labor Statistics) presented in the bottom table. Utilizing traditional supply demand analytics techniques, analysts discovered that the region will need approximately 752 individuals over the next five years to meet demand for the Pensacola metro. Net new demand resulting from economic development projects will add 340 to this total for a total demand of 1092. Education/training programs will produce approximately 1052 trained indi-

<table>
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<th>Industry Recognized Occupations in IT</th>
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<td>Software developers and Programmers</td>
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<td>Information Security</td>
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<td>Network Administration/Security</td>
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<td>Database Administration/Developers</td>
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<td>Data Transformation/Analyst</td>
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<td>Desktop Support</td>
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<td>Quality Assurance/Testing</td>
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<tr>
<td>Designer/User Experience (UX)</td>
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<td>Electronics Engineering</td>
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<table>
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<tr>
<th>Standard Occupations in IT</th>
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<td>Computer Engineers</td>
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<td>Computer Repair and Maintenance</td>
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<td>Computer Systems</td>
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<td>Digital Design</td>
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<td>Electrical/Electronic Technology</td>
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<td>Electrical Engineers</td>
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<td>Electrical Installation and Repair</td>
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viduals with various baskets of skill sets to meet this need—however, there is a significant skills type mismatch between supply and demand. For example, the region is forecast to need roughly 119 digital designers over the next five years; however, local institutions will produce 282—an oversupply. In three critical areas—computer engineers, computer repair & maintenance and computer systems, the supply of available talent will fail to meet the demands of long-term growth and economic development opportunities. Moreover, for computer engineering, the nation-wide shortage of talent will make it extremely difficult to recruit these individuals to the region as well. Support for the IT cluster therefore requires a nuanced approach with significant funding devoted to attracting potential trainees towards areas of most critical need.

**Key Findings And Recommendations:**

1. **Finding:** Cross curricular opportunities are not occurring in skill areas of priority to industry.
   
   **Recommendation:** Programs in both graphical design and software programming need to cross train.

2. **Finding:** “Soft skills” such as problem solving and critical thinking can be further imbedded into existing student evaluations.
   
   **Recommendation:** Faculty implements skills such as problem solving and critical thinking into all assignments, projects and grading rubrics.

3. **Finding:** Industry strongly desires an external project based work and learn opportunity coupled with a mentoring component.
   
   **Recommendation:** Business leaders develop private apprentice program
for students centered on project/application learning that has a mentoring component. Convene task force to begin implementation.

4. **Finding:** Various adjustments need to be made to curriculum to align outcomes with industry needs.

   **Recommendation:** Amend and adjust curriculum to address industry relevance and demand. Specific curricular changes can be found in Appendix A.

### ADVANCED MANUFACTURING

**Cluster Overview:** The Advanced Manufacturing cluster is considered, for the purposes of this analysis, to be a “super cluster” which encompasses aviation manufacturing and maintenance, offshore vessel services and the technologically evolving (and increasingly technologically dependent) traditional manufacturing clusters. It encompasses skills associated with traditional manufacturing such as craft labor but it also requires advanced skills beyond traditional manufacturing with overlap with IT and other critical occupational groups across the American economy.

**Cluster Outlook:** The Advanced Manufacturing cluster has, consistent with nationwide trends, experienced relatively flat growth over the past two decades. There are two explanations for these trends: the tendency of American companies to offshore production in order to reduce labor costs and the tendency of companies to leverage technological advances to replace human labor with mechanical labor. The latter trend will continue and will perhaps accelerate. The upside of the acceleration of technological advances will reverse the inclination to offshore and will result in jobs flowing back into the American economy. This trend is manifest-
ing itself in economic development activity regionally. Below, we highlight economic development trends as reported by the Greater Pensacola Chamber for Advanced Manufacturing:

- **Since 2010**: 6 announced projects in the cluster; 207 net new jobs; 39 retained jobs
- **Currently**: 8 active existing industry expansion projects; 225 net new jobs
- **Currently**: 8 active attraction projects; 815 net new jobs
- **Calendar year 2014**: 5 requests for proposal; 755 net new jobs

**Cluster Impact:** The advanced manufacturing cluster currently accounts for 5,932 jobs over 320 establishments generating an earnings per job total of $68,635. As a comparative example, the tourism dependent Accommodation and Food Services sector reports an average earnings per job figure of $17,962—well below the Manufacturing cluster average. Average earnings per job across all jobs for the Pensacola metro area is $46,345. Thus, Manufacturing cluster earnings are well over the metro average and exceed, by a wide margin, the Accommodation and Food Services sector average.

**Cluster Workforce:** The cluster draws from a substantial variety of occupations for its staffing needs ranging from civil engineers to welders. Industry cluster representatives identified the five occupational groupings presented in the table to the right which represent the key sources of demand over the next few years. The titles in bold are broadly descriptive of the skill sets that were defined by the industry. The five core occupational groups included Industrial Maintenance Technicians, Advanced Manufacturing Technicians, Process Technicians, Industrial Plumbing, and Quality Assurance Technicians.

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<td>Industrial Maintenance, Welding, Industrial Engineering Technicians, Aircraft/General Mechanics</td>
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<tr>
<td><strong>Advanced Manufacturing Technicians</strong></td>
<td>Instrumentation, Electrical, Mechanical and Technical, Programmable Logic Control, Motor Control, Electrical &amp; Instrumentation/Controls</td>
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<td><strong>Process Technicians</strong></td>
<td>Process operator, Process technologist, Machinist</td>
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<td><strong>Industrial Plumbing</strong></td>
<td>Plumbing, Pipefitting, Industrial Piping, and Tubing Mechanics</td>
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<tr>
<td><strong>Quality Assurance Technicians</strong></td>
<td>Quality Assurance, Inspection, Statistical Process Control, Laboratory Technician</td>
</tr>
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</table>
cians, Advanced Manufacturing Technicians, Process Technicians, Industrial Plumbers and Pipefitters and Quality Assurance Technicians. These broad categories of skill sets equate roughly to the eight standard occupations presented in the table on the previous page.

Over the next five years, total demand for new and replacement workers is forecast, in the eight critical occupations to the right, to total approximately 1,305 workers. Expanded economic development opportunities are forecast to add approximately 745 to this baseline for a total demand figure of 2,150 new and replacement workers. Regional education and workforce training programs are forecast to train 300. A substantial gap therefore exists between total workforce demand and total production of a trained workforce in the region - at least as it relates to the formal training structure.

Key Findings And Recommendations:

1. **Finding:** Three key training programs should be implemented to meet industry demand.

   **Recommendation:** Develop task forces to research and implement best practices/programs, industry certifications, resources needed and curriculum for the following training programs at the post-secondary level:
   
   - Process Technician
   - Electrical & Instrumentation
   - Industrial Maintenance (Millwright)

2. **Finding:** The Pensacola MSA has an overproduction of training programs
that are taught in a silo. Most jobs in manufacturing require a cross-cutting skillsets and only a small portion of these positions are focused on solitary crafts such as welding or electrical.

**Recommendation:** Evaluate programs at George Stone Technical Center, Locklin Technical Center and Pensacola State College such as welding and electricity to analyze duplication and develop multi-craft or cross discipline training programs to meet industry needs.

3. **Finding:** Various adjustments need to be made to curriculum to align outcomes with industry needs.

**Recommendation:** Amend and adjust curriculum to address industry relevance and demand. Specific curricular changes can be found in Appendix A.

**SUMMARY**

The exercise of walking the Greater Pensacola community through the workforce analytics model from the stage of selecting which target industries and skills to include in the analysis through the process of refining and defining those skill sets to suit the needs of industry resulted in substantial business, education and community engagement. The process led to the high-level findings highlighted in this executive summary and the more granular curriculum changes outlined in the Appendix. The conclusions in this document are supported by data provided by the participating experts, the education partners and the experts who provided secondary data analysis on market and workforce trends and outcomes. A further description of data sources and methodologies can be found in Appendix B. For further details on the underlying data and tables, please contact UWF’s Haas Center for Business and

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**Participating Education Partners:**
- Escambia County School District
- Santa Rosa County School District
- George Stone Technical Center
- Locklin Technical Center
- Pensacola State College
- University of West Florida
Economic Research.

As participants reflected on the process (as compared to the outcomes) additional process-related findings and recommendations arose which we present below:

1. **Finding**: Continual primary data collection from business and industry partners is needed to maintain an accurate outlook of demand.

   **Recommendation**: Survey business and industry partners annually on future workforce needs in key occupational clusters to determine the following:

   ⇒ Certifications desired or required
   ⇒ Current vacancies
   ⇒ Net new jobs in the next year
   ⇒ Openings due to retirements and natural attrition in the next year
   ⇒ Net new jobs in the next five years
   ⇒ Openings due to retirements and natural attrition in the next five years

   Partner with industry organizations such as the Northwest Florida Manufacturers Council and ITGulfCoast or Innovation Coast to gather, distribute and share results.

2. **Finding**: Education and training organizations and institutions need to strategically work together to implement a training pipeline in key industries.

   **Recommendation**: Continue meaningful conversations between Economic Development Organizations and education to include an annual meeting led by the Economic Development Organizations in Escambia & Santa Rosa Counties with the following partners in education:
Agenda needs to include: economic development project activity and trends, new training programs under consideration and implementation thereof, articulation among secondary and post-secondary training programs in each industry clusters, shared funding opportunities, etc.

3. **Finding:** Training programs need annual updates on new trends and technology emerging in local industry clusters.

**Recommendation:** Continue meaningful conversations between industry and education to include holding an annual combined advisory council in the two “macro-clusters” of advanced manufacturing and information technology with partners in education and business/industry to discuss new trends and technology in demand occupations as identified in the future workforce survey.

Suggested annual schedule:

- February: future workforce needs survey to business/industry
- June: EDO & Education Meeting
- June: Combined Advisory Meeting

Many thanks to co-authors:
- Rod Lewis, PhD—CareerSource Florida
- Aaron Schmerbeck, PhD—University of West Florida, Haas Center
- Jennifer Grove—Gulf Power Company
- Jennifer McFarren—Greater Pensacola Chamber
APPENDIX A: SUGGESTED CURRICULUM ADJUSTMENTS

Information Technology

Software Developers and Programmers

- Students need skills in “requirements gathering” for when they are looking to build systems or products.
- Preferred or required certifications:
  - Security Certifications such as CompTIA Security+ (if they do not have a security plus certifications on the government side, workers are unable to even touch the computers).
  - Computing environment certifications.

Information Security

- Students need skills on the infrastructure side
  - Have to know how to write “secured” programs
  - From a DoD side, have to have processes down to validate security
  - Students need to know how to read/understand how encryption works.

Network Admin/Security

- Security Certifications such as CompTIA Security+
- Align to focus more on day to day operational
- Not only need to know how to use tools but also how to use them as required by regulations that are in place.
- Business partners would like to see a lab with practical experience touching routers and switches.

Database Admin/Development

- Students need broad based exposure from small to large databases.
- Need to look at both hierarchical and non-hierarchical.

Data Transformation/Analysts

- Students need to practice taking large data sets and playing with big data tools.
- Need better understanding on how to analyze data from a business perspective, to meet the end goals.
APPENDIX A: SUGGESTED CURRICULUM ADJUSTMENTS

- Students also need training on linking data sets to maps and satellite imagery.
- Also need to look into doing emulation/simulation for data transformation.

Project Management
- Need PMP certification and process.

QA Testing
- Getting experience with automated testing tools is important. Students need to build software that can be tested. And need understanding of the software development life cycle and processing requirements.
- This is a position that is touch to educate on though as it really needs to be grown into. It is often grown out of an individual business process.

Designers/User Experience
- Programmers typically do not have the graphical experience to show usefulness to a user.
- Some businesses are currently using adobe tools and others are using visual studio.

Advanced Manufacturing

Industrial Maintenance, Welding, Industrial Engineering Technicians, Aircraft General Mechanics
- Students need to know industrial codes. Transition from residential and commercial training to industrial. NFPA79 was brought up as a specific example as the electrical standard for industrial machinery.
- On the mechanical side most industry has gone to multi-craft. It was discussed teaching the basics of techniques such as precision alignment, oil analysis, vibration analysis, etc.
- Another specific example of education that needed to change was the teaching
APPENDIX A: SUGGESTED CURRICULUM ADJUSTMENTS

of Solid Works. Students need to be learning Auto CAD.

Instrumentation, Electrical, Mechanical and Technical, Programmable Logic Control (PLC), Motor Control, Electrical & Instrumentation

- PLC program students need to understand AC/DC drives, pneumatic controls, and switch gears.
- Experience in high voltage work is preferred but industry recognizes this training is most appropriate as a learned skill on the job.
- Troubleshooting was also identified as being a key. This does not mean just parts exchanging either. IP and Armstrong both have a hands on test environment for their potential new hires for PLC, but students need to know the basics of PLC.
- SAP experience is preferred for applicants.

Process Operator, Process Technologist, Machinists

- General mechanic and machinist knowledge.
- Consideration of PTECH programs with implementation from best practices from existing programs below:
  - Remington College
  - Mississippi Gulf Coast Community College
  - Alabama Southern (not PTECH specific program)
  - Lee College

Plumbing, Pipefitting, Industrial Piping, and Tubing Mechanics

- Emphasis on pneumatic fittings and pipefitting.

Quality Assurance, Inspections, Statistical Process Control, Laboratory Technician.

- No specific curricular changes.

Preferred Certifications for most Job Categories

- Lean Manufacturing and Six Sigma
APPENDIX B: DATA SOURCES & METHODOLOGIES

This appendix describes the data sources and methodologies used to inform the analysis presented in the document and which guided the course of the focus groups discussed in the main document.

For both Manufacturing and Information Technology clusters the North American Industry Classification codes where use to delineate workforce composition. The goal was to ensure that data was sufficiently detailed to allow stakeholders and decision makers to focus on important gaps between the workforce/education training system in the area and the needs of the two industry clusters.

To begin, we inventory the relevant workforce/education training programs in the state and determine the degree to which they meet current and projected workforce needs. The process used is as follows: after identifying the critical occupations associated with the Information Technology and Manufacturing clusters in the Pensacola area, we identified the education and workforce training programs that support those occupations. We utilized two primary sources to identify the linkages between occupations and training programs.

The first is the National Crosswalk Service Center’s crosswalk, which connects Standard Occupation Codes (SOCs) to Classification of Instructional Program (CIP) codes. The second is Georgia State University’s Occupational Supply and Demand System, which provides the same type of information on linkages from an alternative theoretical perspective. The inputs to this process are then the classification of
every training program to a CIP code and every occupation to a SOC code. To determine potential gaps, we link demand for occupations (via SOC) to the production of trained graduates (via CIP) and examine balance.

In many cases this process requires the combination of occupations into occupational groups rather than looking at specific occupation-level supply/demand numbers. The end results are tables that allow us to use the occupational data to identify critical occupations. The metrics used included details on the demand for occupations and occupational groups within the two relevant clusters, the total demand for trained works across the occupational groups, the total supply of available workers to meet those demands and both one-year and five-year forecast gaps between the demand for workers and the available supply in the critical occupation groups.

Part of this process was informed by a market snapshot of job seeker/postings data for the region from Help Wanted Online and the Conference Board. These data indicate the number individuals seeking a job in each occupational code and how many jobs are currently available for that code. This does not capture the entire market for a given occupational category but it does present a broad overview of current market conditions.

Supply information was enhanced by data extracted from the National Center for Educational Statistics (NCES) for all relevant education institutions within the area.
APPENDIX B: DATA SOURCES & METHODOLOGIES

One and five-year forecasts are derived from internal Haas Center models based on market conditions, historical enrollment patterns, and overall economic activity, among other factors. These data indicate how well the education/workforce training system could be expected to meet workforce demands in the relevant occupations/groups over the next year and the next five years.
APPENDIX C: DEFINITIONS

For the purposes of the earnings analyses presented in the document, industry clusters are defined as follows:

- **Information Technology** = NAICS Codes 425110, 511210, 518210, 541511, 541512, 541513 and 541519
- **Advanced Manufacturing** = NAICS Codes 31-33
- **Accommodation and Food Services** = NAICS Code 72

**Average earnings per job** = Total annual earnings of a regional industry (wages, salaries, profits, benefits, and other compensation) divided by the number of jobs in the industry.
CAREERSOURCE ESCAROSA
LOCAL WORKFORCE DEVELOPMENT PLAN

ATTACHMENT E
MEMORANDUM OF UNDERSTANDING
VOCATIONAL REHABILITATION
REGION #1
ESCAROSA CAREER CENTER
MEMORANDUM OF UNDERSTANDING
BETWEEN
WORKFORCE ESCAROSA, INC.
AND
THE DIVISION OF VOCATIONAL REHABILITATION, AREA 1

1. INTRODUCTION: Various agencies provide specific and diverse employment and training services at and from varying locations in Escambia and Santa Rosa Counties, Florida. In order to provide such services in a way to better serve customers and help them benefit from such services, the local area partners deem it appropriate to agree and cooperate with each other for the establishment and operation of the Escarosa Career Center/System for the two county area.

The Escarosa Career Center/System provides an integrated delivery of employment and training services for our customers in Escambia and Santa Rosa Counties seeking employment services, labor market information, extensive job linkages, services and resources broadened via technology, easier access to training, and quality assurances for the universal customer.

2. PARTIES TO THIS MEMORANDUM OF UNDERSTANDING: This Memorandum of Understanding (MOU) is hereby entered into by and between the Workforce Escarosa, Inc. (Escarosa) and The Division Vocational Rehabilitation, Area 1 (VR).

3. PURPOSE OF THIS MOU: The purpose of this MOU is to set forth the general conditions under and by which agencies will participate and contribute to the establishment and operation of the Escarosa Career Center/System.

The purpose of this MOU is to establish an agreement between the above mentioned entities concerning their respective roles and responsibilities for implementation of the provisions of section 121(c)(2) of Title I of the Workforce Investment Act (WIA) of 1998.

This agreement is to coordinate resources to prevent duplication and ensure the effective and efficient delivery of workforce services in Santa Rosa and Escambia Counties, Florida. In addition, this agreement will establish joint processes and procedures that will enable partners to integrate the current service delivery system resulting in a seamless and comprehensive array of education, human services, job training, and other workforce development services within Escambia and Santa Rosa Counties, Florida.

Parties to this document shall coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies. Functions or separateness mandated by state statute or public law will not be violated or abridged in the pursuit of co-location of center partners. The parties to this MOU, together, hereby agree to ensure that the following WIA principles are
implemented:

**Universal Eligibility** -- All customers, including those with special needs and barriers to employment, will have access to a core set of services at each Escarosa Career Center, designed to provide information to make career and labor market decisions. Core, intensive training, and support services will be made available on-site and through multiple off-site locations. Both electronic access and personal service delivery choices also will be a part of our services.

**One-Stop Approach** -- All customers may explore work preparations and career development services and have access to information on employment, training, and adult occupational education programs. Services will be made available through the Escarosa Career Centers, through multiple off-site locations, or through an electronic system convenient to the customer.

**Individual Choice** -- Customers will have access to a multitude of career, skill, employment, and training information to obtain the services and skills they need to enhance their employment opportunities, based on their individual needs.

**Greater State and Local Flexibility** -- With the integration of services through a one-stop delivery system, the state and local entities will have the flexibility to implement an innovative and comprehensive workforce investment system. All partners will jointly negotiate processes for client flow, job development, referrals and placement, staff capacity building, space requirements, standards of operations, and resolution of problems/disputes with other Escarosa Career Center/System partners.

**Greater Role for Elected Officials** -- State and local one-stop partners have the flexibility to tailor delivery systems to meet the particular needs of individual communities. Escarosa has designated a One Stop Consortium, known as the One Stop Governance Committee, as the one stop operated for our two county area. This designation requires a joint planning process to develop and require participation by all Escarosa Career Center/System partners and operators. This process will assist with identifying the needs of the local workforce and the business community, and with setting priorities for services based on those needs. Furthermore, all partners will participate in a process of program review (to include feedback on customer satisfaction) and continuous improvement to offer the best possible services and seize opportunities for further integration/coordination. VR is a partner to our service delivery and is therefore considered to be a member of the One Stop Consortium.

**Greater Accountability** -- State, localities and training providers will be accountable for their performance. The design and management of the Escarosa Career Centers and the delivery of services must be responsive to meeting the needs of the customers. Customer satisfaction will be a key measure of accountability. Subject to confidentiality constraints, all partners will participate in an integrated intake, referral, client tracking system, and customer satisfaction surveys operated through the Escarosa Career Center/System.
The establishment of a network of One-Stop Career Centers is designed to accomplish the following:

- To eliminate unwarranted duplication of services, reduce administrative costs, and enhance participation and performance of customers serviced through the system.

- To establish guidelines for creating and maintaining a cooperative working relationship, to facilitate joint planning and evaluation of services, and to develop more efficient management of limited financial and human resources.

- To build a workforce development system that will dramatically upgrade Florida’s workplace skills -- economically benefiting employees, employers, the state, and the nation.

4. GOVERNANCE STRUCTURE FOR THE ONE-STOP CENTER:

a. GOVERNANCE COMMITTEE -- Escarosa Career Center partner agencies/organizations will designate a representative in writing-- to include The Division Vocational Rehabilitation, Area I -- to serve as a member of the One-Stop Governance Committee. Escarosa’s Director shall act as the facilitator of the Governance Committee and will work with our partners to identify issues or concerns regarding customer flow and services within the Escarosa Career Centers.

Items not resolved by the Governance Committee will be taken to Escarosa’s Career Council Committee for review and consideration.

b. GOVERNANCE COMMITTEE RESPONSIBILITIES --
In tier fashion: The One-Stop Governance Committee reports to the Career Council Committee as needed; the Career Council Committee reports to the Escarosa Board of Directors. One-Stop Governance Committee duties and responsibilities include, but are not limited to:

(1) Identifying issues, problems, or concerns related to Escarosa Career Center staff, agency/organizational interaction, center/program operations and performance, customer flow, and customer services.

(2) Resolving those issues, problems, or concerns at the lowest possible tier level.

(3) Advising and assisting the Escarosa Career Center with personnel, fiscal and operational matters, as required.

(4) Accepting and reviewing Career Center performance reports from the partner agencies/organizations and Career Center Operator each month. Coordinating with those same entities to sustain/improve operations, services, performance, and staff/customer satisfaction.
(5) Providing Career Center performance summaries to the Career Council Committee at least once each quarter.

(6) Ensuring that all relevant federal, state, and local policies and procedures are properly incorporated into Escarosa Career Center operations.

5. THE DIVISION VOCATIONAL REHABILITATION, AREA 1 RESPONSIBILITIES:
As a partner in the Escarosa Career Centers in Pensacola, Century and Milton, Florida and party to this MOU, THE DIVISION OF VOCATIONAL REHABILITATION (VR) shall:

a. OPERATIONAL --

(1) Retain management and supervisory authority for VR staff employees assigned to the Escarosa Career Center.

(2) Maintain and provide up-to-date VR information to customers via Escarosa Career Center Core Services.

(3) Arrange to have VR staff available to respond to customer questions related to VR that may arise during Core Service activities.

(4) Accept and process customers referred by other Escarosa Career Center/System partners, and provide VR program eligibility determination services to all customers interested in VR program services.

(5) Provide VR services to program eligible customers.

(6) Refer customers demonstrating an interest in and possibly eligible for partner agency/organization program services, as appropriate. Referrals and customer-related information may be coordinated/forwarded directly or via electronic linkages.

(7) Coordinate customer needs with Escarosa Career Center System partner agencies/organizations to reduce or eliminate duplicated services and, whenever possible, to develop the best mix of services.

(8) Ensure VR staff attend, participate in, and contribute Escarosa Career Center cross training activities, as needed.

(9) Comply with Escarosa Career Center common area rules and responsibilities presented in Attachment A.

(10) Provide reports on VR program performance and customer satisfaction to and in accordance with Escarosa Career Center Operator requirements.
(11) Support and cooperate with the Escarosa Career Center and other Career Center/System partner agencies/organizations to ensure all federal, state, and local laws, regulations, policies and procedures are applied to Career Center/System operations; to successfully integrate staffs; to develop and streamline multiple program/funding procedures; to eliminate duplicative services; and to maximize Escarosa Career Center operations, customer services and customer satisfaction.

b. **FISCAL** --

(1) Provide wages and fringe benefits for all VR staff assigned to the Escarosa Career Center.

(2) Fund eligible customer services not funded by comparable benefits and services.

(3) Fund all VR supplies and resource materials.

(4) Coordinate with the Escarosa Career Centers regarding staff numbers and schedules, office space and equipment requirements, and cost sharing responsibilities – all of which will be clearly defined in a separate document.

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6. **ESCAROSA RESPONSIBILITIES:** As an Escarosa Career Center partner and a party to this MOU, Escarosa shall:

(1) Administer and oversee Workforce Investment Act (WIA), Welfare Transition Program, Wagner-Peyser services to include Unemployment Compensation, and other programs as funded by the Workforce Florida, Inc., and/or the Agency for Workforce Innovation, and activities within Escambia and Santa Rosa Counties, Florida, as directed by federal, state and local authorities.

(2) Provide, coordinate, and – when necessary -- interpret federal, state and local laws, regulations, policies and procedures applicable to program operations.

(3) Provide funding in support of local operations, as available and authorized.

(4) Coordinate, assist with, and arrange for office space and equipment to support VR staff participating in Escarosa Career Center operations. When possible and necessary, attempt to assist VR with space and equipment requirements. When equipment becomes available, Escarosa will notify all Escarosa Career Center partners and will honor requests on a first to ask/most in need – first to receive basis.
(5) Serve as a primary point-of-contact and – when necessary serve as a mediator – for issues and concerns that arise and threaten Escarosa Career Center operations, customers, service providers, and/or performance outcomes.

(6) Serve as the focal point for all Escarosa Career Center performance measures and performance outcomes.

(7) Identify partner agencies to participate in the One Stop Consortium to serve as the Escarosa Career Center operator. Closely coordinate with the Operator to optimize Escarosa Career Center System operations and customer services.

7. CONFIDENTIALITY POLICY: All client/customer files and personal information will be processed and maintained as CONFIDENTIAL information, in accordance with applicable federal, state and local laws, regulations, policies and procedures. Client/customer information sharing between Escarosa Career Center partner agencies and organizations is permitted; however information sharing will be conducted on a strict need-to-know basis. Information sharing is allowed only after the organization/staff having the information cites the client/customer’s written authorization to release personal information, verifies that the person(s)/organization(s) to receive the information are authorized recipients, and confirms that the recipient(s) understands the need to maintain the information as confidential. A copy of the client/customer authorization form and a detailed record of all information exchanges shall be maintained in the client/customer file.

8. ESCAROSA GRIEVANCE PROCEDURES: Attachment B provides Escarosa Grievance Procedures applicable to all Escarosa Career Center operations and participants, subcontractors, employers and interested persons or their representatives. Escarosa partner agencies must ensure that all staff assigned to the Escarosa Career Center, program participants, and employers who receive program funding/services (e.g., On-the-Job Training wage reimbursements) read and sign a copy of B. An authorized, parent agency/organization staff member must also sign the form as witness. Forms with the program participant’s/employer’s original signature are placed into participant files. Forms with the subcontractor’s and program staff member’s original signatures are delivered to the Escarosa Equal Opportunity Officer for file.

Grievances not involving the Escarosa Career Center or Escarosa funded programs/activities will be processed using Vocational Rehabilitation procedures only. However, grievances that do concern the Escarosa Career Center or Escarosa Board funded programs/activities must be processed in accordance with Escarosa grievance procedures.

9. AMENDMENTS/CANCELLATION: Amendments to this MOU must be provided in writing and in advance of effective date(s) to the One-Stop Governance Committee and must be signed by both parties. After being reviewed by the Governance Committee and Career Council the MOU and any amendments shall be considered approved.
Federal and state laws and regulations require that an MOU exist between the Workforce Investment Board and an agency/organization providing services at One-Stop Centers. Federal and state laws and regulations further mandate that certain agencies/organizations participate in One-Stop Centers. Therefore, it is incumbent upon all parties to negotiate solutions to differences/problems that threaten the MOU and/or the Escarosa Career Center/System. In a case where all internal efforts fail to correct the situation, the unresolved issue(s) will be forwarded to higher authorities at local, state and/or federal levels. A jointly signed cover letter will be attached to that correspondence. Vocational Rehabilitation is a required One-Stop Center participant. This MOU is subject to availability of resources and funds, and may not be cancelled without specific written approval from a properly empowered government authority.

10. MOU EFFECTIVE PERIOD: The MOU becomes effective on the date signed by both parties, whichever is later, and remains in effect until terminated, in writing, by either party.

11. AUTHORIZATION FOR SIGNATURE:

By signing this document, all parties agree that the provisions contained herein are subject to all applicable federal, state and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of records and other confidential information relating to one-stop customers.

IN WITNESS WHEREOF, the parties hereto cause this MOU to be executed by their undersigned officials as duly authorized.

WORKFORCE ESCAROSA, INC.  

BY: Susan B. Nelms, Executive Director

DATE: 11/7/08

THE DIVISION OF VOCATIONAL REHABILITATION, AREA 1

BY: Brenda D. Moorer, Area Director

DATE: 11/6/08
ATTACHMENT A
COMMON AREA RULES AND RESPONSIBILITIES
ESCAROSA CAREER CENTER
(PARTNERS ONLY APPLY THOSE RULES AND REGULATIONS FOR THE CENTER(S) IN WHICH THEIR STAFF IS PHYSICALLY LOCATED.)

Common area requirements and responsibilities are overseen, coordinated and managed by the Escarosa and shared by all partner agencies/organizations physically co-located in the One-Stop Career Center. In the case of Pensacola One-Stop Career Center, common area requirements and responsibilities include:

a. AC/HEAT - Controlled by the landlord (building owner). There are locks on the thermostats. Adjustments to temperatures must be made by the landlord. Issues regarding building temperatures should be directed to the WIA Administrative Assistant (Pensacola), for the AWI Supervisor (Milton).

b. ALARM SYSTEM/BUILDING ACCESS - The janitorial staff normally sets the building alarm system at 7:30 or 8:00 p.m., except on Fridays. Designated One-Stop Career Center Operator staff arm the alarm system on Friday at 5:00 p.m. The alarm system automatically clears itself each work day at 6:45 a.m. Staff not assigned an alarm system code may gain entry or remain in the building between 5:00 p.m. and 6:45 a.m. and on holidays and weekends. To do so, staff must advise the designated center staff member in advance of the days on which they require special access. (Applies to Pensacola only)

c. APPEARANCE/DRESS - One-Stop Career Center staff must maintain a consistent and professional, business office appearance. While no specific written dress code policy has been published; most agencies/organizations have a verbal code/expectations. Dress should be consistent with the type of work being performed and degree of staff visibility to the public (customers). More relaxed dress down codes may be designated to accommodate specific occasions/activities -- e.g., cleaning/moving days, special staff activities, etc. Designated dress down should be the exception. Escarosa together with in-house partner managers, determine, disseminates and enforces routine and relaxed dress code requirements. Dress codes define the accepted minimum and describe the clearly unacceptable.

d. BATHROOMS – Specific restrooms have been designated for staff and customers. In Pensacola, staff restrooms are located near first and second floor break rooms/kitchens. Customer restrooms are located in the first floor lobby and near in proximity of the second floor elevator/stairway. In Milton, all bathrooms are customer and staff facilities. To promote building security and safety, all customers should be directed to use customer restrooms. Special circumstances may lead staff to make occasional exceptions. In those cases, staff should escort the customer between the work area and restroom.

e. CLERICAL SUPPORT - Each partner agency/organization provides its own clerical support and may occasionally be required to assist with core services and general reception area clerical requirements. Core services and reception clerical duties include, but are
not limited to: answering telephones; taking/routing telephone messages and FAX copies; light typing, copying forms and correspondence; collecting, sorting, routing and delivering mail, etc. Core services and general reception clerical assignments will be made by Escarosa’s designee in conjunction with partner agency/organization management. Those assignments are scheduled on a rotating basis and will be fair and equitable.

f. COFFEE/KITCHEN: All One-Stop Career Center partner agencies/organizations contribute to covering kitchen cleaning costs. The One-Stop Career Center Operator is responsible for managing those contributions and expenses. Partner staff who use the kitchen should clean behind themselves immediately after using the facilities. The One-Stop Career Center facilities designee may establish an end-of-day clean-up schedule, with all One-Stop Center partners participating on an equitable, rotating basis. The janitorial service staff are not required to perform kitchen clean-up.

g. COMMUNITY REALITY - The community views the One-Stop Career Center as a single organization. While One-Stop staff come from different agencies, we all work together to serve the universal customer. Therefore, One-Stop staff must cooperate so that we may assist all our customers. It is important that staff consistently demonstrate friendly and courteous attitudes. Staff members are expected to work together as a team toward customer satisfaction and One-Stop performance objectives.

h. COMPUTER USAGE - Computers are to be used for business purposes only. One-Stop Career Center resource room computers are for customer use. Computer games and inappropriate use of INTERNET services are unacceptable practices. Customers have priority on resource room computers. The Resource Room Specialist monitors computer usage.

i. CONFERENCE ROOMS - Conference rooms and training/testing rooms are controlled by the WIA Administrative Assistant – Pensacola, and the AWI Supervisor - Milton. All One-Stop staff and their parent agencies/organizations may use those facilities. Staff supervisors may schedule use of conference rooms and training/testing rooms via the One-Stop Career Center’s computer system. Master schedules are maintained in the “Schedule Plus” program. Supervisors will attempt to resolve competing schedule conflicts at the lowest level. When necessary, the designee for the appropriate center will have final say on conference room and training/test room scheduling.

j. COPIERS – One-Stop Career Center staff may use any/all copiers located in the Career Center. Copiers or logs track agency/organization usage by program and volume. Accurate tracking supports equitable cost sharing. All users must identify themselves to the copier or log in usage. Staff who experience a problem with a copier should ask for assistance from the designated point-of-contact for the copier in question. Name and location of the point-of-contact is posted on the copier.

k. COURTESY - Staff are to be always courteous to each other and to customers. Apply the Golden Rule.
1. CUSTOMER SERVICE - The customer is our number one priority. Meeting/exceeding customer needs is our livelihood, purpose and reason for being a part of the One-Stop Career Center. Information/job seekers and employers are both primary customers.

m. DOOR CODES - Career Center door codes promote personal safety and building security. Staff will not give out door codes to unauthorized people. The WIA Administrative Assistant changes door codes whenever a possible compromise has been determined to have occurred. Before a staff member keys in the door code, he/she must ask all non-staff persons to move back from the door/ or block their view of the key panel. Staff are to report any possible door code compromise to the WIA Administrative Assistant immediately. (Pensacola Only)

n. EMERGENCY/DISASTER PREPAREDNESS - For the safety of all persons working in and visiting the Escarosa Career Centers, all staff -- regardless of parent agency -- must familiarize themselves with and closely follow One-Stop Career Center emergency/evacuation policies and procedures that are developed and implemented by Escarosa.

o. FAX MACHINE USAGE - Like computers, One-Stop Career Center FAX machines are for business use only. Document confidentiality is a critical concern. Staff expecting to receive FAXed information must ensure all staff attending the FAX machine(s) are aware of the sensitivity level of the unit’s information and are properly instructed on handling/routing procedures. When especially sensitive information is expected via FAX, unit staff may elect to attend the FAX machine until such information is received. One-Stop staff may authorize customers to use FAX machines. If so, staff must ensure that those customers understand FAX operating procedures and further ensure that sensitive/confidential material is not compromised to customers. Staff who attend FAX machines must ensure that all incoming FAXes are properly handled and routed. When necessary, FAXed material will be placed into an envelope, properly routed via the mail distribution center or -- when required -- personally delivered to its recipient.

p. JANITORIAL SERVICE: Janitorial services are provided by the landlord (building owner) – Pensacola, and under contract for Milton. Any One-Stop Career Center staff member noticing areas that require additional attention should provide appropriate details in writing to the WIA Administrative Assistant – Pensacola, and to the AWI Supervisor - Milton. Those items will be brought to the attention of the janitorial crew and/or landlord as appropriate. For minor discrepancies, staff may leave written notes for the janitorial crew.

q. MAIL - Mail Center procedures are established and overseen by the One-Stop WIA Administrative Assistant - Pensacola. In emergency situations, other One-Stop Career Center partner agencies/organizations may be asked to help with mail center responsibilities

r. PARKING - The Escarosa Career Centers do not have assigned parking spaces. However, staff are asked to park not part directly infront of the building and to save front spaces for customers. Staff should not use handicapped spaces unless they have an appropriate sticker or decal.
s. RECEPTIONISTS – The One-Stop Career Center has a front door greeter Station. Greeters are provided by Older Workers and Escarosa with some assistance from other partner agencies/organizations as required. All partner staff who schedule appointments should instruct their clients to ask for the staff member by name or program activity. The greeter will then direct or escort the customer to the proper room/location. Any staff member who sees a customer who is unattended, appears confused or in need of help should immediately offer assistance. For special events, please notify the front desk so that they will be able to provide directions to the meeting room for the special event. Good coordination between partners will result in more seamless and professional services to our customers.

t. RECYCLING - If possible, recycling should be promoted within the Career Centers. Escarosa is seeking to reinstate a recycling program within all career centers.

u. SMOKING – Designated smoking areas are posted for all career centers. Staff will be required to adhere to those smoking areas.

v. SOCIALIZING - Friendship and sharing is encouraged. However, anything that would appear to the customer as a waste of time must be avoided. Loitering (standing around) should not occur. All staff must be aware of customers and sensitive to the needs of co-workers when talking near work spaces, especially when in switchboard and clerical areas.

w. STORAGE - Storage space is very limited in the One-Stop Career Centers. Staff needing to store something temporarily should coordinate storage requirements with the designated facility manager. Long term storage may be very difficult. If the Escarosa Career Center can not accommodate the requirement, long term storage will be the sole responsibility of the partner agency/organization which owns the items(s). Career Center partners must ensure that useless, unwanted and broken items are not abandoned and are quickly removed from the work area. Property owners are responsible for removing and disposing of such items.

x. SUPPLIES - Each partner agency/organization is responsible for its staff supplies. Staff may borrow supplies from another unit, once they have first checked with that unit to determine if the required supplies are available. Borrowed items will be returned or replaced as soon as possible.

y. TELEPHONE USAGE – Local personal calls are allowed as long as they are kept to a minimum and short duration. Customers may use telephones for local business calls. Specific One Stop staff has access to long-distance codes. Long distance is only allowed for business related calls, and all participants wishing to make a long-distance call must have staff approval and involvement.

z. VENDING MACHINES. All One-Stop staff are welcome to use the vending machines. Any staff member who loses money in a vending machine should place a post-it note on the machine, indicating his/her name, location, and the amount of money lost. The vending company representative will return your money. (Pensacola Only)
ATTACHMENT B

Workforce Escarosa, Inc. Grievance/Complaint Hearing/Appeal Procedures

Workforce Investment Act (WIA), Trade Adjustment Act (TAA), Welfare Transition (WT/TANF) and Wagner-Peyser (WP) Program participants and other interested parties (e.g., contractors, One-Stop partners, and employers) affected by a decision or actions of the local workforce system have a right to file grievances/complaints with the local Workforce Investment Board (WIB). The grievance/complaint should be filed with Workforce Escarosa, Inc., in accordance with the below listed procedures. In the event you submit a grievance/complaint not under the authority of Workforce Escarosa, Inc., Workforce Escarosa will notify you within 5 working days from the receipt of the grievance/complaint of the relevant agency responsible for the grievance/complaint.

Sexual Harassment Policy

An individual or entity desiring a copy of the Workforce Escarosa Sexual Harassment Policy should write or call Workforce Escarosa, Inc., 9111 Sturdevant Street, Suite A, Pensacola, FL 32514; telephone number (850) 473-0939, or visit our website at www.workforceescarosa.com; Workforce Escarosa.

Criminal Fraud and Abuse

The procedures for reporting such incidents and instructions for completing the incident reporting form can be found at the following web site: http://www2.myflorida.com/awi/pdg/incidentreport/default.htm The form should be completed and mailed to: USDOL Office of Inspector General, Office of Investigations, Room S5514, 200 Constitution Avenue NW, Washington, D.C. 20210 or to USDOL South East Regional Inspector General for Investigations, Office of Investigations, Sam Nunn Atlanta Federal Center, 61 Forsyth Street, SW, Suite 6T1, Atlanta, Georgia 30303. Reports or complaints alleging fraud and abuse may also be reported through the USDOL Hotline at 1-800-347-3756.

Reporting Discrimination Complaints

To receive forms and procedures for filing discrimination complaints call AWI at (850) 488-7228 ext 1330, 1340, 1338 or visit the following website: http://www2.myflorida.com/awi/pdg/civilrights/forms.pdf You may file a discrimination complaint directly with the Workforce Escarosa EO Officer, Mrs. Janay Sims, 9111 Sturdevant Street, Suite A, Pensacola, FL 32514, (850) 473-0939. A WIA/TAA complaint file with the U.S. Department of Labor, Civil Rights Center Discrimination Complaints 200 Constitution Ave., NW, Room N-4123 Washington, D.C. 20210 and a copy mailed to AWI, Office for Civil Rights, Suite 150, Caldwell Building, 107 East Madison Street, Tallahassee, FL 32399-4129; and with the EEOC Tampa Area Office 501 East Polk Street, 10th floor Tampa, FL 33602 (813) 228-2310 or TTY (813) 228-2003. A WT complaint must be filed with U.S. Department of Health and Human Services, Office of Civil Rights, Inspector General, Sam Nunn Atlanta Federal Center, 61 Forsyth Street, SW, Suite 3B70, Atlanta, GA 30303 and a copy mailed to AWI, Office for Civil Rights, Suite 150, Caldwell Building, 107 East Madison Street, Tallahassee, FL 32399-4129; and with the EEOC Tampa Area Office 501 East Polk Street, 10th floor Tampa, FL 33602 (813) 228-2310 or TTY (813) 228-2003. You may file electronically at the following address civil.rights@awi.state.fl.us A WP complaint may be filed directly with a local-office EO Officer or with the U.S. Department of Labor, Civil Rights Center Discrimination Complaints 200 Constitution Ave., NM, Room N-4123 Washington, D.C. 20210. If the person filing the complaint is sight or speech impaired, they should call the Florida Relay System at 1-800-955-8771 (TDD) or 1-800-955-8770 for voice assistance.

Filing a Grievance/Complaint and request for Hearing/Appeal with Workforce Escarosa, Inc.

An WIA/TAA/WT individual or entity, adversely affected by a Workforce Escarosa action, to include but not limited to: displacement of employee; denial or termination as a WIA training provider; denial of eligibility as a WIA OJT/EWT or customized training provider; participant sanctioned for using controlled substances; termination of program eligibility or sanctioning for non-compliance with work activities, may submit a Grievance/Complaint or hearing request. Submissions should be concise and clearly written or typed; state the facts, laws, procedures, etc. that the grievant/complainant believes to be relevant for review; and must include a legible address where official notices may be mailed to the grievant/complainant; include the words REQUEST FOR A HEARING at the top of the first page in capital letters; and specifically state the type of violation and nature of the action that is the subject of the grievance. The grievance shall be no longer than five pages (exhibits and attachments
are not included in the five-page limit) and submitted to Workforce Escarosa, Inc., Executive Director, 9111 Sturdevant Street, Suite A, Pensacola, Fl 32514. If possible Workforce Escarosa will attempt to resolve the grievance/complaint informally. If the matter cannot be resolved informally, Workforce Escarosa must establish a hearing date, complete the hearing and issue a decision within a 60-calendar day time frame from the date the grievance/complaint was filed. When the matter is not resolved informally, you will be notified by certified mail return receipt at least 15 calendar days prior to the hearing. The written hearing notice will include: hearing procedures, date, time, and place of the hearing; pertinent sections of the WIA, WT, and any federal regulations involved. Affected parties may be represented at the hearing by an attorney or other representative, and may present witnesses or documentary evidence at the hearing. The parties will receive a written decision of the hearing within 30 calendar days after the hearing by certified mail return receipt requested. Individuals alleging a labor standards violation may submit the grievance/complaint to binding arbitration procedure if the affected parties are covered by a collective bargaining agreement. WP participants may file discrimination complaints against the Agency for Workforce Innovation (AWI) or its employees or complaints alleging discrimination by an employer. Special handling procedures are required for complaints filed by Migrant and Seasonal Farm Workers (MSFW). Workforce Escarosa shall attempt to resolve the MSFW complaint. If the MSFW complaints cannot be resolved within five working days of receipt of complaint by Workforce Escarosa, the complaint form and copies of all documents in the complaint file are forwarded to the Agency for Workforce Innovation, Monitor Advocate Office, Caldwell Building-Suite 150, 107 East Madison St, Tallahassee, FL 32399-4133. Attention: Senior Monitor Advocate.

*Note: Individuals with a disability needing special accommodations shall call Workforce Escarosa at (850) 473-0939 or fax at (850) 473-0935 at least five working days prior to the hearing and state what special accommodation requirements are needed in order to participate in the hearing.

**Right to Appeal**

An individual, or entity, adversely affected by Workforce Escarosa's actions or decisions can file an appeal with the State WIA/TTA Administrative entity. An appeal may be made to the federal level (USDOL) if the state has not conducted a hearing or made a decision regarding the grievance/complaint within the mandated 60-calendar day timeframe, or if either party is dissatisfied with the state hearing decision. If the AWI Administrative Entity in conjunction with State Board staff determines that a grievance/complaint filed at the State level should have been decided at the local level, then the grievance/complaint may be remanded back to Workforce Escarosa.

**Filing a Grievance/Complaint and request for Hearing/Appeal at the State Level**

Because of the many types of grievances/complaints and level of hearing/appeals allowed under WIA/TTA/WT regulations, AWI staff working in conjunction with the State Board staff will be responsible for reviewing and determining the appropriate processing of requests/appeals filed at the State level. The following procedures should be followed when filing a grievance/complaint and/or requesting a hearing/appeal regarding a Workforce Escarosa decision. The request and/or grievance/complaint for a hearing appeal should be clearly identified at top of the first page, i.e., REQUEST FOR HEARING. The written hearing request should not exceed five pages (not including attachments) and should state the facts, procedures, etc. that the grievant/complainant believes to be relevant for review and, if applicable, shall include any written decision made by Workforce Escarosa and an address where official notices may be mailed to the grievant/complainant. The request shall be sent by certified mail return receipt to AWI, Office of General Counsel, Caldwell Building-Suite 150, 107 East Madison Street, Tallahassee, FL, 32399-4128. The grievant/complainant and Workforce Escarosa will be contacted at least 5 working days of receipt of the complaint to attempt an informal resolution. If informal methods do not resolve the issue, then a hearing will be scheduled. The complainant/grievant will be notified of the specific procedures for the hearing and will receive a decision within 60 calendar days from receipt.
State and Federal Level Appeal Process

If AWI has not reached a decision on the appeal of a local decision or the grievant disagrees with the decision, the grievant/complainant can file an appeal to USDOL no later than 60 calendar days of receipt of the decision being appealed. That request is submitted by certified mail, return receipt to Secretary USDOL, Attention: ASET, Washington, D.C. 20210. A copy of the appeal must be simultaneously provided to AWI (address above). Actions that may not be appealed to USDOL include: sanctions applied at the local level for using a controlled substance; sanction for non-compliance with work activities; or denial of eligibility as a WIA/TAAP training provider. WP states that non-ES related complaints (employment, discrimination, health and safety, etc.) must be forwarded as soon as possible after being received, to AWI, Office of General Counsel, Caldwell Building-Suite 150, 107 East Madison St, Tallahassee, FL, 32399-4128, or to the appropriate federal agency with a copy of the complaint sent to AWI Office of General Counsel. If the WP complaint is not resolved within 15 working days, then the complaint and associated file documents are forwarded to the AWI, Office of One-Stop and Program Support, Caldwell Building-Suite 105, 107 East Madison St, Tallahassee FL 32399-4133, Attention: ES Complaint Coordinator.

I certify that I have read and understand my rights and responsibilities as enumerated above.

Participant/Service Provider/ Employee/ Employer or Other Signature & Date

As a representative of Workforce Escarosa, I verify that the above-signed individual has read the Grievance Hearing/Appeal Procedures and has indicated an understanding of it.

Workforce Escarosa Representative Signature & Date
CAREERSOURCE ESCAROSA
LOCAL WORKFORCE DEVELOPMENT PLAN

ATTACHMENT E
MEMORANDUM OF UNDERSTANDINGS
OTHER PARTNER AGENCIES
EXHIBIT “A”

MEMORANDUM OF UNDERSTANDING
BETWEEN WORKFORCE ESCAROSA, INC.
AND THE DEPARTMENT OF ECONOMIC OPPORTUNITY

FOR THE DELIVERY OF WAGNER-PEYSER FUNDED
EMPLOYMENT SERVICES AND OTHER
WORKFORCE PROGRAM SERVICES PROVIDED BY THE DEPARTMENT

The following Memorandum of Understanding (Agreement or MOU) sets forth the terms of agreement for cooperation and consultation between the Department of Economic Opportunity (Department or DEO), and WORKFORCE ESCAROSA, INC. (Board), with regard to the workforce program services delivered by Department staff in the One-Stop System established within Workforce Region 1.

I. Applicable Workforce Programs

This Agreement covers the delivery of the following Department program services, hereinafter collectively referred to as “Department program services”:

- Employment services funded under the Wagner-Peyser Act of 1933, as amended, including services to reemployment assistance claimants, veterans and migrant and seasonal farm workers.
- Workforce activities authorized under Title 38 U.S.C., Chapter 41, including dedicated job counseling, training, and placement for veterans.
- Trade Adjustment Assistance Program (TAA)
- Other workforce program services that may be directly provided by the Department.

II. Governing Law

The Workforce Investment Act (WIA) of 1998 and Chapter 445, Florida Statutes, are the principal laws that govern the Board and the Department relative to the delivery of Department services within the One-Stop system established by the Board. The Department and the Board shall also comply with the applicable federal and state laws and rules including relevant provisions of the Code of Federal Regulations and Office of Management and Budget (OMB) Circulars that govern each of the above referenced Department program services.

III. Purpose of MOU

It is the purpose of this Agreement to establish an organizational framework to integrate the delivery of Department program services into the One-Stop delivery system established by the Board. The Agreement satisfies the requirements contained in the Workforce Investment Act of 1998 for a MOU between the Department and the Board and the requirements contained in Chapter 445, Florida Statutes for the delivery of these services within the locally managed One-
Stop delivery system. The MOU defines the partnership between the Department and the Board to provide Department program services in a coordinated, seamless and customer friendly manner within the locally established One-Stop delivery system. The relationship between the Board and the Department is also defined by the performance agreement executed between the Department and the Board.

IV. Duration of Agreement

This MOU shall be in effect for the duration that the Board continues to provide the services under the Grantee - Subgrantee Agreement.

V. Description of the One-Stop System

The WIA regulations at 20 CFR 652.216 state: "The One-Stop system delivery envisions a partnership in which Wagner-Peyser Act labor exchange services are coordinated with other activities provided by other partners in a One-Stop setting. As part of the local Memorandum of Understanding, the State agency, as a One-Stop partner may agree to have staff receive guidance from the One-Stop operator regarding the provision of labor-exchange services. Personnel matters, including compensation, personnel actions, terms and conditions of employment, performance appraisals, and accountability of merit-staff employees funded under the Act, remain under the authority of the State agency. The guidance given to employees must be consistent with the provisions of the Act, the local MOU, and applicable collective bargaining agreements."

Subsection 445.009 (3)(b), Florida Statutes states: "Employment services must be provided through the one stop delivery system, under the guidance of one-stop delivery system operators. One-stop delivery system operators shall have overall authority for directing the staff of the workforce system. Personnel matters shall remain under the ultimate authority of the Department. However, the one-stop delivery system operator shall submit to the Department, information concerning the job performance of employees of the Department who deliver employment services. The Department shall consider any such information submitted by the one-stop delivery system operator in conducting performance appraisals of the employees."

A staffing structure chart that describes the site location and identifies the designated operator or managing partner for each One-Stop system/center established by the Board is attached to this MOU. The chart will identify the position classification and program assignment for Department staff assigned to each One-Stop system/center. Changes made to the designated operator or managing partner and changes made to the program assignment of staff shall be reflected on revised charts and submitted as a notice of change to the MOU by the party making the change to the other party.

All Department workforce program services will be integrated at these locations and delivered under the functional direction and management of the designated operator or managing partner of the One-Stop system/center where Department program staff is assigned. Although the One-Stop system operator or managing partner shall have overall authority for directing Department
staff assigned to local One-Stop centers, personnel matters, such as hiring and discipline, shall remain under the ultimate authority of the Department.

VI. Statement of Work

The Department shall retain fiscal responsibility and accountability for the administration of the funds allocated to it under the Wagner-Peyser Act and any other applicable federal and state laws for the workforce program services directly delivered by the Department. Each party to this agreement shall fulfill its responsibilities under the MOU in accordance with the provisions of laws and regulations that govern their respective activities. Nothing in this MOU is intended to negate or otherwise render ineffective any such provision or mandated operating procedure.

Department staff assigned to local one-stop centers shall follow the following procedures established by the One-Stop operator for referral of customers to other One-Stop partners.

DEO staff assigned to the local One-Stop centers shall deliver the Department program services listed in Section I of this Agreement. The delivery of these services shall be done in compliance with all applicable federal and state laws, including all required equal opportunity and non-discrimination laws. The Department shall be responsible for funding, directing, controlling, and delivering the workforce services provided by the DEO staff consistent with Federal guidelines and consistent with the direction provided by the Board. The day-to-day management of these services and DEO staff will be done under the supervision of the One-Stop operator or managing partner within the overall direction and guidance provided by the Department and as described in this Agreement. Any identified or perceived conflict in the direction provided to Department staff assigned to deliver these workforce services will be referred by the Board to the designated Department representative for resolution.

A. Workforce Investment Act/Wagner-Peyser

The Board and the Department agree to jointly plan for the use of resources available to each partner to ensure a coordinated and efficient approach to the delivery of customer services. The Department will notify the Board of the amount of anticipated revenue allocated to the workforce region for each program administered by the Board to use for planning purposes. The Department shall ensure that it meets the requirement in section 445.009, Florida Statutes that at least 90 percent of the Wagner-Peyser funding go to fund direct customer services. Both parties agree to share resources in supporting those core, intensive, and training related services common to each of the programs administered by each party according to an approved cost allocation plan. The approved cost allocation plan is incorporated by reference into this MOU.

The Department will support the Board in providing the following common core and intensive One-Stop services.

CORE SERVICES:

- Eligibility determination for Department program services
- Outreach, initial customer intake, and orientation to the information and other services available through the one-stop delivery system
- Initial assessment of skill levels, aptitudes, abilities and supportive service needs
- Job search and placement assistance, and where appropriate, career counseling
- Provision of Labor Market Information, including job vacancy listings in labor market areas, information on job skills necessary to obtain these jobs, and information relating to local occupations in demand and the earnings and skill requirements for such occupations
- Provision of information regarding the availability of supportive services available in the local area, and referral of such services, as appropriate
- Provision of information regarding performance and costs for eligible training providers
- Provision of information regarding how the local area is performing on the local performance measures
- Provision of information regarding filing of claims for reemployment assistance
- Provision of providing reemployment services.
- Unassisted access to job placement resources
- Referral to other appropriate workforce services
- Other core services as determined by the Board and allowable as an eligible activity under Department program services

**INTENSIVE SERVICES (included but not limited to):**

- Comprehensive and specialized assessments of customers’ needs
- Development of an individual employment plan and service strategy to meet identified customer needs
- Group and specialized customer counseling
- Career planning
- Staff assisted job placement
- Referral to other appropriate workforce services
- Other intensive services as determined by the Board and allowable as an eligible activity under Department program services

**TRAINING SERVICES:**

- Referral to training services as appropriate

B. Trade Adjustment Assistance Act

When warranted because of trade-affected dislocations, Department staff will be assigned to the local One-Stop Center to determine the eligibility of trade-affected workers clients who are eligible for Trade Adjustment Assistance (TAA) benefits and services.
These staff, as well as other merit staff who provide case management for eligible TAA clients will ensure that eligible trade-affected workers receive all appropriate TAA benefits and services, consistent with federal and state requirements.

VII. Staffing

The Board has the authority to provide day-to-day supervision and direction to DEO merit staff employees and Other Personal Services employees as it relates to the operation of the One-Stop centers. Subsection 445.009(3)(b), Florida Statutes, limits the Department’s right to delegate personnel management to the Board and requires that the ultimate authority remains with the Department. The Department can and will accept recommendations from the Board on all personnel matters with respect to the Department employees they supervise. Final action resulting from such recommendations will remain with the Department. The Board and the Department shall determine how the Board will provide recommendations to the Department regarding personnel matters with respect to Department employees and those procedures shall be incorporated by reference into this MOU.

The Board and the Department shall jointly complete a staffing structure chart that describes the Department staff structure within the Board’s One-Stop delivery system. The staff chart shall be retained as the official organizational chart by the Department’s Human Resources Management.

The One-Stop operator or managing partner shall designate a One-Stop site manager who shall be responsible for supervising the day-to-day operations for each local One-Stop center. Department staff shall follow the day-to-day guidance provided by the One-Stop site manager to ensure coordination and integration of Department program services with the operation of the local One-Stop center. The One-Stop site manager may designate other staff to assist and provide direction in the management of the center. Such designations must be clearly defined and communicated to prevent any confusion for Department staff. Department employees continue to be subject to the Department’s leave and time distribution policies and procedures but shall notify and obtain concurrence from the designated One-Stop site manager regarding absences to ensure that leave is coordinated with other site partners and does not interfere with the on-going operation of the One-Stop center. Any disputes regarding leave requests by a Department employee shall be resolved by the Department’s representative, as described in the following paragraph.

The Department shall designate a primary Department representative to resolve any personnel issues and disputes and be the signatory official for all personnel actions relative to Department staff assigned to the Board’s local One-Stop centers. The designated Department representative will accept recommendations from the Board when determining the number and classification of assigned Department staff positions. The designated Department representative shall accept input and recommendations from the designated One-Stop site manager regarding personnel matters such as recruitment and selection of staff, assignment of staff, disciplinary and termination actions, performance evaluations, and other similar type personnel actions. Although recommendations provided by the One-Stop Site Manager shall be accepted by the Department when taking personnel actions, the ultimate decision for any personnel action
remains with the Department. The Department shall follow Chapters 110 and 112, Florida Statutes, Chapter 60L of the Florida Administrative Code, and as applicable, the Master Contract between the State of Florida and Public Employees Council 79 of the American Federation of State, County and Municipal Employees Union, AFL-CIO when conducting any personnel action.

Under the direction of the Board, the recruitment and selection of Department staff assigned to a local One-Stop center shall be coordinated with the local One-Stop Operator’s or managing partner’s regular recruitment and selection process. The Department shall notify the Board and the local One-Stop operator or managing partner of its staff needs including any hiring deadlines dictated by contractual and grant obligations. The Department shall solicit recommendations from the One-Stop operator or managing partner regarding staffing requirements, essential job functions, and relevant selection criteria. The Department shall ensure that the recruitment and selection process complies with Chapter 110, Florida Statutes, and Chapter 60K of the Florida Administrative Code, and that Department staff recruited and placed Other Personal Services (OPS) employment are hired consistent with Chapter 60L of the Florida Administrative Code.

State merit staff employees who have been offered or who are occupying a position that has been designated as special trust are required to have a Level 2 background screening conducted before an offer of employment is made or disciplinary action is taken as a result of background screening. Background screening shall be conducted in accordance with DEO Policy 1.08 Position of Special Trust. Re-screening shall occur every five years of consecutive employment and upon re-employment or employment in a new or different position of special trust. The five-year re-screening date is calculated from the initial screening date.

VIII. Communications

Both the Board and the Department agree to fully cooperate and communicate in their mutual efforts to implement the provisions of the Agreement and to ensure a seamless delivery of workforce services. Both parties agree to facilitate and maintain collaboration, cooperation and on-going communications between staff of the Department and the Board and its designated One-Stop operator or managing partner. The Board will ensure that all correspondence and mail relating to the Department’s programs is expeditiously distributed. Local Department staff will coordinate with and use any correspondence and mail distribution system established by the Board’s One-Stop operator or managing partner. The Department will coordinate with the Board and its One-Stop operator or managing partner before distributing any locally developed material and agrees to coordinate and use any marketing and communication design specifications developed by the Board.

IX. Leasing

The Board is responsible for managing real property and leases for all space utilized in the One-Stop delivery system. The Board and its designated One-Stop operator(s) or managing partner(s) shall be responsible for all activities involved with securing space for local One-Stop centers, insuring payment to lessors and cost allocating rent charges and otherwise managing leases. The
Department will provide administrative consultation, support and assistance as requested by the Board.

X. Travel

Department employees shall comply with the travel guidelines contained in Chapter 112, Florida Statutes. Department employees assigned to a local One-Stop Center shall confer with the One-Stop site manager to coordinate and obtain appropriate authorization for travel on behalf of the RWB that the RWB will fund or reimburse in connection with the employees' assigned duties. For travel of any Department employee assigned to a local One-Stop Center that DEO will directly pay for or reimburse, the employee must obtain advance authorization from the Department. A Department representative will be designated to address questions and to help resolve disputes regarding travel by Department staff assigned to the local One-Stop delivery system.

XI. Impasse Resolution

In the event that an impasse should arise between the Department and the Board’s designated One-Stop operator(s) or managing partner(s), either party may request an informal hearing with the Chair of the Board. If either party is not satisfied with the outcome of the hearing, a request may be made to have the matter referred to the full Board of Directors. An impasse situation between the Board and the Department regarding the terms and conditions of this Agreement shall be referred to the President of Workforce Florida, Inc. (WFI) for mediation. The President of WFI shall meet with the Director of the Department, or a representative of the Department designated by the Director, and the Chair of the Board, or a representative of the Board designated by the Chair, to mediate the impasse. The President of WFI shall refer the issue to the Executive Committee of WFI for a final resolution if the attempt to mediate a resolution is unsuccessful.
ESCAROSA CAREER CENTERS
MEMORANDUM OF UNDERSTANDING
BETWEEN
WORKFORCE ESCAROSA, INC.
AND
FLORIDA DEPARTMENT OF CHILDREN AND FAMILY SERVICES, CIRCUIT I

1. INTRODUCTION: Various agencies provide specific and diverse employment and training services at and from varying locations in Escambia and Santa Rosa Counties, Florida. In order to provide such services in a way to better serve customers and help them benefit from such services, the local area partners deem it appropriate to agree and cooperate with each other for the establishment and operation of the Escarosa Career Center/System for the two county area.

It is believed that Escarosa Career Center/System will provide an integrated delivery of employment and training services for our customers in Escambia and Santa Rosa Counties seeking employment services, labor market information, extensive job linkages, services and resources broadened via technology, easier access to training; and quality assurances for the universal customer.

2. PARTIES TO THIS MEMORANDUM OF UNDERSTANDING: This Memorandum of Understanding (MOU) is hereby entered into by and between Workforce Escarosa, Inc. (Escarosa) and Florida Department of Children and Family Services, Circuit I (DCF).

3. PURPOSE OF THIS MOU: The purpose of this MOU is to set forth the general conditions under and by which agencies will participate and contribute to the establishment and operation of the Escarosa Career Center/System.

The purpose of this MOU is to establish an agreement between the above mentioned entities concerning their respective roles and responsibilities for implementation of the provisions of section 121(c)(2) of Title I of the Workforce Investment Act (WIA) of 1998.

This agreement is to coordinate resources to prevent duplication and ensure the effective and efficient delivery of workforce services in Santa Rosa and Escambia Counties, Florida. In addition, this agreement will establish joint processes and procedures that will enable partners to integrate the current service delivery system resulting in a seamless and comprehensive array of education, human services, job training, and other workforce development services within Escambia and Santa Rosa Counties, Florida.

Parties to this document shall coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies. Functions or separateness mandated by state statute
or public law will not be violated or abridged in the pursuit of co-location of center partners. The parties to this MOU, together, hereby agree to ensure that the following WIA principles are implemented:

**Universal Eligibility** -- All customers, including those with special needs and barriers to employment, will have access to a core set of services at each Escarosa Career Center, designed to provide information to make career and labor market decisions. Core, intensive training, and support services will be made available on-site and through multiple off-site locations. Both electronic access and personal service delivery choices also will be a part of our services.

**One-Stop Approach** -- All customers may explore work preparations and career development services and have access to information on a range of employment, training, and adult and occupational education programs. Services will be made available through the Escarosa Career Centers, through multiple off-site locations, or through an electronic system convenient to the customer.

**Individual Choice** -- Customers will have access to a multitude of career, skill, employment, and training information to obtain the services and skills they need to enhance their employment opportunities, based on their individual needs.

**Greater State and Local Flexibility** -- With the integration of services through a one-stop delivery system, the state and local entities will have the flexibility to implement an innovative and comprehensive workforce investment system. All partners will jointly negotiate processes for client flow, assessment/career management, job development, referrals and placement, staff capacity building, space requirements, standards of operations, and resolution of problems/disputes with other Escarosa Career Center/System partners.

**Greater Role for Workforce Partners** -- State and local one-stop partners have the flexibility to tailor delivery systems to meet the particular needs of individual communities. A joint planning process will be developed and will require participation by all Escarosa Career Center/System partners and operators. This process will assist with identifying the needs of the local workforce and the business community, and with setting priorities for services based on those needs. Furthermore, all partners will participate in a process of program review (to include feedback on customer satisfaction) and continuous improvement to offer the best possible services and seize opportunities for further integration/coordination.

**Greater Accountability** -- State, localities and training providers will be accountable for their performance. The design and management of the Escarosa Career Centers and the delivery of services must be responsive to meeting the needs of the customers. Customer satisfaction will be a key measure of accountability. Subject to confidentiality constraints, all partners will participate in an integrated intake, referral, client tracking system, and customer satisfaction surveys operated through the Escarosa Career Center/System.
The establishment of a network of One-Stop Career Centers is designed to accomplish the following:

- To eliminate unwarranted duplication of services, reduce administrative costs, and enhance participation and performance of customers serviced through the system.

- To establish guidelines for creating and maintaining a cooperative working relationship, to facilitate joint planning and evaluation of services, and to develop more efficient management of limited financial and human resources.

- To build a workforce development system that will dramatically upgrade Florida’s workplace skills -- economically benefiting employees, employers, the state, and the nation.

4. GOVERNANCE STRUCTURE FOR THE CAREER CENTERS:

a. **GOVERNANCE COMMITTEE** -- Escarosa Career Center partner agencies/organizations -- to include DCF -- will provide a representative to attend and participate in the One-Stop Governance Committee. The Executive Director of Escarosa will act as the facilitator for the Governance Committee, to include scheduling meetings, preparation of an agenda, notes of meeting discussions, etc. The Governance Committee shall act as the One Stop Consortium and therefore the One Stop Operator for Escarosa Career Centers in Escambia and Santa Rosa Counties, Florida.

   All partner agencies identified in WIA legislation shall be a member of the One Stop Governance Committee and shall be responsible for bringing issues or concerns to the Consortium. The Consortium as a whole shall have decision making authority for all services delivered through Escarosa Career Centers. If for some reason, a consensus is not achievable through the Governance Committee, the Escarosa Career Council shall have final decision making authority over those issues. All partner agencies shall:

   (1) Identify issues, problems, or concerns related to One-Stop Career Center staff, agency/organizational interaction, center/program operations and performance, customer flow, and customer services.

   (2) Resolving those issues, problems, or concerns at the lowest possible level.

   (3) Advising and assisting with personnel, fiscal and operational matters, as required and as approved by DCF.

   (4) Accepting and reviewing Career Center performance reports from the partner agencies/organizations as needed. Coordinating with those same entities to sustain/improve operations, services, performance, and staff/customer satisfaction.
(5) Ensuring that all relevant federal, state, and local policies and procedures are properly incorporated into Escarosa Career Center operations.

5. DCF RESPONSIBILITIES: As a partner to the Escarosa Career Centers and party to this MOU, DCF shall:

   a. OPERATIONAL —

   (1) Maintain up-to-date DCF information offered to customers in Escarosa Career Center Core Services.

   (2) Work with Escarosa’s Welfare Transition staff to insure open communication between both entities so that issues or problems can be resolved as soon as possible.

   (3) Accept and process customers referred by other Escarosa Career Center System partner agencies/organizations to determine their eligibility for DCF screening and services. This may be accomplished through ACCESS points at Escarosa Career Centers.

   (4) Refer customers demonstrating interests in and possibly eligible for partner agency/organization program services, as appropriate. Referrals and customer-related information may be coordinated/forwarded directly or via electronic linkages.

   (6) Coordinate customer needs with Escarosa Career Center/System partner agencies/organizations to reduce or eliminate duplicated services and, whenever possible, to develop the best mix of services.

   (7) Ensure DCF staff attend, participate in, and contribute to Escarosa Career Center cross training activities, as required.

   (8) Support and cooperate with the other Career Center/System partner agencies/organizations to ensure all federal, state, and local laws, regulations, policies and procedures are applied to Career Center/System operations; to successfully integrate staffs; to develop and streamline multiple program/funding procedures; to eliminate duplicative services; and to maximize Escarosa Career Center operations, customer services and customer satisfaction.

   b. FISCAL —

DCF is not co-located with Escarosa Career Centers; therefore, DCF is not required to contribute financially to Escarosa for services.

6. ESCAROSA RESPONSIBILITIES: As an Escarosa Career Center partner and a party to this MOU, ESCAROSA shall:
1. Administer and oversee Workforce Investment Act (WIA), Welfare Transition services, Wagner-Peyser, Vets, and other federal employment and training programs within Escambia and Santa Rosa Counties, Florida, as directed by federal, state and local authorities.

2. Provide, coordinate, and - when necessary -- interpret federal, state and local laws, regulations, policies and procedures applicable to programmatic services.

3. Provide funding in support of local operations, as available and authorized. Communicate with other entities having other funding resources or services that could contribute to Career Center/System activities.

4. Serve as a primary point-of-contact and - when necessary, serve as a mediator - for issues and concerns that arise and threaten Escarosa Career Center operations, customers, service providers, and/or performance.

5. Serve as the focal point for all Escarosa Career Center performance measures and performance outcomes.

6. Act as an ACCESS point for DCF if funding permits.

7. CONFIDENTIALITY POLICY: All client/customer files and personal information will be processed and maintained as CONFIDENTIAL information, in accordance with applicable federal, state and local laws, regulations, policies and procedures. Client/customer information sharing between Escarosa Career Center partner agencies and organizations is permitted; however information sharing will be conducted on a strict need-to-know basis. Information sharing is allowed only after the organization/staff having the information cites the client/customer’s written authorization to release personal information, verifies that the person(s)/organization(s) to receive the information are authorized recipients, and confirms that the recipient(s) understands the need to maintain the information as confidential. A copy of the client/customer authorization form and a detailed record of all information exchanges shall be maintained in the client/customer file.

8. ESCAROSA GRIEVANCE PROCEDURES: Attachment A provides Escarosa Grievance Procedures applicable to all Temporary Assistance for Needy Families (TANF) and WIA participants, subcontractors, employers and interested persons or their representatives. Escarosa partner agencies must ensure that all staff assigned to the Escarosa Career Center, program participants, and employers who receive program funding/services (e.g., On-the-Job Training wage reimbursements) read and sign a copy of Attachment A. An authorized, parent agency/organization staff member must also sign the form as witness. Forms with the program participant’s/employer’s original signature are placed into participant files. Forms with the subcontractor’s and program staff member’s original signatures are delivered to the Escarosa Equal Opportunity Officer for file.

Grievances not involving the Escarosa Career Center or Escarosa funded programs/activities will be processed using DCF procedures only. However, grievances
that do concern the Escarosa Career Center or Escarosa funded programs/activities must be processed in accordance with Escarosa grievance procedures.

9. AMENDMENTS/CANCELLATION: Amendments to this MOU must be provided in writing and in advance of effective date(s) of such amendments.

Federal and state laws and regulations require that an MOU exist between the Regional Workforce Development Board and an agency/organization providing services considered to be partner agencies. Federal and state laws and regulations further mandate that certain agencies/organizations participate in One-Stop Centers. Therefore, it is incumbent upon all parties to negotiate solutions to differences/problems that threaten the MOU and/or the Escarosa Career Center/System. In a case where all internal efforts fail to correct the situation, the unresolved issue(s) will be forwarded to higher authorities at local, state and/or federal levels. A jointly signed cover letter will be attached to that correspondence. DCF is a required One-Stop Center partner. This MOU is subject to availability of resources and funding, and may not be cancelled without specific written approval from a properly empowered government authority.

10. MOU EFFECTIVE PERIOD: The MOU becomes effective on the date signed by both parties and remains in effect until terminated by either party in writing.

11. AUTHORIZATION FOR SIGNATURE:

By signing this document, all parties agree that the provisions contained herein are subject to all applicable federal, state and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, maintenance of effort of current employees, privacy rights of participants, and maintenance of records and other confidential information relating to one-stop customers.

WHEREOF, the parties hereto cause this MOU to be executed by their undersigned officials as duly authorized.

WORKFORCE ESCAROSA, INC

BY: ____________________________
TITLE: Executive Director
DATE: 01/02/09

FLORIDA DEPARTMENT OF CHILDREN AND FAMILY SERVICES, CIRCUIT 1

BY: ____________________________
TITLE: Circuit Administrator
DATE: 01/23/09
THE SCHOOL DISTRICT OF ESCAMBIA COUNTY
Curriculum & Instruction/Human Resource Services/
Risk Management

SCHOOL BOARD AGENDA
EXECUTIVE SUMMARY

TITLE
MEMORANDUM OF UNDERSTANDING BETWEEN
WORKFORCE ESCAROSA, INC AND SCHOOL
BOARD OF ESCAMBIA COUNTY, FLORIDA

CONTINUOUS UNTIL EITHER PARTY TERMINATES

PERIOD OF GRANT/CONTRACT/REQUEST

FUNDING SOURCE
NA

PROJECT COORDINATOR AND DEPARTMENT
CARL LEITERMAN
DIRECTOR, WORKFORCE EDUCATION

AMOUNT OF FUNDING REQUEST – $ 0
Is amount more, less or same as last year? (Explain differences at end of Purpose section if additional space is required)

TOTAL PROJECT – $ 0
Is amount more, less or same as last year?

PURPOSE
This agreement is to coordinate resources to prevent duplication and ensure the effective and efficient delivery of workforce services in Santa Rosa and Escambia Counties, Florida. In addition, this agreement will establish joint processes and procedures that will enable partners to integrate the current service delivery system resulting in a seamless and comprehensive array of education, human services, job training, and other workforce development services within Escambia and Santa Rosa Counties, Florida.

IMPLEMENTATION PLAN
(1) Maintain up-to-date post-secondary training information offered to customers through Escarosa Career Center services.
(2) Work with Escarosa’s staff to ensure open communication between both entities so that issues or problems can be resolved as soon as possible.
(3) Accept and process customers referred for training in accordance with the District’s guidelines.
(4) Refer customers demonstrating interests in and possibly eligible for partner agency/organization program services, as appropriate. Referrals and customer-related information may be coordinated-forwarded directly or via electronic linkages.
(5) Coordinate customer needs with Escarosa Career Center/System partner agencies/organizations to reduce or eliminate duplicated services and, whenever possible, to develop the best mix of services.
(6) Ensure District designated staff attend, participate in, and contribute to Escarosa Career Center cross training activities, as determined necessary by the District.
(7) Support and cooperate with the other Career Center/System partner agencies/organizations to ensure all federal, state, and local laws, regulations, policies and procedures are applied to Career Center/System operations; to successfully integrate staffs; to develop and streamline multiple program/funding procedures; to eliminate duplicative services; and to maximize Escarosa Career Center operations, customer services and customer satisfaction.

PARTICIPATING SCHOOLS/AGENCIES
Workforce Escarosa, Inc. George Stone Technical Center, and the Escambia County School District Office of Workforce Education

ACTION REQUIRED
SCHOOL BOARD APPROVAL

STRATEGIC ALIGNMENT – Include number and definition of Goal and Objective.
GOAL: 2. Prepare students for the workforce.
OBJECTIVE: 2.4 Increase, by at least one percent each year, the number of Postsecondary Career and Technical Education students entering the workforce in occupations related to their technical training, continuing their education, or entering the Military.

DIRECTOR, WORKFORCE EDUCATION
CARL LEITERMAN
DATE 1/29/09

ASSISTANT SUPERINTENDENT
PAUL FETSKO
DATE 1/28/09

APPROVED
ESCAMBIA COUNTY SCHOOL BOARD
DATE OF BOARD APPROVAL FEB 17 2009

MALCOLM THOMAS, SUPERINTENDENT
VERIFIED BY RECORDING SECRETARY

Revision: 16 May 06
Retention: 5 years
MEMORANDUM OF UNDERSTANDING
BETWEEN
WORKFORCE ESCAROSA, INC.
AND
SCHOOL BOARD OF ESCAMBIA COUNTY, FLORIDA

1. INTRODUCTION: Various agencies provide specific and diverse employment and training services at and from varying locations in Escambia and Santa Rosa Counties, Florida. In order to provide such services in a way to better serve customers and help them benefit from such services, the local area partners deem it appropriate to agree and cooperate with each other for the establishment and operation of the Escarosa Career Center/System for the two county area.

It is believed that Escarosa Career Center/System will provide an integrated delivery of employment and training services for our customers in Escambia and Santa Rosa Counties seeking employment services, labor market information, extensive job linkages, services and resources broadened via technology, easier access to training and quality assurances for the universal customer.

2. PARTIES TO THIS MEMORANDUM OF UNDERSTANDING: This Memorandum of Understanding (MOU) is hereby entered into by and between Workforce Escarosa, Inc. (Escarosa) and the School Board of Escambia County, Florida.

3. PURPOSE OF THIS MOU: The purpose of this MOU is to set forth the general conditions under and by which agencies will participate and contribute to the establishment and operation of the Escarosa Career Center/System.

The purpose of this MOU is to establish an agreement between the above mentioned entities concerning their respective roles and responsibilities for implementation of the provisions of section 121c(2) of Title I of the Workforce Investment Act (WIA) of 1998.

This agreement is to coordinate resources to prevent duplication and ensure the effective and efficient delivery of workforce services in Santa Rosa and Escambia Counties, Florida. In addition, this agreement will establish joint processes and procedures that will enable partners to integrate the current service delivery system resulting in a seamless and comprehensive array of education, human services, job training, and other workforce development services within Escambia and Santa Rosa Counties, Florida.

Parties to this document shall coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies. Functions or separateness mandated by state statute or public law will not be violated or abridged in the pursuit of co-location of center partners. The parties to this MOU, together, hereby agree to ensure that the following WIA principles are implemented:
Universal Eligibility - All customers, including those with special needs and barriers to employment, will have access to a core set of services at each Escarosa Career Center, designed to provide information to make career and labor market decisions. Core, intensive services, and support services will be made available on-site and through multiple off-site locations. Both electronic access and personal service delivery choices also will be a part of our services.

One-Stop Approach - All customers may explore work preparations and career development services and have access to information on a range of employment, training, and adult and occupational education programs. Services will be made available through the Escarosa Career Centers, through multiple off-site locations, or through an electronic system convenient to the customer.

Individual Choice - Customers will have access to a multitude of career, skill, employment, and training information to obtain the services and skills they need to enhance their employment opportunities, based on their individual needs.

Greater State and Local Flexibility - With the integration of services through a one-stop delivery system, the state and local entities will have the flexibility to implement an innovative and comprehensive workforce investment system. All partners will jointly negotiate processes for client flow, assessment/career management, job development, referrals and placement, staff capacity building, space requirements, standards of operations, and resolution of problems/disputes with other Escarosa Career Center/System partners.

Greater Role for Elected Officials -- State and local one-stop partners have the flexibility to tailor delivery systems to meet the particular needs of individual communities. A joint planning process will be developed and require participation by all Escarosa Career Center/System partners and operators. This process will assist with identifying the needs of the local workforce and the business community, and setting priorities for services based on those needs. Furthermore, all partners will participate in a process of program review (to include feedback on customer satisfaction) and continuous improvement to offer the best possible services and seize opportunities for further integration/coordination.

Greater Accountability - State, localities and training providers will be accountable for their performance. The design and management of the Escarosa Career Centers and the delivery of services must be responsive to meeting the needs of the customers. Customer satisfaction will be a key measure of accountability. Subject to confidentiality constraints, all partners will participate in an integrated intake, referral, client tracking system, and customer satisfaction surveys operated through the Escarosa Career Center/System.

The establishment of a network of One-Stop Career Centers is designed to accomplish the following:

- To eliminate unwarranted duplication of services, reduce administrative costs, and enhance participation and performance of customers serviced through the system.
- To establish guidelines for creating and maintaining a cooperative working relationship, to
facilitate joint planning and evaluation of services, and to develop more efficient management of limited financial and human resources.

- To build a workforce development system that will dramatically upgrade Florida's workplace skills -- economically benefiting employees, employers, the state, and the nation.

4. GOVERNANCE STRUCTURE FOR THE CAREER CENTERS:

   a. **GOVERNANCE COMMITTEE** - Escarosa Career Center partner agencies/organizations – to include the School District of Escambia – will provide a representative to attend and participate in the One-Stop Governance Committee. The Executive Director of Escarosa will act as the facilitator for the Governance Committee, to include scheduling meetings, preparation of an agenda, notes of meeting discussions, etc. The Governance Committee shall act as the One Stop Consortium and therefore the One Stop Operator for Escarosa Career Centers in Escambia and Santa Rosa Counties, Florida.

   All partner agencies identified in WIA legislation shall be a member of the One Stop Governance Committee and shall be responsible for bringing issues or concerns to the Consortium. The Consortium as a whole shall have decision making authority for all services delivered through Escarosa Career Centers. If for some reason, a consensus is not achievable through the Governance Committee, the Escarosa Career Council shall have final decision making authority over those issues. All partner agencies shall:

   1. Identify issues, problems, or concerns related to One-Stop Career Center staff, agency/organizational interaction, center/program operations and performance, customer flow, and customer services.
   2. Resolve those issues, problems, or concerns at the lowest possible level.
   3. Advise and assist with personnel, fiscal and operational matters, as required and as approved by the District.
   4. Accept and review Career Center performance reports from the partner agencies/organizations as needed. Coordinate with those same entities to sustain/improve operations, services, performance, and staff/customer satisfaction.
   5. Ensure that all relevant federal, state, and local policies and procedures are properly incorporated into Escarosa Career Center operations.

5. ESCAMBIA COUNTY SCHOOL DISTRICT RESPONSIBILITIES: As a partner to the Escarosa Career Centers and party to this MOU, the School District shall:

   a. **OPERATIONAL** -

   1. Maintain up-to-date post-secondary training information offered to customers through Escarosa Career Center services.
   2. Work with Escarosa's staff to ensure open communication between both entities so that issues or problems can be resolved as soon as possible.
(3) Accept and process customers referred for training in accordance with the District's guidelines.

(4) Refer customers demonstrating interests in and possibly eligible for partner agency/organization program services, as appropriate. Referrals and customer-related information may be coordinated/forwarded directly or via electronic linkages.

(5) Coordinate customer needs with Escarosa Career Center/System partner agencies/organizations to reduce or eliminate duplicated services and, whenever possible, to develop the best mix of services.

(6) Ensure District designated staff attend, participate in, and contribute to Escarosa Career Center cross training activities, as determined necessary by the District.

(7) Support and cooperate with the other Career Center/System partner agencies/organizations to ensure all federal, state, and local laws, regulations, policies and procedures are applied to Career Center/System operations; to successfully integrate staffs; to develop and streamline multiple program/funding procedures; to eliminate duplicative services; and to maximize Escarosa Career Center operations, customer services and customer satisfaction.

b. FISCAL—

The District does not co-locate staff within the Escarosa Career Centers; however, Escarosa will disseminate information regarding training opportunities through post-secondary education as well as referral to youth services offered by the District. No additional costs are associated with these services.

6. ESCAROSA RESPONSIBILITIES: As an Escarosa Career Center partner and a party to this MOU, ESCAROSA shall:

(1) Administer and oversee Workforce Investment Act (WIA), Welfare Transition services, Wagner-Peyser, Vets, and other federal employment programs within Escambia and Santa Rosa Counties, Florida, as directed by federal, state and local authorities.

(2) Provide, coordinate, and interpret federal, state and local laws, regulations, policies and procedures applicable to programmatic services.

(3) Provide funding in support of local operations, as available and authorized. Communicate with other entities having other funding resources or services that could contribute to Career Center/System activities.

(4) Serve as a primary point-of-contact and when necessary, serve as a mediator for issues and concerns that arise and threaten Escarosa Career Center operations, customers, service providers, and/or performance.

(5) Serve as focal point for all Escarosa Career Center performance measures and performance outcomes.

(6) Provide information to Escarosa customers regarding training programs offered through the District, and financial assistance offered by Escarosa for attendance of the training programs.

(7) Updated local listing of approved training programs, demand occupations and eligible training providers.
7. CONFIDENTIALITY POLICY: All client/customer files and personal information will be processed and maintained as CONFIDENTIAL information, in accordance with applicable federal, state and local laws, regulations, policies and procedures. Client/customer information sharing between Escarosa Career Center partner agencies and organizations is permitted; however information sharing will be conducted on a strict need-to-know basis. Information sharing is allowed only after the organization/staff having the information signs the client/customer’s written authorization to release personal information, verifies that the person(s)/organization(s) to receive the information are authorized recipients, and confirms that the recipient(s) understands the need to maintain the information as confidential. A copy of the client/customer authorization form and a detailed record of all information exchanges shall be maintained in the client/customer file.

8. ESCAROSA GRIEVANCE PROCEDURES: Attachment A provides Escarosa Grievance Procedures applicable to all Temporary Assistance for Needy Families (TANF) and WIA participants, subcontractors, employers and interested persons or their representatives. Escarosa partner agencies must ensure that all staff assigned to the Escarosa Career Center, program participants, and employers who receive program funding/services (e.g., On-the-Job Training wage reimbursements) read and sign a copy of Attachment A. An authorized, parent agency/organization staff member must also sign the form as witness. Forms with the program participant’s/employer’s original signature are placed into participant files. Forms with the subcontractor’s and program staff member’s original signatures are delivered to the Escarosa Equal Opportunity Officer for file.

Grievances not involving the Escarosa Career Center or Escarosa funded programs/activities will be processed using the District’s procedures only. However, grievances that do concern the Escarosa Career Center or Escarosa funded programs/activities must be processed in accordance with Escarosa grievance procedures.

9. AMENDMENTS/CANCELLATION: Amendments to this MOU must be provided in writing and in advance of effective date(s).

Federal and state laws and regulations require that an MOU exist between the Regional Workforce Development Board and an agency/organization providing services considered to be partner agencies. Federal and state laws and regulations further mandate that certain agencies/organizations participate in One-Stop Centers. Therefore, it is incumbent upon all parties to negotiate solutions to differences/problems that threaten the MOU and/or the Escarosa Career Center/System. In a case where all internal efforts fail to correct the situation, the unresolved issue(s) will be forwarded to higher authorities at local, state and/or federal levels. A jointly signed cover letter will be attached to that correspondence. The District is a required One-Stop Center partner. This MOU is subject to availability of resources and funding, and may not be cancelled without specific written approval from a properly empowered government authority.
10. MOU EFFECTIVE PERIOD: The MOU becomes effective on the date signed by both parties and remains in effect until terminated by either party in writing.

11. AUTHORIZATION FOR SIGNATURE:

By signing this document, all parties agree that the provisions contained herein are subject to all applicable federal, state and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of records and other confidential information relating to one-stop customers.

WHEREOF, the parties hereto cause this MOU to be executed by their undersigned officials as duly authorized.

WORKFORCE ESCAROSA, INC

BY: __________________________
Susan B. Nelms, Executive Director

DATE: 3/2/09

SCHOOL BOARD OF ESCAMBIA COUNTY, FLORIDA

BY: __________________________
Patricia Hightower, Chair

ATTEST: ________________________
Malcolm Thomas, Superintendent

DATE: 02/17/2009

APPROVED
ESCAMBIA COUNTY SCHOOL BOARD
FEB 17 2009
MALCOLM THOMAS, SUPERINTENDENT
VERIFIED BY RECORDING SECRETARY

APPROVED AS TO FORM
JAN 23 2009
GENERAL COUNSEL
ESCAMBIA COUNTY SCHOOL BOARD
1. INTRODUCTION: Various agencies provide specific and diverse employment and training services at and from varying locations in Escambia and Santa Rosa Counties, Florida. In order to provide such services in a way to better serve customers and help them benefit from such services, the local area partners deem it appropriate to agree and cooperate with each other for the establishment and operation of the Escarosa Career Center/System for the two county area.

   It is believed that Escarosa Career Center/System will provide an integrated delivery of employment and training services for our customers in Escambia and Santa Rosa Counties seeking employment services, labor market information, extensive job linkages, services and resources broadened via technology, easier access to training; and quality assurances for the universal customer.

2. PARTIES TO THIS MEMORANDUM OF UNDERSTANDING: This Memorandum of Understanding (MOU) is hereby entered into by and between Workforce Escarosa, Inc. (Escarosa) and the School District of Santa Rosa County (District).

3. PURPOSE OF THIS MOU: The purpose of this MOU is to set forth the general conditions under and by which agencies will participate and contribute to the establishment and operation of the Escarosa Career Center/System.

   The purpose of this MOU is to establish an agreement between the above mentioned entities concerning their respective roles and responsibilities for implementation of the provisions of section 121©(2) of Title I of the Workforce Investment Act (WIA) of 1998.

   This agreement is to coordinate resources to prevent duplication and ensure the effective and efficient delivery of workforce services in Santa Rosa and Escambia Counties, Florida. In addition, this agreement will establish joint processes and procedures that will enable partners to integrate the current service delivery system resulting in a seamless and comprehensive array of education, human services, job training, and other workforce development services within Escambia and Santa Rosa Counties, Florida.

   Parties to this document shall coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties'
respective programs, services, and agencies. Functions or separateness mandated by state statute or public law will not be violated or abridged in the pursuit of co-location of center partners. The parties to this MOU, together, hereby agree to ensure that the following WIA principles are implemented:

**Universal Eligibility** -- All customers, including those with special needs and barriers to employment, will have access to a core set of services at each Escarosa Career Center, designed to provide information to make career and labor market decisions. Core, intensive services, and support services will be made available on-site and through multiple off-site locations. Both electronic access and personal service delivery choices also will be a part of our services.

**One-Stop Approach** -- All customers may explore work preparations and career development services and have access to information on a range of employment, training, and adult and occupational education programs. Services will be made available through the Escarosa Career Centers, through multiple off-site locations, or through an electronic system convenient to the customer.

**Individual Choice** -- Customers will have access to a multitude of career, skill, employment, and training information to obtain the services and skills they need to enhance their employment opportunities, based on their individual needs.

**Greater State and Local Flexibility** -- With the integration of services through a one-stop delivery system, the state and local entities will have the flexibility to implement an innovative and comprehensive workforce investment system. All partners will jointly negotiate processes for client flow, assessment/career management, job development, referrals and placement, staff capacity building, space requirements, standards of operations, and resolution of problems/disputes with other Escarosa Career Center/System partners.

**Greater Role for Elected Officials** -- State and local one-stop partners have the flexibility to tailor delivery systems to meet the particular needs of individual communities. A joint planning process will be developed and will require participation by all Escarosa Career Center/System partners and operators. This process will assist with identifying the needs of the local workforce and the business community, and with setting priorities for services based on those needs. Furthermore, all partners will participate in a process of program review (to include feedback on customer satisfaction) and continuous improvement to offer the best possible services and seize opportunities for further integration/coordination.

**Greater Accountability** -- State, localities and training providers will be accountable for their performance. The design and management of the Escarosa Career Centers and the delivery of services must be responsive to meeting the needs of the customers. Customer satisfaction will be a key measure of accountability. Subject to confidentiality constraints, all partners will participate in an integrated intake, referral, client tracking system, and customer satisfaction surveys operated through the Escarosa Career Center/System.
The establishment of a network of One-Stop Career Centers is designed to accomplish the following:

- To eliminate unwarranted duplication of services, reduce administrative costs, and enhance participation and performance of customers serviced through the system.
- To establish guidelines for creating and maintaining a cooperative working relationship, to facilitate joint planning and evaluation of services, and to develop more efficient management of limited financial and human resources.
- To build a workforce development system that will dramatically upgrade Florida’s workplace skills -- economically benefiting employees, employers, the state, and the nation.

4. GOVERNANCE STRUCTURE FOR THE CAREER CENTERS:

a. GOVERNANCE COMMITTEE -- Escarosa Career Center partner agencies/organizations – to include the School District of Escambia – will provide a representative to attend and participate in the One-Stop Governance Committee. The Executive Director of Escarosa will act as the facilitator for the Governance Committee, to include scheduling meetings, preparation of an agenda, notes of meeting discussions, etc. The Governance Committee shall act as the One Stop Consortium and therefore the One Stop Operator for Escarosa Career Centers in Escambia and Santa Rosa Counties, Florida.

All partner agencies identified in WIA legislation shall be a member of the One Stop Governance Committee and shall be responsible for bringing issues or concerns to the Consortium. The Consortium as a whole shall have decision making authority for all services delivered through Escarosa Career Centers. If for some reason, a consensus is not achievable through the Governance Committee, the Escarosa Career Council shall have final decision making authority over those issues. All partner agencies shall:

(1) Identify issues, problems, or concerns related to One-Stop Career Center staff, agency/organizational interaction, center/program operations and performance, customer flow, and customer services.

(2) Resolving those issues, problems, or concerns at the lowest possible level.

(3) Advising and assisting with personnel, fiscal and operational matters, as required and as approved by the District.

(4) Accepting and reviewing Career Center performance reports from the partner agencies/organizations as needed. Coordinating with those same entities to sustain/improve operations, services, performance, and staff/customer satisfaction.
(5) Ensuring that all relevant federal, state, and local policies and procedures are properly incorporated into Escarosa Career Center operations.

5. DISTRICT RESPONSIBILITIES: As a partner to the Escarosa Career Centers and party to this MOU, the District shall:

a. OPERATIONAL --

(1) Maintain up-to-date post-secondary training information offered to customers through Escarosa CareerCenter services.

(2) Work with Escarosa’s staff to insure open communication between both entities so that issues or problems can be resolved as soon as possible.

(3) Accept and process customers referred for training in accordance with the District’s guidelines.

(2) Refer customers demonstrating interests in and possibly eligible for partner agency/organization program services, as appropriate. Referrals and customer-related information may be coordinated/forwarded directly or via electronic linkages.

(6) Coordinate customer needs with Escarosa Career Center/System partner agencies/organizations to reduce or eliminate duplicated services and, whenever possible, to develop the best mix of services.

(7) Ensure District designated staff attend, participate in, and contribute to Escarosa Career Center cross training activities, as determined necessary by the District.

(8) Support and cooperate with the other Career Center/System partner agencies/organizations to ensure all federal, state, and local laws, regulations, policies and procedures are applied to Career Center/System operations; to successfully integrate staffs; to develop and streamline multiple program/funding procedures; to eliminate duplicative services; and to maximize Escarosa Career Center operations, customer services and customer satisfaction.

b. FISCAL --

The District does not co-locate staff within the Escarosa Career Centers; however, Escarosa will disseminate information regarding training opportunities through post-secondary education as well as referral to youth services offered by the District. No additional costs are associated with these services.
6. **ESCAROSA RESPONSIBILITIES:** As an Escarosa Career Center partner and a party to this MOU, ESCAROSA shall:

1. Administer and oversee Workforce Investment Act (WIA), Welfare Transition services, Wagner-Peyser, Vets, and other federal employment programs within Escambia and Santa Rosa Counties, Florida, as directed by federal, state and local authorities.
2. Provide, coordinate, and – when necessary -- interpret federal, state and local laws, regulations, policies and procedures applicable to programmatic services.
3. Provide funding in support of local operations, as available and authorized. Communicate with other entities having other funding resources or services that could contribute to Career Center/System activities.
4. Serve as a primary point-of-contact and – when necessary, serve as a mediator for issues and concerns that arise and threaten Escarosa Career Center operations, customers, service providers, and/or performance.
5. Serve as the focal point for all Escarosa Career Center performance measures and performance outcomes.
6. Provide information to Escarosa customers regarding training programs offered through the District, and financial assistance offered by Escarosa for attendance of the training programs.
7. Updated local listing of approved training programs, demand occupations and eligible training providers.

7. **CONFIDENTIALITY POLICY:** All client/customer files and personal information will be processed and maintained as CONFIDENTIAL information, in accordance with applicable federal, state and local laws, regulations, policies and procedures. Client/customer information sharing between Escarosa Career Center partner agencies and organizations is permitted; however information sharing will be conducted on a strict need-to-know basis. Information sharing is allowed only after the organization/staff having the information cites the client/customer’s written authorization to release personal information, verifies that the person(s)/organization(s) to receive the information are authorized recipients, and confirms that the recipient(s) understands the need to maintain the information as confidential. A copy of the client/customer authorization form and a detailed record of all information exchanges shall be maintained in the client/customer file.

8. **ESCAROSA GRIEVANCE PROCEDURES:** Attachment A provides Escarosa Grievance Procedures applicable to all Temporary Assistance for Needy Families (TANF) and WIA participants, subcontractors, employers and interested persons or their representatives. Escarosa partner agencies must ensure that all staff assigned to the Escarosa Career Center, program participants, and employers who receive program funding/services (e.g., On-the-Job Training wage reimbursements) read and sign a copy of Attachment A. An authorized, parent agency/organization staff member must also sign the form as witness. Forms
with the program participant’s/employer’s original signature are placed into participant files. Forms with the subcontractor’s and program staff member’s original signatures are delivered to the Escarosa Equal Opportunity Officer for file.

Grievances not involving the Escarosa Career Center or Escarosa funded programs/activities will be processed using the District’s procedures only. However, grievances that do concern the Escarosa Career Center or Escarosa funded programs/activities must be processed in accordance with Escarosa grievance procedures.

9. AMENDMENTS/CANCELLATION: Amendments to this MOU must be provided in writing and in advance of effective date(s) to the effective date.

Federal and state laws and regulations require that an MOU exist between the Regional Workforce Development Board and an agency/organization providing services considered to be partner agencies. Federal and state laws and regulations further mandate that certain agencies/organizations participate in One-Stop Centers. Therefore, it is incumbent upon all parties to negotiate solutions to differences/problems that threaten the MOU and/or the Escarosa Career Center/System. In a case where all internal efforts fail to correct the situation, the unresolved issue(s) will be forwarded to higher authorities at local, state and/or federal levels. A jointly signed cover letter will be attached to that correspondence. The District is a required One-Stop Center partner. This MOU is subject to availability of resources and funding, and may not be cancelled without specific written approval from a properly empowered government authority.

10. MOU EFFECTIVE PERIOD: The MOU becomes effective on the date signed by both parties and remains in effect until terminated by either party in writing.

11. AUTHORIZATION FOR SIGNATURE:

By signing this document, all parties agree that the provisions contained herein are subject to all applicable federal, state and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of records and other confidential information relating to one-stop customers.

WHEREOF, the parties hereto cause this MOU to be executed by their undersigned officials as duly authorized.

WORKFORCE ESCAROSA, INC

BY: [Signature]
TITLE: Executive Director
DATE: 1/26/09

SCHOOL DISTRICT OF SANTA ROSA COUNTY

BY: [Signature]
TITLE: Superintendent of Schools
DATE: Jan. 22, 2009
RENEWAL OF MEMORANDUM OF UNDERSTANDING

THE DISTRICT BOARD OF TRUSTEES OF PENSACOLA STATE COLLEGE, FLORIDA, hereinafter referred to as "College," and WORKFORCE ESCAROSA, INC., hereinafter referred to as "Workforce Escarosa," give notice of intent to renew that certain Memorandum of Understanding between the parties dated July 22, 2010, as amended on January 25, 2011, and renewed on February 13, 2012, under the terms of which College and Workforce Escarosa agreed to consult and coordinate together to meet the goals and objectives of the Department of Health & Human Services Administration for Children and Families/Health Profession Opportunity Grants to Serve TANF Recipients and Other Low-Income Individuals (HHS-2010-ACF-OFA-FX-0-126).

College and Workforce Escarosa agree as follows:

(1) The term of the Memorandum of Understanding is hereby renewed for a period of one year commencing as of September 30, 2012 through September 29, 2013.

(2) College and Workforce Escarosa ratify and confirm all the remaining provisions of the Agreement.

IN WITNESS WHEREOF, the College and Workforce Escarosa have caused these presents to be executed to be effective on the 3 day of October, 2013.

THE DISTRICT BOARD OF TRUSTEES OF PENSACOLA STATE COLLEGE, FLORIDA

By C. Edward Meadows, President

WORKFORCE ESCAROSA, INC.

By Susan B. Nelms, Executive Director

Approved as to Form:

By: Thomas J. Gilliam, Jr. – General Counsel
Pensacola State College
Please find enclosed two original agreements for signature. After signing both agreements, please return one original to me at the below address. If payment is required by the College under the terms of the contract, a check will be generated to you after the completely signed agreement is received in our office.

Please keep the second original agreement for your files. If you should have any questions, feel free to contact me at (850) 484-1726.

If you do not have a W-9 on file with our college, I am including a form to return with our signed copy of the original agreement.

Thank you,

Carmel Doyle, Legal Assistant
Office of Legal Services
Building 7, Room 721
1000 College Boulevard
Pensacola, Florida 32504
cdoyle@pensacolastate.edu
Fax: (850) 484-1827
1. INTRODUCTION: Various agencies provide specific and diverse employment and training services at and from varying locations in Escambia and Santa Rosa Counties, Florida. In order to provide such services in a way to better serve customers and help them benefit from such services, the local area partners deem it appropriate to agree and cooperate with each other for the establishment and operation of the Escarosa Career Center/System for the two county area.

   The Escarosa Career Center/System provides an integrated delivery of employment and training services for our customers in Escambia and Santa Rosa Counties seeking employment services, labor market information, extensive job linkages, services and resources broadened via technology, easier access to training; and quality assurances for the universal customer.

2. PARTIES TO THIS MEMORANDUM OF UNDERSTANDING: This Memorandum of Agreement (MOA) establishes the intentions and responsibilities of the Tri-County Community Council, Inc., hereinafter referred to as TCCC, and the Workforce Escarosa, Inc., hereinafter referred to as Escarosa, a referral system designed to maximize resources and job placement to provide quality educational opportunities for TCCC and Escarosa in Santa Rosa County with their eligible customers.

Goal

The goal of this Memorandum of Understanding (MOU) which provides services to maximize the opportunities for residents to access education, human resources, job training, job placement, and other employment development services.

3. PURPOSE OF THIS MOU: The purpose of this MOU is to set forth the general conditions under and by which agencies will participate and contribute to the establishment and operation of the Escarosa Career Center/System and the services provided by TCCC.

   The purpose of this MOU is to establish an agreement between the above mentioned entities concerning their respective roles and responsibilities for implementation of the provisions of section 121(c)(2) of Title I of the Workforce Investment Act (WIA) of 1998.

   This agreement is to coordinate resources in order to prevent duplication and to ensure the effective and efficient delivery of workforce services in Santa Rosa and Escambia Counties, Florida. In addition, this agreement will establish joint processes and procedures that will enable partners to integrate the current service delivery system resulting in a seamless and comprehensive array of education, human services, job training, and other workforce development services within Escambia and Santa Rosa Counties, Florida.
Parties to this document shall coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties’ respective programs, services, and agencies. Functions or separateness mandated by state statute or public law will not be violated or abridged in the pursuit of co-location of center partners. The parties to this MOU, together, hereby agree to ensure that the following WIA principles are implemented:

**Universal Eligibility** -- All customers, including those with special needs and barriers to employment, will have access to a core set of services at each Escarosa Career Center, designed to provide information to make career and labor market decisions. Core, intensive training, and support services will be made available on-site and through multiple off-site locations. Both electronic access and personal service delivery choices also will be a part of our services.

**One-Stop Approach** -- All customers may explore work preparations and career development services and have access to information on employment, training, and adult occupational education programs. Services will be made available through the Escarosa Career Centers, through multiple off-site locations, or through an electronic system convenient to the customer.

**Individual Choice** -- Customers will have access to a multitude of career, skill, employment, and training information in order to obtain the services and skills they need to enhance their employment opportunities, based on their individual needs.

**Greater State and Local Flexibility** -- With the integration of services through a one-stop delivery system, the state and local entities will have the flexibility to implement an innovative and comprehensive workforce investment system. All partners will jointly negotiate processes for client flow, job development, referrals and placement, staff capacity building, space requirements, standards of operations, and resolution of problems/disputes with other Escarosa Career Center/System partners.

**Greater Role for Elected Officials** -- State and local one-stop partners have the flexibility to tailor delivery systems to meet the particular needs of individual communities. Escarosa has designated a One Stop Consortium known as the One Stop Governance Committee, to provide input into services delivered in our two county areas. This designation requires a joint planning process with our Escarosa Career Center/System partners to determine client flow and one stop services. This process will assist with identifying the needs of the local workforce and the business community, and with setting priorities for services based on those needs. Furthermore, all partners will participate in a process of program review (to include feedback on customer satisfaction) and continuous improvement to offer the best possible services and seize opportunities for further integration/coordination. TCCC is a partner to our service delivery and is therefore, considered to be a member of the One Stop Consortium.

**Greater Accountability** -- State, localities and training providers will be accountable for their performance. The design and management of the Escarosa Career Centers and the delivery of services must be responsive to meeting the needs of the customers. Customer satisfaction will be a key measure of accountability.
The establishment of a network of One-Stop Career Centers is designed to accomplish the following:

- To eliminate unwarranted duplication of services, reduce administrative costs, and enhance participation and performance of customers serviced through the system.
- To establish guidelines for creating and maintaining a cooperative working relationship, to facilitate joint planning and evaluation of services, and to develop more efficient management of limited financial and human resources.
- To build a workforce development system that will dramatically upgrade Florida’s workplace skills -- economically benefiting employees, employers, the state, and the nation.

4. GOVERNANCE STRUCTURE FOR THE ONE-STOP CENTER:

   a. **GOVERNANCE COMMITTEE** -- Escarosa Career Center partner agencies/organizations will designate a representative in writing-- to include TCCC -- to serve as a member of the One-Stop Consortium which serves as the Governance Committee. Escarosa’s Director shall act as the facilitator of the Governance Committee and will work with our partners to identify issues or concerns regarding customer flow and services within the Escarosa Career Centers.

   Items not resolved by the Governance Committee will be taken to Escarosa’s Career Council Committee for review and consideration.

   b. **GOVERNANCE COMMITTEE RESPONSIBILITIES** --

   In tier fashion: The One-Stop Governance Committee acts as the One Stop Consortium and reports to the Career Council Committee as needed; the Career Council Committee reports to the Escarosa Board of Directors. One-Stop Governance Committee/Consortium duties and responsibilities include, but are not limited to:

   (1) Identifying issues, problems, or concerns related to Escarosa Career Center staff, agency/organizational interaction, center/program operations and performance, customer flow, and customer services.

   (2) Resolving those issues, problems, or concerns at the lowest possible tier level.

   (3) Advising and assisting the Escarosa Career Center with personnel, fiscal and operational matters, as required.

   (4) Accepting and reviewing Career Center performance reports from the partner agencies/organizations and Career Center Operator each month. Coordinating with those same entities in order to sustain/improve operations, services, performance, and staff/customer satisfaction.

   (5) Ensuring that all relevant federal, state, and local policies and procedures are properly incorporated into Escarosa Career Center operations.
5. **TCCC**: As a partner in the Escarosa Career Centers in Milton, Florida and party to this MOU, The TCCC shall:

   a. **OPERATIONAL —**

   **For Santa Rosa County**

   - Deliver services specified for the Community Services Block Grant
   - Provide promotional materials about Tri-County Community Council programs and services
   - Refer citizens for assistance to all other existing services and programs, provided by other agencies
   - Serve on Boards, Committees, and Coalitions that are required for the maximum impact for delivery of program services
   - Designate a representative to serve on the One Stop Consortium/Governance Committee

6. **ESCAROSA RESPONSIBILITIES**: As an Escarosa Career Center partner and a party to this MOU, Escarosa shall:

   (1) Administer and oversee Workforce Investment Act (WIA), Welfare Transition Program, Wagner-Peyser services to include Unemployment Compensation, and other programs as funded by the Workforce Florida, Inc., and/or the Agency for Workforce Innovation, and activities within Escambia and Santa Rosa Counties, Florida, as directed by federal, state and local authorities.

   (2) Provide, coordinate, and — when necessary — interpret federal, state and local laws, regulations, policies and procedures applicable to program operations.

   (3) Provide funding in support of local operations, as available and authorized.

   (4) Coordinate, assist with, and arrange for office space and equipment in order to support TCCC staff participating in Escarosa Career Center operations when possible. When equipment becomes available, Escarosa will notify all Escarosa Career Center partners and will honor requests on a first to ask/most in need — first to receive basis.

   (5) Serve as a primary point-of-contact and — when necessary serve as a mediator — for issues and concerns that arise and threaten Escarosa Career Center operations, customers, service providers, and/or performance outcomes.

   (6) Serve as the focal point for all Escarosa Career Center performance measures and performance outcomes.

   (7) Identify partner agencies to participate in the One Stop Consortium to serve as the Escarosa Career Center operator. Closely coordinate with the Operator in order to optimize Escarosa Career Center System operations and customer
services.

(8) Invite a representative of Tri-County Community Council, Inc. to participate in routine orientation sessions conducted at the Resource Center

(9) Distribute and display information and promotional materials in the Resource Room regarding services provided by Tri-County

(10) Participate in proposal development for joint projects that will mutually benefit both organizations in meeting their respective missions, goals, and objectives

7. CONFIDENTIALITY POLICY: All client/customer files and personal information will be processed and maintained as CONFIDENTIAL information, in accordance with applicable federal, state and local laws, regulations, policies and procedures. Client/customer information sharing between Escarosa Career Center partner agencies and organizations is permitted; however information sharing will be conducted on a strict need-to-know basis. Information sharing is allowed only after the organization/staff having the information cites the client/customer’s written authorization to release personal information, verifies that the person(s)/organization(s) to receive the information are authorized recipients, and confirms that the recipient(s) understands the need to maintain the information as confidential. A copy of the client/customer authorization form and a detailed record of all information exchanges shall be maintained in the client/customer file.

8. ESCAROSA GRIEVANCE PROCEDURES: Attachment B provides Escarosa Grievance Procedures applicable to all Escarosa Career Center operations and participants, subcontractors, employers and interested persons or their representatives. Escarosa partner agencies must ensure that all staff assigned to the Escarosa Career Center, program participants, and employers who receive Escarosa program funding/services (e.g., On-the-Job Training wage reimbursements) read and sign a copy of B. An authorized, parent agency/organization staff member must also sign the form as witness. Forms with the program participant’s/employer’s original signature are placed into participant files. Forms with the subcontractor’s and program staff member’s original signatures are delivered to the Escarosa Equal Opportunity Officer for file.

Grievances not involving the Escarosa Career Center or Escarosa funded programs/activities, which are pertaining to TCCC will be processed using TCCC’s procedures only. However, grievances that do concern the Escarosa Career Center or Escarosa Board funded programs/activities must be processed in accordance with Escarosa grievance procedures.

9. AMENDMENTS/CANCELLATION: Amendments to this MOU must be provided in writing and in advance of effective date(s).

Federal and state laws and regulations require that an MOU exist between the Workforce Investment Board and an agency/organization providing services at One-Stop Centers. Federal and state laws and regulations further mandate that certain agencies/organizations participate in One-Stop Centers. Therefore, it is incumbent upon all parties to negotiate solutions to differences/problems that threaten the MOU and/or the Escarosa Career Center/System. In a case where all internal efforts fail to correct the situation, the unresolved issue(s) will be forwarded to each agency’s Board of Directors for resolution. A jointly signed cover letter will be attached to that
correspondence. This MOU is subject to availability of resources and funds.

Either party may terminate this agreement by giving thirty (30) days written notice to the other party.

10. MOU EFFECTIVE PERIOD: The MOU becomes effective on the date signed by both parties, whichever is later, and remains in effect unless cancelled through written notice to the other party.

11. AUTHORIZATION FOR SIGNATURE:

By signing this document, all parties agree that the provisions contained herein are subject to all applicable federal, state and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of records and other confidential information relating to one-stop customers.

IN WITNESS WHEREOF, the parties hereto cause this MOU to be executed by their undersigned officials as duly authorized.

WORKFORCE ESCAROSA, INC.  TRI-COUNTY COMMUNITY COUNCIL, INC.

BY: ___________________________  BY: ___________________________

Susan B. Nelms, Executive Director  Joel Paul, Jr., Executive Director

DATE: 8/10/14  DATE: 8-11-14
REGION #1
ESCAROSA CAREER CENTER
MEMORANDUM OF UNDERSTANDING
BETWEEN
WORKFORCE ESCAROSA, INC.
AND
NATIONAL CAUCUS CENTER ON BLACK AGED, INC. (NCBA)
SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP)

1. INTRODUCTION: Various agencies provide specific and diverse employment and training services at and from varying locations in Escambia and Santa Rosa Counties, Florida. In order to provide such services in a way to better serve customers and help them benefit from such services, the local area partners deem it appropriate to agree and cooperate with each other for the establishment and operation of the Escarosa Career Center/System for the two county area.

The Escarosa Career Center/System provides an integrated delivery of employment and training services for our customers in Escambia and Santa Rosa Counties seeking employment services, labor market information, extensive job linkages, services and resources broadened via technology, easier access to training; and quality assurances for the universal customer.

2. PARTIES TO THIS MEMORANDUM OF UNDERSTANDING: This Memorandum of Agreement (MOA) establishes the intentions and responsibilities of the National Caucus Center on Black Aged, Inc. (NCBA) and the Workforce Escarosa, Inc. a referral system designed to maximize resources and job placement to provide quality educational opportunities for NCBA and Workforce Escarosa in Escambia County and Santa Rosa County with their eligible customers.

Goal

The goal of this Memorandum of Understanding (MOU) which provides employment services to older Americans is to maximize the opportunities for residents to access education, human resources, job training, job placement, and other NCBA and Workforce development services.

3. PURPOSE OF THIS MOU: The purpose of this MOU is to set forth the general conditions under and by which agencies will participate and contribute to the establishment and operation of the Escarosa Career Center/System.

The purpose of this MOU is to establish an agreement between the above mentioned entities concerning their respective roles and responsibilities for implementation of the provisions of section 121(c)(2) of Title I of the Workforce Investment Act (WIA) of 1998.

This agreement is to coordinate resources in order to prevent duplication and to ensure the effective and efficient delivery of workforce services in Santa Rosa and Escambia Counties, Florida. In addition, this agreement will establish joint processes and procedures that will enable partners to integrate the current service delivery system resulting in a seamless and comprehensive array of education, human services, job training, and other workforce development services within Escambia and Santa Rosa Counties, Florida.
Parties to this document shall coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties’ respective programs, services, and agencies. Functions or separateness mandated by state statute or public law will not be violated or abridged in the pursuit of co-location of center partners. The parties to this MOU, together, hereby agree to ensure that the following WIA principles are implemented:

**Universal Eligibility** -- All customers, including those with special needs and barriers to employment, will have access to a core set of services at each Escarosa Career Center, designed to provide information to make career and labor market decisions. Core, intensive training, and support services will be made available on-site and through multiple off-site locations. Both electronic access and personal service delivery choices also will be a part of our services.

**One-Stop Approach** -- All customers may explore work preparations and career development services and have access to information on employment, training, and adult occupational education programs. Services will be made available through the Escarosa Career Centers, through multiple off-site locations, or through an electronic system convenient to the customer.

**Individual Choice** -- Customers will have access to a multitude of career, skill, employment, and training information in order to obtain the services and skills they need to enhance their employment opportunities, based on their individual needs.

**Greater State and Local Flexibility** – With the integration of services through a one-stop delivery system, the state and local entities will have the flexibility to implement an innovative and comprehensive workforce investment system. All partners will jointly negotiate processes for client flow, job development, referrals and placement, staff capacity building, space requirements, standards of operations, and resolution of problems/disputes with other Escarosa Career Center/System partners.

**Greater Role for Elected Officials** -- State and local one-stop partners have the flexibility to tailor delivery systems to meet the particular needs of individual communities. Escarosa has designated a One Stop Consortium known as the One Stop Governance Committee, to provide input into services delivered in our two county areas. This designation requires a joint planning process with our Escarosa Career Center/System partners to determine client flow and one stop services. This process will assist with identifying the needs of the local workforce and the business community, and with setting priorities for services based on those needs. Furthermore, all partners will participate in a process of program review (to include feedback on customer satisfaction) and continuous improvement to offer the best possible services and seize opportunities for further integration/coordination. NCBA is a partner to our service delivery and is therefore, considered to be a member of the One Stop Consortium.

**Greater Accountability** -- State, localities and training providers will be accountable for their performance. The design and management of the Escarosa Career Centers and the delivery of services must be responsive to meeting the needs of the customers. Customer satisfaction will be a key measure of accountability.
The establishment of a network of One-Stop Career Centers is designed to accomplish the following:

- To eliminate unwarranted duplication of services, reduce administrative costs, and enhance participation and performance of customers serviced through the system.

- To establish guidelines for creating and maintaining a cooperative working relationship, to facilitate joint planning and evaluation of services, and to develop more efficient management of limited financial and human resources.

- To build a workforce development system that will dramatically upgrade Florida’s workplace skills -- economically benefiting employees, employers, the state, and the nation.

4. GOVERNANCE STRUCTURE FOR THE ONE-STOP CENTER:

a. GOVERNANCE COMMITTEE -- Escarosa Career Center partner agencies/organizations will designate a representative in writing-- to include NCBA -- to serve as a member of the One-Stop Consortium which serves as the Governance Committee. Escarosa’s Director shall act as the facilitator of the Governance Committee and will work with our partners to identify issues or concerns regarding customer flow and services within the Escarosa Career Centers.

Items not resolved by the Governance Committee will be taken to Escarosa’s Career Council Committee for review and consideration.

b. GOVERNANCE COMMITTEE RESPONSIBILITIES

In tier fashion: The One-Stop Governance Committee reports to the Career Council Committee as needed; the Career Council Committee reports to the Escarosa Board of Directors. One-Stop Governance Committee duties and responsibilities include, but are not limited to:

(1) Identifying issues, problems, or concerns related to Escarosa Career Center staff, agency/organizational interaction, center/program operations and performance, customer flow, and customer services.

(2) Resolving those issues, problems, or concerns at the lowest possible tier level.

(3) Advising and assisting the Escarosa Career Center with personnel, fiscal and operational matters, as required.

(4) Accepting and reviewing Career Center performance reports from the partner agencies/organizations and Career Center Operator each month. Coordinating with those same entities in order to sustain/improve operations, services, performance, and staff/customer satisfaction.

(5) Ensuring that all relevant federal, state, and local policies and procedures are properly incorporated into Escarosa Career Center operations.
5. **NCBA, SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP):** As a partner in the Escarosa Career Centers in Pensacola, Century and Milton, Florida and party to this MOU, The NCBA SCSEP shall:

   a. **OPERATIONAL --**

      (1) Provide senior participants to assist Escarosa staff with various assigned duties such as shredding, copying, answering phones, assisting Escarosa customers with locations/directions, and general administrative assistant duties.

      (2) Provide wages and fringe benefits, in accordance with NCBA’s guidelines, for all SCSEP staff assigned to the Escarosa Career Center.

6. **ESCAROSA RESPONSIBILITIES:** As an Escarosa Career Center partner and a party to this MOU, Escarosa shall:

   (1) Administer and oversee Workforce Investment Act (WIA), Welfare Transition Program, Wagner-Peyser services to include Unemployment Compensation, and other programs as funded by the Workforce Florida, Inc., and/or the Agency for Workforce Innovation, and activities within Escambia and Santa Rosa Counties, Florida, as directed by federal, state and local authorities.

   (2) Provide, coordinate, and – when necessary -- interpret federal, state and local laws, regulations, policies and procedures applicable to program operations.

   (3) Provide funding in support of local operations, as available and authorized.

   (4) Coordinate, assist with, and arrange for office space and equipment in order to support NCBA staff participating in Escarosa Career Center operations when possible. When equipment becomes available, Escarosa will notify all Escarosa Career Center partners and will honor requests on a first to ask/most in need – first to receive basis.

   (5) Serve as a primary point-of-contact and – when necessary serve as a mediator – for issues and concerns that arise and threaten Escarosa Career Center operations, customers, service providers, and/or performance outcomes.

   (6) Serve as the focal point for all Escarosa Career Center performance measures and performance outcomes.

   (7) Identify partner agencies to participate in the One Stop Consortium to serve as the Escarosa Career Center operator. Closely coordinate with the Operator in order to optimize Escarosa Career Center System operations and customer services.

   (8) Provide supervision and training of senior workers assigned to Escarosa.
7. CONFIDENTIALITY POLICY: All client/customer files and personal information will be processed and maintained as CONFIDENTIAL information, in accordance with applicable federal, state and local laws, regulations, policies and procedures. Client/customer information sharing between Escarosa Career Center partner agencies and organizations is permitted; however information sharing will be conducted on a strict need-to-know basis. Information sharing is allowed only after the organization/staff having the information cites the client/customer’s written authorization to release personal information, verifies that the person(s)/organization(s) to receive the information are authorized recipients, and confirms that the recipient(s) understands the need to maintain the information as confidential. A copy of the client/customer authorization form and a detailed record of all information exchanges shall be maintained in the client/customer file.

8. ESCAROSA GRIEVANCE PROCEDURES: Attachment B provides Escarosa Grievance Procedures applicable to all Escarosa Career Center operations and participants, subcontractors, employers and interested persons or their representatives. Escarosa partner agencies must ensure that all staff assigned to the Escarosa Career Center, program participants, and employers who receive Escarosa program funding/services (e.g., On-the-Job Training wage reimbursements) read and sign a copy of B. An authorized, parent agency/organization staff member must also sign the form as witness. Forms with the program participant’s/employer’s original signature are placed into participant files. Forms with the subcontractor’s and program staff member’s original signatures are delivered to the Escarosa Equal Opportunity Officer for file.

Grievances not involving the Escarosa Career Center or Escarosa funded programs/activities, which are pertaining to NCBA will be processed using NCBA’s procedures only. However, grievances that do concern the Escarosa Career Center or Escarosa Board funded programs/activities must be processed in accordance with Escarosa grievance procedures.

9. AMENDMENTS/CANCELLATION: Amendments to this MOU must be provided in writing and in advance of effective date(s).

Federal and state laws and regulations require that an MOU exist between the Workforce Investment Board and an agency/organization providing services at One-Stop Centers. Federal and state laws and regulations further mandate that certain agencies/organizations participate in One-Stop Centers. Therefore, it is incumbent upon all parties to negotiate solutions to differences/problems that threaten the MOU and/or the Escarosa Career Center/System. In a case where all internal efforts fail to correct the situation, the unresolved issue(s) will be forwarded to each agency’s Board of Directors for resolution. A jointly signed cover letter will be attached to that correspondence. This MOU is subject to availability of resources and funds.

Either party may terminate this agreement by giving thirty (30) days written notice to the other party.

10. MOU EFFECTIVE PERIOD: The MOU becomes effective on the date signed by both parties, whichever is later, and remains in effect unless cancelled through written notice to the other party.
11. AUTHORIZATION FOR SIGNATURE:

By signing this document, all parties agree that the provisions contained herein are Subject to all applicable federal, state and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of records and other confidential information relating to one-stop customers.

IN WITNESS WHEREOF, the parties hereto cause this MOU to be executed by their undersigned officials as duly authorized.

WORKFORCE ESCAROSA, INC.

BY: [Signature]
Susan B. Nelms, Executive Director

DATE: 7/1/2011

NATIONAL CAUCUS CENTER ON BLACK AGED, INC.

BY: [Signature]
John J. Eckert, Program Coordinator

DATE: 7/1/2011
MEMORANDUM OF UNDERSTANDING
BETWEEN THE
FLORIDA DEPARTMENT OF REVENUE
CHILD SUPPORT ENFORCEMENT PROGRAM
AND THE
WORKFORCE ESCAROSA, INC.

This Memorandum of Understanding (MOU) is made and entered into by and between Workforce Escarosa, Inc. (Workforce Escarosa) and the Florida Department of Revenue, Child Support Enforcement Program (DOR).

I. THE PARTIES
A. The Florida Department of Revenue is the state agency responsible for administering Florida’s Title IV-D Child Support Enforcement Program.

B. Workforce Escarosa, Inc. offers work placement programs to parents who owe child support to parents who have open Title IV-D cases with DOR.

II. PURPOSE
The purpose of this MOU is to provide for the mutual exchange of information to assist the individuals and families who are served by both programs.

III. STATEMENT OF WORK
Workforce Escarosa will periodically provide DOR with the names and social security numbers of workforce program applicants. DOR will confirm for Workforce Escarosa whether the applicant is subject to an existing child support order in an open Title IV-D case. Workforce Escarosa will use the information provided by DOR only to determine eligibility for its program. The information will be exchanged by way of encrypted email (Tumbleweed) or hand-delivered to ensure that confidentiality is maintained. Workforce Escarosa will provide DOR with employment verification information that it obtains concerning program applicants/participants.

IV. LEGAL AUTHORITY
Sections 409.2557(1); 409.2579(1); and 409.25995, Florida Statutes

V. CONFIDENTIALITY
The confidentiality of information received under the MOU will be maintained in accordance with state and federal laws and regulations. The parties will only use the information received for purposes of administering their respective programs. Unauthorized disclosure of confidential information is grounds for immediate termination of the MOU.

VI. SPECIAL PROVISIONS
Interagency Agreement CI010

A. There is no cost to either party under the MOU.

B. Workforce Escarosa agrees to cooperate with any audits or investigations concerning the MOU.

C. Either party may cancel the MOU unilaterally for refusal by the other party to allow public access to all documents, papers, letters, or other material made or received in conjunction with the MOU, unless the records are exempt from section 24(a) of Article I of the Florida Constitution and/or Chapter 119, Florida Statutes.

D. Any change, alteration, deletion, or addition to the terms and conditions set forth in the MOU must be in writing, agreed to by both parties, and signed by authorized signatories.

E. Department of Revenue contact persons

For questions about the MOU contact:
Marty Ehlen
Department of Revenue
Child Support Enforcement Program,
P.O. Box 5586
Tallahassee, FL 32314-5586
phone: (850) 617-8051
ehlenm@dor.state.fl.us

For operational issues contact:
Becki Nobles
Department of Revenue
Child Support Enforcement Program
3670-B North L Street, Pensacola, FL 32505
phone: (850) 595-5141
noblesb@dor.state.fl.us

F. Workforce Escarosa contact person:

Susan Nelms, Executive Director
Workforce Escarosa, Inc.
9111 Sturdevant Street
Pensacola, FL 32514-3519
phone: (850) 473-0939 x205
snelms@escarosa.org

VII. PERIOD OF PERFORMANCE
Interagency Agreement CI010

This MOU becomes effective on the date it is signed by both parties and ends on June 30, 2012. It may be renewed annually thereafter in writing with the concurrence of both parties.

VIII. TERMINATION

This MOU may be terminated by either party, in writing, upon no less than 30 days notice, unless mutually agreed in writing by both parties.

IN WITNESS THEREOF, by the authorized signatories below, DOR and Workforce Escarosa agree to the terms and condition of this MOU as set forth herein.

FOR WORKFORCE ESCAROSA, INC. FOR FLORIDA DEPARTMENT OF REVENUE

Signed: ___________________________ Signed: ___________________________

Name: Susan Nelms Name: ___________________________

Title: Executive Director Title: ___________________________

Dated: 3/1/11 Dated: ___________________________

Approved as to form
General Counsel’s Office
Florida Department of Revenue

2/25/11
RENEWAL No.1

THIS RENEWAL entered into between the State of Florida, Department of Revenue Child Support Enforcement Program, hereafter referred to as the “Department” and Workforce Escarosa, Inc. hereafter referred to as the “Contractor”, shall begin on 7/1/2012 and end on 6/30/2013, for the following services: mutual exchange of information to assist individuals and families who are served by the Department and Workforce Escarosa, Inc. There is no cost to either party under this Memorandum of Understanding.

It has been determined by the Department that it is in the State’s best interest to renew this contract.

This contract renewal shall not exceed $N/A, subject to the availability of funds.

All provisions not in conflict with this renewal are still in effect. This renewal is subject to the same terms, conditions and price set forth in the initial contract and subsequent amendments Services are to be performed as specified in the Contract. The provisions of Chapter 287, Florida Statutes, are incorporated herein by reference.

This renewal is hereby made a part of Contract # CI010.

IN WITNESS WHEREOF, the parties hereto have caused this one (1) page renewal to be executed by their duly authorized officials herein.

CONTRACTOR: Workforce Escarosa, Inc.

SIGNED BY: [Signature]

NAME: [Name]

TITLE: [Title]

DATE: [Date]

DEPARTMENT OF REVENUE
STATE OF FLORIDA

SIGNED BY: [Signature]

NAME: [Name]

TITLE: [Title]

DATE: [Date]

[Approved as to form and legal content]

Office of General Counsel

APPROVED AS TO FORM AND LEGALITY, SUBJECT TO PROPER EXECUTION BY THE PARTIES.

OFFICE OF THE GENERAL COUNSEL

-Not valid until signed and dated by both parties.-
April 30, 2012

Ms. Susan Nelms
Workforce Escarosa, Inc.
9111 Sturdevant Street
Pensacola, FL 32514

RE: Contract Number Identification on Invoices
    Contract Number # CI010

Dear Ms. Nelms:

Attached is your copy of the fully executed contract renewal for information exchange.

The contract number is effective throughout the life of the contract.

Should you have any questions related to this agreement, please contact me at 850-717-6951 for clarification.

Sincerely,

[Signature]
John Kinneer

CC: Marty Ehlen, Contract Manager
    Contract file


Thank you for your signed Renewal #1. I will route it for final signature here and email an executed copy to you. Please note that when replacing bond nobles

Subject: RE: Workforce Escarosa - FDORE/CE Agreement Renewal #1.
From: Neils Susan
To:
Sent: Monday, April 23, 2012 3:51 PM

Name: Neils Susan
Address:

Subject: RE: Workforce Escarosa - FDORE/CE Agreement Renewal #1.
From: Neils Susan
To: 
Sent: Monday, April 23, 2012 3:51 PM

Name: Neils Susan
Address:
1. INTRODUCTION: Various agencies provide specific and diverse employment and training services at and from varying locations in Escambia and Santa Rosa Counties, Florida. In order to provide such services in a way to better serve customers and help them benefit from such services, the local area partners deem it appropriate to agree and cooperate with each other for the establishment and operation of the Escarosa Career Center/System for the two county area.

The Escarosa Career Center/System provides an integrated delivery of employment and training services for our customers in Escambia and Santa Rosa Counties seeking employment services, labor market information, extensive job linkages, services and resources broadened via technology, easier access to training, and quality assurances for the universal customer.

2. PARTIES TO THIS MEMORANDUM OF UNDERSTANDING: This Memorandum of Agreement (MOA) establishes the intentions and responsibilities of the Community Action Program Committee, Inc. (CAPC) and the Workforce Escarosa, Inc. a referral system designed to maximize resources and job placement to provide quality educational opportunities for CAPC and Workforce Escarosa in Escambia County with their eligible customers.

Goal

The goal of this interagency agreement is to maximize the opportunities for Escambia County residents to access education, human resources, job training, job placement, and other CAPC and Workforce development services.

3. PURPOSE OF THIS MOU: The purpose of this MOU is to set forth the general conditions under and by which agencies will participate and contribute to the establishment and operation of the Escarosa Career Center/System.

The purpose of this MOU is to establish an agreement between the above mentioned entities concerning their respective roles and responsibilities for implementation of the provisions of section 121(c)(2) of Title I of the Workforce Investment Act (WIA) of 1998.

This agreement is to coordinate resources in order to prevent duplication and to ensure the effective and efficient delivery of workforce services in Santa Rosa and Escambia Counties, Florida. In addition, this agreement will establish joint processes and procedures that will enable partners to integrate the current service delivery system resulting in a seamless and comprehensive array of education, human services, job training, and other workforce development services within Escambia and Santa Rosa Counties, Florida.

Parties to this document shall coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties’ respective
administrative costs, and enhance participation and performance of customers serviced through the system.

- To establish guidelines for creating and maintaining a cooperative working relationship, to facilitate joint planning and evaluation of services, and to develop more efficient management of limited financial and human resources.

- To build a workforce development system that will dramatically upgrade Florida's workplace skills -- economically benefiting employees, employers, the state, and the nation.

4. GOVERNANCE STRUCTURE FOR THE ONE-STOP CENTER:

a. GOVERNANCE COMMITTEE -- Escarosa Career Center partner agencies/organizations will designate a representative in writing-- to include The Community Action Program -- to serve as a member of the One-Stop Governance Committee. Escarosa’s Director shall act as the facilitator of the Governance Committee and will work with our partners to identify issues or concerns regarding customer flow and services within the Escarosa Career Centers.

Items not resolved by the Governance Committee will be taken to Escarosa’s Career Council Committee for review and consideration.

b. GOVERNANCE COMMITTEE RESPONSIBILITIES --
In tier fashion: The One-Stop Governance Committee reports to the Career Council Committee as needed; the Career Council Committee reports to the Escarosa Board of Directors. One-Stop Governance Committee duties and responsibilities include, but are not limited to:

(1) Identifying issues, problems, or concerns related to Escarosa Career Center staff, agency/organizational interaction, center/program operations and performance, customer flow, and customer services.

(2) Resolving those issues, problems, or concerns at the lowest possible tier level.

(3) Advising and assisting the Escarosa Career Center with personnel, fiscal and operational matters, as required.

(4) Accepting and reviewing Career Center performance reports from the partner agencies/organizations and Career Center Operator each month. Coordinating with those same entities in order to sustain/improve operations, services, performance, and staff/customer satisfaction.

(5) Ensuring that all relevant federal, state, and local policies and procedures are properly incorporated into Escarosa Career Center operations.

5. THE COMMUNITY ACTION PROGRAM COMMITTEE, ESCAMBIA COUNTY: As a partner in the Escarosa Career Centers in Pensacola, Century and Milton, Florida and party to this MOU, The Community Action Program Committee, Inc. (CAPC) shall:
a. OPERATIONAL —

(1) Provide financial assistance to Workforce Escarosa customers in Escambia County on an as needed basis, with books, licensing fees, uniforms, tools, job placement and physical exams; provided that funding is available.

(2) Identify and accept referrals for eligible customers who meet Workforce Escarosa’s admission requirements and who meet eligibility under CAPC’s program services.

(3) Provide financial assistance with starting a small business (i.e. home daycare) to eligible customers of Workforce Escarosa who meet eligibility under CAPC’s program services in Escambia County; provided that funding is available.

(4) Providing training for green jobs and computer literacy to customers of Workforce Escarosa who meet eligibility under CAPC’s program services in Escambia County; provided that funding is available.

(5) Provide Workforce Escarosa with names of CAPC’s customers who obtain employment via Workforce Escarosa.

(6) CAPC will be allowed to track for ninety days (90) any Workforce Escarosa customers who are placed in jobs through CAPC as well as any CAPC customers who are placed by Workforce Escarosa.

b. FISCAL —

(1) Provide wages and fringe benefits, in accordance with CAPC’s guidelines, for all CAP staff assigned to or using the Escarosa Career Center.

(2) Fund services/activities as required under CAPC’s federal employment and training grant for eligible customers involved in CAPC’s program activities.

(3) Fund all CAPC supplies and resource materials as needed by CAPC staff.

6. ESCAROSA RESPONSIBILITIES: As an Escarosa Career Center partner and a party to this MOU, Escarosa shall:

(1) Administer and oversee Workforce Investment Act (WIA), Welfare Transition Program, Wagner-Peyser services to include Unemployment Compensation, and other programs as funded by the Workforce Florida, Inc., and/or the Agency for Workforce Innovation, and activities within Escambia and Santa Rosa Counties, Florida, as directed by federal, state and local authorities.

(2) Provide, coordinate, and — when necessary — interpret federal, state and local laws, regulations, policies and procedures applicable to program operations.

(3) Provide funding in support of local operations, as available and authorized.
Coordinate, assist with, and arrange for office space and equipment in order to support CAPC staff participating in Escarosa Career Center operations when possible. When equipment becomes available, Escarosa will notify all Escarosa Career Center partners and will honor requests on a first to ask/most in need – first to receive basis.

Serve as a primary point-of-contact and – when necessary serve as a mediator – for issues and concerns that arise and threaten Escarosa Career Center operations, customers, service providers, and/or performance outcomes.

Serve as the focal point for all Escarosa Career Center performance measures and performance outcomes.

Identify partner agencies to participate in the One Stop Consortium to serve as the Escarosa Career Center operator. Closely coordinate with the Operator in order to optimize Escarosa Career Center System operations and customer services.

7. CONFIDENTIALITY POLICY: All client/customer files and personal information will be processed and maintained as CONFIDENTIAL information, in accordance with applicable federal, state and local laws, regulations, policies and procedures. Client/customer information sharing between Escarosa Career Center partner agencies and organizations is permitted; however information sharing will be conducted on a strict need-to-know basis. Information sharing is allowed only after the organization/staff having the information cites the client/customer’s written authorization to release personal information, verifies that the person(s)/organization(s) to receive the information are authorized recipients, and confirms that the recipient(s) understands the need to maintain the information as confidential. A copy of the client/customer authorization form and a detailed record of all information exchanges shall be maintained in the client/customer file.

8. ESCAROSA GRIEVANCE PROCEDURES: Attachment B provides Escarosa Grievance Procedures applicable to all Escarosa Career Center operations and participants, subcontractors, employers and interested persons or their representatives. Escarosa partner agencies must ensure that all staff assigned to the Escarosa Career Center, program participants, and employers who receive Escarosa program funding/services (e.g., On-the-Job Training wage reimbursements) read and sign a copy of B. An authorized, parent agency/organization staff member must also sign the form as witness. Forms with the program participant’s/employer’s original signature are placed into participant files. Forms with the subcontractor’s and program staff member’s original signatures are delivered to the Escarosa Equal Opportunity Officer for file.

Grievances not involving the Escarosa Career Center or Escarosa funded programs/activities, which are pertaining to CAPC will be processed using CAPC’s procedures only. However, grievances that do concern the Escarosa Career Center or Escarosa Board funded programs/activities must be processed in accordance with Escarosa grievance procedures.

9. AMENDMENTS/CANCELLATION: Amendments to this MOU must be provided in writing and in advance of effective date(s) to the One-Stop Governance Committee and must be signed by both parties. After being reviewed by the Governance Committee and Career Council the MOU and any amendments shall be considered approved.
Federal and state laws and regulations require that an MOU exist between the Workforce Investment Board and an agency/organization providing services at One-Stop Centers. Federal and state laws and regulations further mandate that certain agencies/organizations participate in One-Stop Centers. Therefore, it is incumbent upon all parties to negotiate solutions to differences/problems that threaten the MOU and/or the Escarosa Career Center/System. In a case where all internal efforts fail to correct the situation, the unresolved issue(s) will be forwarded to each agency’s Board of Directors for resolution. A jointly signed cover letter will be attached to that correspondence. CAPC is a required One-Stop Center participant due to their operation of a Community Services Block Grant employment and training program. This MOU is subject to availability of resources and funds.

Either party may terminate this agreement by giving thirty (30) days written notice to the other party.

10. MOU EFFECTIVE PERIOD: The MOU becomes effective on the date signed by both parties, whichever is later, and remains in effect until terminated, in writing, by either party.

11. AUTHORIZATION FOR SIGNATURE:

By signing this document, all parties agree that the provisions contained herein are Subject to all applicable federal, state and local laws, regulations and/or guidelines relating to nondiscrimination, equal opportunity, displacement, privacy rights of participants, and maintenance of records and other confidential information relating to one-stop customers.

IN WITNESS WHEREOF, the parties hereto cause this MOU to be executed by their undersigned officials as duly authorized.

WORKFORCE ESCAROSA, INC.
DBA CAREERSOURCE ESCAROSA
BY: Janet Summers, Chief Financial Officer
DATE: 8/27/14

COMMUNITY ACTION PROGRAM
COMMITTEE, Inc., ESCAMBIA COUNTY
BY: Linda Moultrie, Board Chairperson
DATE: 8/27/14
MEMORANDUM OF UNDERSTANDING

PURPOSE:

The purpose of this Memorandum of Understanding is to comply with the Department of Labor guidelines of providing services for youth in Escambia and Santa Rosa Counties with AMIKIDS Pensacola and Escambia Boys Base.

Collaborating Entities – History/Qualifications:

➢ Career source Escarosa center has been providing employment skills to the citizens of Escambia County for many years.

➢ Escambia Boys Base (EBB): Has been a collaborating partner of the Escarosa Center since 2013. Prior to that Pensacola Boys Base has been a partner since 2006.

➢ AMIKids Pensacola: Has been a collaborating partner with the Escarosa Center since 2013.

Parties agree to follow all procedures necessary to place all parties in compliance with the United States Department of Labor act.

Parties agree that the Parties shall follow State and Federal law and guidelines concerning confidentiality. Any records used or developed by the (Escarosa Center) or (EBB/AMIKIDS Pensacola) under this agreement that relate to a particular person are to be kept confidential and may not be released to any other person or agency, except as provided by law. The sharing of other information, with the exception of survey aggregate findings, is limited to those Parties needing to know in accordance with policy, State or Federal statute, professional licensure and ethical standards.
MEMORANDUM OF UNDERSTANDING

Partner Roles and Responsibilities:

Career Escarosa Center

- Employability Skills, Resume Writing
- Labor Market Information
- Job Search Assistance
- WIA Services for postsecondary education for youth 18 years of age and older

Escambia Boys Base (EBB)/ AMIKIDS Pensacola

- Will provide transportation to and from the courses.
- Provide transportation to and from interviews schedule by the Escarosa Center.

PROVISIONS:

1) This MOU shall take effect on the date of signature of the last person to sign and shall remain in effect for a period of 4 years.

2) This MOU may be renewed, at the option of both parties. If both parties desire to renew this MOU, they shall exercise this option no later than 60 days prior to the MOU expiration.

3) This MOU may be terminated by either party upon no less than 30 calendar days' written notice, without cause, unless a lesser time is mutually agreed upon by both parties.

4) This MOU may only be amended by mutual agreement of the parties and shall in all respects be governed by the laws of the State of Florida.

5) All collaborating partners of this MOU indicate approval of the proposed project by signing below.
MEMORANDUM OF UNDERSTANDING

Susan Nelms,  
Executive Director  
CareerSource Escarosa Center

Date

Oliver Jones  
Executive Director  
Escambia Boys Base AMLkids Inc.

Date
CAREERSOURCE ESCAROSA LOCAL
WORKFORCE DEVELOPMENT PLAN

ATTACHMENT G
PUBLIC COMMENTS
Hi Shannon. Again, thank you for reading the plan and providing comments. It is appreciated!! I’ve answered your questions below. This will be added to Attachment G and submitted to the State with the plan document.

Have a great Tuesday!!

Susan

Susan Nelms
Executive Director
CareerSource Escarosa
3670-2A North L Street, 2nd Floor
Pensacola, Florida 32505
P: 850.473.0939 Ext 288
F: 850.473.0935

www.careersourceescarosa.com

Few comments on the plan:

For page 14, why not give unemployment rate by county along with the poverty rates by county? You give the “Barriers to employment” only in Escambia numbers, why not separate the others? **We don’t have barriers broken down by County. The only reason we had the numbers for Escambia was due to some research Gulf Power had done for their “Cradle to Careers” movement. It was on Channel 3 news last night. We can mention the unemployment rates by county. We do receive those numbers from Florida DEO. Most of the information we receive from Labor Market Statistics is for the MSA.**

Page 15 – is the region define as the 2 counties (associate degree table) not clearly stated **Yes. The term Region applies to our MSA.**

Page 16 – mentions weakness of apprenticeship programs in the area but Locklin states they have programs on their website, and again on Page 39 **The law refers to registered apprenticeship programs. Totally different from apprenticeships. I don’t know of any federally recognized “registered” apprenticeship programs in our area. If there are, please let us know.**

Page 17 – Locklin has a Cyber Security program **Will add a statement regarding Locklin’s program.**

Page 25 – first paragraph, second sentence does not make sense to me – is FGNW only an ED marketing agency? **I don’t think so, but they are reorganizing and reducing the number of counties in their plan. Will remove the word marketing.**

Page 25 – second paragraph – next to last sentence doesn’t seem to flow, it starts off as “in addition, Floridas Great ......” **Will reword this sentence to “The Director of Escarosa also attends and is involved in any initiatives, as is appropriate, with Florida’s Great Northwest, Florida West Economic Development and Santa Rosa Economic Development.”**

Page 12 and bottom of 43- and top 44 – is verbatim to each other **Yeah, we knew this. It was basically the same question asked twice. So we answered it twice 😊**

You mention Cybersecurity in a few places, but no mention of AppRiver -- other companies are mention when it relates to certain areas **I’ll look through it and see where I can insert AppRiver.**