

CareerSource Southwest Florida

Workforce Innovation and Opportunity Act (WIOA) Local Workforce Plan

Two Year Modification

Local Workforce Development Area 24

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Date Submitted: March 16, 2018 Updated May 30, 2018

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ORGANIZATIONAL STRUCTURE

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

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

The Southwest Florida Workforce Development Board, Inc. dba CareerSource Southwest Florida represents Charlotte, Collier, Glades, Hendry and Lee counties. Per our Interlocal Agreement, one of the five chief elected officials of the five respective Boards of County Commissioners (BOCCs) serves as the Chief Elected Official and the "signatory" representative for all five counties for the Southwest Florida Job Training Consortium. Currently, the Chief Elected Official is Commissioner Mitchell Wills, Chairman of the Hendry County Board of County Commissioners, P. O. Box 1760, LaBelle, FL 33975-1760, (863) 675-5220, bocc3@hendryfla.net.

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

Attachment 1: Second Amended and Restated Interlocal Agreement for the Southwest Florida Job Training Consortium

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

Attachment 1: Second Amended and Restated Interlocal Agreement for the Southwest Florida Job Training Consortium

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

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

A nominating committee shall be appointed by the Board no later than the last Board meeting preceding the annual meeting of the Board during which an election of officers is scheduled. The nominating committee shall consist of no less than three (3) members and no more than five (5) members. The nominating committee shall present a recommended slate of officers for election to the Board at the annual meeting. The Chair shall be selected from the private-for-profit sector.

Per the Southwest Florida Job Training Consortium, each County Chair, or designee Commissioner, shall be responsible for making his/her County's private sector appointments for Board members. The nomination process for these appointments follows the requirements of CareerSource Florida's policy on Local Workforce Development Board (LWDB) Composition, Certification and Decertification and adheres to the following criteria:

- Representatives of business in the local area who are owners of businesses, chief executives or operating officers of business, and other business executives or employers with optimum policymaking or hiring authority;
- Representatives of businesses with employment opportunities that reflect the employment opportunities of the local area; and
- Representatives are appointed from among individuals nominated by local business organizations and business trade associations.

A majority of the LWDB members must represent local businesses in the local area. The nomination process for these private sector appointments for board members of SFWDB shall be as follows:

- Private sector representatives shall be selected from among individuals nominated by general purpose business organizations after consulting with and receiving recommendations from other business organizations in the workforce development region. General purpose business organizations are defined as those organizations which admit to membership any for-profit business operation

within the workforce development region, or any entity that represents or serves as an umbrella organization that includes membership from for-profit businesses.

- Such nominations, and the individuals selected from such nominations, shall reasonably represent the industrial and demographic composition of the business community.

Ensure through its appointments that Board membership includes representatives of education, labor/apprenticeship and economic/community development as defined in CareerSource Florida's June 8, 2016 policy on Local Workforce Development Board (LWDB) Composition, Certification and Decertification.

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

Officers shall be elected bi-annually and shall serve a two-year term commencing the day of the election. The terms of the officers are limited to two (2) consecutive two-year terms in the same office. There are no limitations on the number of terms not in sequences or in different offices.

There are no term limitations for other Board members. Vacancies are filled as they arise; therefore ensuring only a small portion of the membership expires or is vacant at any given time.

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

Nominations for Board members are received from local business organizations and business trade associations; most often by local economic development offices. The nominations are promptly forwarded by email to the Board of County Commissioners (BOCC) chair or designee from their respective counties for possible appointment

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

A Board member unable to attend a meeting may send someone to gather information but this person will not serve as a designee, will not be included when determining the number of members needed for a quorum and will not be entitled to vote on a matter under consideration by the Board.

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

Any one or more directors may participate in a meeting of the Board by means of a telephone conference or other telecommunications device that allows all persons participating in the meeting to hear each other or to see in written form the words of the other directors. A director participating in a meeting by such telephone conference or other telecommunications device shall be deemed present in person at such meeting for purposes of establishing a quorum.

- 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,**

Board members assist in determining where the greatest business needs are and direct staff in developing a focus group, task force, etc. Active participation includes chairing meetings, facilitating meetings and bringing business leaders and employers to the table. The Board Chairperson, as well as other Board members, reaches out to local and state leaders to garner support.

Board members also serve as Committee members where they are involved in activities such as making site visits to the CareerSource Southwest Florida centers to evaluate services being provided. These "secret shoppers" may present themselves as employers, new businesses interested in recruiting or parents seeking

employment information for a youth, a job seeker, etc. Their assessments of the centers include customer service, wait time and resources available. Feedback is provided to the Committees to include positive experiences and opportunities for improvement. Suggestions are discussed and staff follows up with changes, where needed. Committees report back to the full Board with findings and progress.

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

"Two hat" Board members may satisfy more than one category of the representation required by WIOA.

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

Throughout the year, the Chairpersons of the five Boards of County Commissioners (BOCC) within LWDB 24 are forwarded information pertaining to local Board activities, finances, meetings and issues. They periodically request meetings with the Board Chairperson, other Board members, the Executive Director or other Board staff to better understand the role of the LWDB. They may also request a meeting to discuss issues or review plans. The draft Plan was emailed to the five BOCC chairpersons, the five county managers and to local economic development offices. All were invited to comment on the draft plan. Each of the chief elected officials (chairs) of our five BOCCs has signed the Interlocal Agreement for the Southwest Florida Job Training Consortium. Although all five received the draft of the Plan and were provided the opportunity for input, these five chairpersons have elected one BOCC chairperson to serve as chief elected official/chairperson of the Consortium and to be the signatory representative for all five counties. Our chief elected official is the chairperson of the Hendry County BOCC. Commissioner Michael Swindle signed the Four-Year Plan and the newly appointed chairperson, Mitchell Wills, will be asked to sign the Two-Year Modification to the Four-Year Plan.

(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.**

Mr. Michael P. Jackson, President
Jackson P.R.
2513 SE 24th Place
Cape Coral, FL 33904
Phone: 239-573-9843 E-mail: mj@jacksonpr.com

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

Ms. B.J. Brundage, Vice-President
Deangelis Diamond Construction
8695 College Parkway, Suite 2042
Fort Myers, FL 33919
Phone: 239-631-9060 E-mail: bjb@deangelisdiamond.com

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

Throughout the year, Board and Committee members discuss and make recommendations to Board staff regarding programs and services. In 2016, Board staff incorporated input from the Committee members and Board members in the Four-Tear Plan of activities and services for LWDB 24. The draft was emailed to our Board members, which includes representatives of businesses and labor organizations, and to those on the Interested Parties list. This list is maintained to ensure that information is forwarded to stakeholders, partners and the general public. The Board's Program and Planning Committee members also received the draft as they have primary responsibility for oversight and guidance for plan development. The Program and

Planning Committee reviewed and discussed the Four-Year Plan and then made a motion to recommend approval to the Board. The involvement of the Board's Program and Planning Committee in the development of the Plan ensures that members had an opportunity to decide locally but within required guidelines, how programs and services are provided in LWDB 24. At the March 14, 2018 Board meeting, the Program and Planning Committee will be asked to make a recommendation to the full Board regarding acceptance of the Two-Year Modification of the Four-Year Plan. If approved by the Board and signed by the Board President and the Chief-Elected Official, the Two-Year Modification of the Four-Year Plan will be submitted to CareerSource Florida..

(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**

The Southwest Florida Workforce Development Board, Inc. doing business as (dba) CareerSource Southwest Florida is the fiscal agent.

- 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**

CareerSource Southwest Florida is the administrative entity and will carry out the responsibilities.

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

See Attachment 2: Request to Extend Designation as a Direct Provider of Workforce Services.

(4) One-Stop System

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

A Leadership Team, comprised of Board staff (described in detail in Attachment 2: Request to Extend Designation as a Direct Provider of Workforce Services) provides oversight for our workforce delivery system while Center Supervisors provide the direct supervision and are responsible for the day-to-day operations and performance outcomes of the One-Stop Centers. This system has proven an effective means of separating oversight from operational activities. The Leadership Team meets monthly with the Center Supervisors to work on improving processes.

Staffing levels were developed for front-line staff in the Centers. Our Career Development Representatives (CDRs) may progress along a career ladder based on their knowledge, skills and performance from CDR I to CDR IV. This has allowed for greater integration of services. One-Stop service delivery integrates programs, services, and governance structures. In a Region encompassing 5,449 square miles, the analysis of need indicates that our “system” should have several access centers. The five (5) full-service and two (2) satellite CareerSource Southwest Florida centers are located throughout the Region as follows:

Charlotte County

- 3745 Tamiami Trail, Port Charlotte, 33953

Collier County

- 3050 Horseshoe Drive North, Building A, Suite 110, Naples, 34104
- 750 South 5th Street, Immokalee, 34142

Glades/Hendry Counties

- 215-B South Francisco Street, Clewiston, 33440

- 921 Anvil Circle, Labelle, 33935 (satellite office)

Lee County

- 4150 Ford Street Extension, Fort Myers, 33916
- 1020 Cultural Boulevard, Cape Coral 33990 (satellite office)

Participating partners vary from Center to Center but may include the Florida Department of Children and Families, the Florida Department of Education's Division of Vocational Rehabilitation, Department of Economic Opportunity (DEO), the Job Corps provider, Goodwill Industries of Southwest Florida, the Senior Community Service Employment Program (SCSEP) provider, the School District of Lee County (Adult Education activities), Florida Gulf Coast University (FGCU)-Small Business Development Center, Department of Business and Professional Regulations (farm labor), Avow Hospice, Rural Neighborhoods, Immokalee Community Redevelopment Agency, Immokalee Foundation's Pathways, and the Early Learning Coalitions.

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.

At a minimum, all CareerSource Southwest Florida centers are open to customers Monday through Friday, 8:00a.m.-5:00p.m., except on approved holidays. Full-service centers are frequently open evenings and weekends to accommodate businesses and job-seekers.

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

Mr. Tracy Lansberry was selected as the One-Stop Operator for July 2017 through June 2018 with two (2) one-year renewal options at the discretion of the Board.

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

The Southwest Florida Workforce Development Board, Inc. dba CareerSource Southwest Florida is designated as the direct provider of certain workforce services through June 30, 2020.

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.

Under contract with the Southwest Florida Workforce Development Board, Inc. dba CareerSource Southwest Florida, the One-Stop Operator will facilitate coordination of one-stop center partners, including, at a minimum, the following responsibilities:

- Evaluate linkages among one-stop partners with respect to communication and referrals that hinder optimal seamless service delivery; identify deficiencies or gaps in linkages; and recommend strategies for improvement.
- Review Memoranda of Understanding with one-stop partners relating to sharing of information; identify deficiencies or gaps that hinder optimal seamless service delivery; and recommend modifications.
- Identify and recommend practices that encourage the one-stop center partners to provide services to individuals with barriers to employment, including individuals with disabilities who may require longer-term services including intensive employment, training and education services.
- Conduct two site visits to each of the five full-service centers, including interviews with Center Supervisors and direct contact with partners.
- Provide a written report no less than quarterly to the President of the Board. Reports should identify efficiencies and effectiveness related to partner cross-referral processes, in particular, follow-up activities with partners after referral.

- Report in person to the full board at least annually.

CareerSource Southwest Florida will provide Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker and Youth, Temporary Assistance for Needy Families (TANF), and Supplemental Nutrition Assistance Program (SNAP) services throughout the Region. As noted above in Organization Structure, #4 - One-Stop System, our Leadership Team provides oversight while the Center Supervisors are responsible for the day-to-day operations and performance outcomes, which has proven an effective means of separating oversight from operational activities.

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

All five full-service, comprehensive CareerSource Southwest Florida centers meet the One-Stop Certification requirement.

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:

CareerSource Southwest Florida is comprised of a five county (Charlotte, Collier, Glades, Hendry, and Lee) area that is the total land mass of 5,449 square miles (comparison land mass of the third smallest state in US, Connecticut) with an estimated population of 1,250,644 per the 2016 estimates which is an increase from 1,196,729 per the 2014 estimates. For comparison reasons the population chart below utilizes both the 2014 ACS 5-Year Population Estimate and the 2016 ACS 5-Year Population Estimate to analyze regional changes.

Population by Area	2014 ACS Population Estimates	2016 ACS Population Estimates
Charlotte County	163,151	169,642
Collier County	334,474	348,236
Glades County	13,190	13,420
Hendry County	38,360	38,376
Lee County	647,554	680,970
LWDB 24-Southwest Florida	1,196,729	1,250,644
Florida	19,361,792	19,934,451
US	314,107,084	323,405,935

Within this very large geographic area the landscape and industry vary widely. The coastal counties of Charlotte to the north, Lee in the center and Collier to the south are the most populous. These three counties attract and sustain industries such as A) Educational services, and health care and social services, B) Retail trade, and C) Professional, scientific, management administrative waste management services. Collier County relies more heavily on the Arts, entertainment, and recreation; and the Accommodation and food services industries than the other four counties. This industry, Arts, entertainment, and recreation; and accommodation and food services, continues to rank second in full-time year-round employed population in Collier County. In the rural counties of Glades and Hendry, the Agricultural, forestry, fishing and hunting industries are ranked number one per the data review of Table A – below.

TABLE A								
<i>Employment by Industry Sectors</i> <i>Data Table - S2403</i>	Data Reference Year	Charlotte	Collier	Glades	Hendry	Lee	SWFL	Overall Ranking 2014//2016
Annual - Full-time, year-round civilian employed population 16 and over	2010 – 2014 ACS	33,544	86,034	2,845	9,667	164,775	296,865	By number of employees
	2012 – 2016 ACS	57,294	145,216	3,627	15,312	274,224	495,673	
Agriculture Forestry Fishing Hunting	2010 – 2014 ACS	211	2,584	486(2)	2,294(1)	1,828	7,403	12 // 11
	2012 – 2016 ACS	354	5,414	635(1)	3,861(1)	2,305	12,569	
Agriculture, forestry, fishing, hunting	2010 – 2014 ACS	211	2,535	472	2,173	1,630	7,021	subsector
	2012 – 2016 ACS	306	5,373	621	3,755	2,092	12,147	
Mining, quarrying, oil/gas extraction	2010 – 2014 ACS	0	49	14	121	198	382	subsector
	2012 – 2016 ACS	48	41	14	106	213	422	
Construction	2010 – 2014 ACS	2,853	8,952	127	841	14,518	27,291	5 // 5
	2012 – 2016 ACS	5,177	15,057	182	1,399	26,892	48,707	
Manufacturing	2010 – 2014 ACS	1,673	3,211	298	818	6,393	12,393	10 // 9
	2012 – 2016 ACS	2,282	4,565	244	1,255	9,319	17,665	
Wholesale trade	2010 – 2014 ACS	763	2,353	33	120	4,137	7,406	11 // 12
	2012 – 2016 ACS	1,081	2,939	38	423	6,061	10,542	
Retail trade	2010 – 2014 ACS	4,882(2)	10,956(3)	61	948(3)	21,336(3)	38,183	2 // 2
	2012 – 2016 ACS	10,106(2)	18,773	615(2)	1,433(3)	42,813(2)	73,740	
Transportation Warehousing Utilities	2010 – 2014 ACS	1,693	2,684	359(3)	455	8,259	13,450	9 // 8
	2012 – 2016 ACS	2,339	5,385	123	559	10,374	18,780	
Transportation and Warehousing	2010 – 2014 ACS	1,308	2,139	146	319	6,615	10,527	Subsector
	2012 – 2016 ACS	1,800	4,638	77	467	8,994	15,976	
Utilities	2010 – 2014 ACS	385	545	213	136	1,644	2,923	Subsector
	2012 – 2016 ACS	539	747	46	92	1,380	2,804	
Information	2010 – 2014 ACS	487	1,369	23	53	3,215	5,147	13 // 13
	2012 – 2016 ACS	1,044	2,123	70	88	5,003	8,328	
Finance Insurance Real Estate	2010 – 2014 ACS	2,461	7,478	43	416	12,453	22,851	6 // 6
	2012 – 2016 ACS	3,727	11,313	74	434	19,624	35,172	
Finance and Insurance	2010 – 2014 ACS	1,475	3,477	20	280	6,245	11,497	subsector

	2012 – 2016 ACS	1,946	4,895	33	265	9,201	16,340	
Real Estate and rental and leasing	2010 – 2014 ACS	986	4,001	23	136	6,208	11,354	subsector
	2012 – 2016 ACS	1,781	6,418	41	169	10,423	18,832	
Professional, scientific, management administrative waste management services	2010 – 2014 ACS	3,526(3)	10,843	192	430	22,015(2)	37,006	3 // 4
	2012 – 2016 ACS	6,649(3)	20,002(3)	218	1,282	35,685(3)	63,836	
Professional, scientific, technical srvs	2010 – 2014 ACS	1,862	4,863	41	144	9,872	16,782	subsector
	2012 – 2016 ACS	3,015	8,736	70	368	15,227	27,416	
Mgmt. of companies & enterprises	2010 – 2014 ACS	0	69	0	0	178	247	subsector
	2012 – 2016 ACS	14	67	0	0	166	247	
Admin & support & waste mgmt.	2010 – 2014 ACS	1,664	5,911	151	286	11,965	19,977	subsector
	2012 – 2016 ACS	3,620	11,199	148	914	20,292	36,173	
Educational Services, and health care and social services	2010 – 2014 ACS	7,970(1)	15,481(1)	605(1)	1,666(2)	37,398(1)	63,120	1 // 1
	2012 – 2016 ACS	12,221(1)	23,516(1)	587(3)	2,362(2)	57,367(1)	96,053	
Educational srvs	2010 – 2014 ACS	2,301	4,589	394	909	10,467	18,660	subsector
	2012 – 2016 ACS	3,765	7,905	437	1,114	18,342	31,563	
Health care and social srvs	2010 – 2014 ACS	5,669	10,892	211	757	26,931	44,460	subsector
	2012 – 2016 ACS	8,456	15,611	150	1,248	39,025	64,490	
Arts, entertainment, and recreation; and accommodation and food services	2010 – 2014 ACS	2,589	11,585(2)	253	624	16,781	31,832	4 // 3
	2012 – 2016 ACS	6,672	23,265(2)	495	1,073	35,443	66,948	
Arts, entertainment and recreation	2010 – 2014 ACS	578	3,598	28	206	4,901	9,311	subsector
	2012 – 2016 ACS	1,378	6,887	143	167	9,302	17,887	
Accommodation and food services	2010 – 2014 ACS	2,011	7,987	225	418	11,880	22,521	subsector
	2012 – 2016 ACS	5,294	16,378	352	906	26,141	49,071	
Other services, except public administration	2010 – 2014 ACS	1,688	5,027	179	264	7,946	15,104	8 // 7
	2012 – 2016 ACS	3,305	9,148	126	521	13,874	26,974	
Public administration	2010 – 2014 ACS	2,748	3,511	186	738	8,496	15,679	7 // 10
	2012 – 2016 ACS	2,337	3,716	220	622	9,464	16,359	
2010 – 2014 ACS, 5-Year Estimates release date 04/23/2015 2012 – 2016 American Community Survey, 5-Year Estimates as of 02/01/2018								

The data reflect those industries that provide year round employment opportunities which create regional economic stability. The top industries (ranking of region noted in far right column) of #1) Educational Services, and health care and social services, #2) Retail trade, #3) Arts, entertainment, and recreation; and accommodation and food services, and #4) Professional, scientific, management administrative waste management services, have a combined total of 300,577 of the 495,673 full-time, year-round workers in the workforce, or 60.6%. Adding the fifth ranking industry of Southwest Florida, Construction, its annual workforce of 48,707 brings the top five industries to 349,284 of 495,673 or at 70.5% of the regional labor force (full-time year-round civilian employed population 16 and over).

Urban and rural communities throughout the five counties of Southwest Florida have a vast difference in industry for citizens (civilian) who are employed full-time, year round. The industry of Transportation, Warehousing and Utilities has made a mark in the Glades County economy. Efforts by the partnership of the local officials, businesses and the workforce executive director have brought the realization of the Glades County Regional Training Facility (GCRTF) to this specific location in Glades County. This Training Center continues efforts to attract businesses and now able to hire full-time workforce. The projected growth in Glades County and its neighboring areas of Hendry and Highlands Counties will impact this industry's growth.

Both rural counties' economies, Glades and Hendry, rely on the industries of Agriculture, Forestry, Fishing and Hunting along with Manufacturing to stabilize their economies. Beyond the sugar and citrus farming of the area, Lake Okeechobee fuels the local economies as a fishing mecca. The many national tournaments have an impact on the tourism industry of Arts, entertainment and recreation; and accommodation and food services.

The five-county Region of Southwest Florida is a paradise that attracts part-time and seasonal residents from northern United States, Canada and Europe. Along with these part-time residents we have the pleasure of welcoming vacationers which impacts our infrastructures and workforce. Part-time and seasonal employment in the top four industries of Southwest Florida exponentially grows as employers meet customer demands. The unemployment rate from November to April drops in all five counties. The coastal counties

of Charlotte, Collier and Lee workforces are more affected due to seasonal residents and visitors.

The most recent State of Florida Local Area Unemployment Statistics By County (not seasonally adjusted) reflects a regional workforce that includes both full and part-time workers as:

WDA 24	November 2017		October 2017		November 2016	
	Labor Force	Unemployment Rate	Labor Force	Unemployment Rate	Labor Force	Unemployment Rate
Southwest Florida	590,717	3.8%	586,256	3.7%	561,249	4.8%

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

As noted above, the industries have been ranked by number of full-time, year round employment. The following notes growth of sub-sectors.

Industry Sub-Sector-Southwest Florida LWDA 24	Percentage Growth, 2017- 2025
Ambulatory Health Care Services	26.9
Nursing and Residential Care Facilities	20.1
Non-store Retailers	19.4
Professional, Scientific, and Technical Services	17.3
Specialty Trade Contractors	16.6
Educational Services	16.5
Construction of Buildings	15.0
Nonmetallic Mineral Product Manufacturing	14.9
Management of Companies and Enterprises	14.6
Real Estate	14.3
Electronics and Appliance Stores	13.6
Food Services and Drinking Places	13.4
Administrative and Support Services	13.3
Building Material and Garden Supply Stores	12.8
Securities, Commodity Contracts, and Other Investments	12.5
Social Assistance	12.4
Air Transportation	12.2
Heavy and Civil Engineering Construction	12.0
Amusement, Gambling, and Recreation Industries	11.8
Personal and Laundry Services	11.7

Emerging Industries: The industries of Education and Health Services; Construction; and, Professional and Business Services top the lists of growth industries at 23.5%, 16.8%, and 15.9% projected growth respectively. The emerging industries are found within the industries sub-sectors and those supporting regional leaders. The Southwest Florida region has seen a great need in Ambulatory Health Care Services and Nursing and Residential Care Facilities which has prompted growth in the Construction and related industries. And, because a great housing growth has occurred via the Construction industry the new residents require more healthcare services. The Educational Services sub-sector has seen and is projected for growth at 23.1% to meet the new resident need.

Although the Information industry is not projecting growth over the 2017-2025, the sub-sector of Other Information Services is projected to have 24.2% growth. CareerSource is currently surveying Information Technology (IT) businesses and business leaders with substantial IT workforce for information concerning future needs in certifications and workforce specifics.

The recently constructed Glades County Regional Training Facility (GCRTF) in Moore Haven will provide job opportunities in Glades County and throughout the surrounding rural areas while expanding opportunities for other businesses to start, grow and succeed. The training center will provide training and certifications in transportation, distribution, logistics and manufacturing. The training center has reached a point where a full-time workforce may be sustained so future growth is anticipated in this local area's emerging industry. Regionally the industry of Trade, transportation and utilities is projecting a growth of 13.4% with the Support activities for transportation (Industry code 481) projecting a 16.9% growth.

Occupations Gaining the Most New Jobs	2017-2025 Job Growth	Percent Growth	Total Job Openings*	2017 Median Hrly Wage
Retail Salespersons	46,000	13.1	145,404	10.36
Combined Food Prep., Serving Workers, Inc. Fast Food	38,690	16.2	103,589	9.47
Customer Service Representatives	33,866	13.9	81,320	14.43
Registered Nurses	30,306	16.1	65,249	30.79
Waiters and Waitresses	20,815	9.2	109,757	10.03
Cooks, Restaurant	19,868	18.8	42,342	12.55
Nursing Assistants	17,626	18.2	34,834	12.15
Secretaries, Except Legal, Medical, and Executive	17,367	9.0	33,748	15.78
Janitors and Cleaners, Except Maids and Housekeeping	16,485	12.6	36,831	10.60
Landscaping and Groundskeeping Workers	15,585	13.5	32,106	11.74
Office Clerks, General	14,492	8.3	44,323	13.40
Construction Laborers	14,185	17.0	27,429	13.73
Laborers and Material Movers	13,822	10.4	45,630	11.92
Cashiers	13,437	5.4	101,892	9.31
Medical Assistants	13,099	24.5	21,883	15.06

Existing Demand Occupations: The majority of the top 15 demand occupations are low-skill occupations characterized by relatively low wages and high rate of worker turnover. The top four existing demand occupations are related to customer service and hospitality. Retail Salespersons is the top existing demand occupation, with 145,404 projected total job openings between 2017 and 2025. Registered Nurses occupation is the only top 15 existing demand occupation that requires significant technical training. The other occupations emphasize customer service or manual/clerical work. Only two of the top 15 existing demand occupations are the healthcare occupations – an industry that has high growth. These two occupations, registered nurses and medical assistants, have a relatively high turnover rate due to aging of its workforce as reported by the Florida Healthcare Workforce Initiative. CareerSource Southwest Florida continues to strategize with regional industry leaders as these occupations continue to experience employment growth as a result of the increasing demand for healthcare services that is driven by population growth and aging, expanding insurance coverage, and technological change.

Emerging Occupations: The majority of top emerging occupations occur in the professional services industry sector. Two of the top emerging occupations in the

professional services industry sector are mechanical engineers and mechanical engineering technicians, driven by strong growth in the architectural and engineering services industry in Southwest Florida. The growth in the construction industry sector of the emerging occupation first-line supervisors of construction and extraction workers is due in part to activities related to solar energy installation and general population growth. Energy-related sales representatives and geothermal technicians are the top two emerging occupations in the clean tech industry sector. Energy sales representatives buy or sell energy products on behalf of residential or commercial customers or utilities and negotiate and oversee contracts for energy sales. Geothermal technicians perform technical activities necessary for the generation of power from geothermal energy sources. The construction of Babcock Ranch has brought new demands to our area. This is a new development in Southwest Florida that introduces itself as a self-sustaining, solar energy community.

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

The employers within Southwest Florida need a workforce with industry-recognized credentials that meet the skills of their industry. Partners in the regional post-secondary education system (technical colleges, state college, colleges and universities) are required to review curriculum demands and partner with Southwest Florida CareerSource in their efforts. Workforce Board staff has, and will continue, to meet with educators from all institutions to assess current and future local demands.

Local businesses indicate the need for employees with workplace (or basic) skills. CareerSource Southwest Florida centers offer on-site workshops. CareerSource Southwest Florida offers on-line workshops on its iCareers platform. This is available to everyone – including those employees that are referred to the service by their employer.

CareerSource Southwest Florida is working with the Southwest Florida Regional Technology Partnership to establish the high demand certifications needed by those in the Information Technology (IT) industry and those regional industry leaders with an IT department. CareerSource Southwest Florida will provide individuals the opportunity to participate in short-term training resulting in industry recognized certifications,

internships, and On-the-Job Training (OJT) activities to meet the demands of regional businesses.

The employers within Southwest Florida need a workforce with measurable educational attainments. The partnerships of CareerSource Southwest Florida centers and the five school districts allows for reciprocal referrals of the Adult Education and CareerSource systems.

The 2012 - 2016 American Community Survey 5-Year Estimates indicate a total working age population as 1,025,381. The chart indicates geographic areas of counties. These five counties also represent the five school districts of Southwest Florida. A partner, the Southwest Florida Community Foundation received a grant from the Lumina Foundation to address increasing educational attainments throughout the five county school district Region. CareerSource staff as well as Destination Graduation staff assisted in the initiative to have high school seniors with their parents complete the Free Application for Federal Student Aid (FAFSA). Staff members met with students and parents throughout the Region for a two-year period. Southwest Florida is able to boast that the many efforts have resulted in students reaching higher educational attainments by the age of 25 and demonstrating success.

EDUCATION ATTAINMENT by population <small>U.S. Census Bureau 2012 – 2016 ACS 5-Yr Estimates</small>	Charlotte County	Collier County	Glades County	Hendry County	Lee County
Population 18 to 24 years	9,595	24,010	1,225	3,850	49,312
Less than high school graduate	22.0%	19.4%	29.4%	28.8%	19.4%
High school graduate (includes equivalency)	42.1%	38.5%	35.3%	37.2%	33.3%
Some college or associate's degree	30.8%	34.4%	35.2%	33.2%	40.7%
Bachelor's degree or higher	5.1%	7.6%	.2%	.8%	6.6%
Population 25 years and over	137,850	260,789	9,954	23,888	504,908
Less than 9th grade	3.0%	7.7%	12.0%	22.4%	5.3%
9th to 12th grade, no diploma	7.6%	6.6%	14.3%	14.7%	7.7%
High school graduate (includes equivalency)	34.2%	26.2%	44.1%	31.7%	30.7%
Some college, no degree	24.4%	17.9%	16.4%	16.0%	21.1%
Associate's degree	9.2%	7.7%	5.4%	6.1%	8.5%
Bachelor's degree	13.5%	19.8%	6.1%	5.9%	16.8%
Graduate or professional degree	8.1%	14.1 %	1.6%	3.2%	9.9%

Each year the percentage of the population attaining a high school education has increased. Recent reports from Collier and Lee counties indicate the need for several newly constructed schools to meet the population growth of school age children in their districts. Charlotte County continues to surpass the other counties in population that have attained a high school education or higher. Collier County leads the region in population that have attained a bachelor's degree or higher.

EDUCATION ATTAINMENT - U.S. Census Bureau 2012 – 2016 ACS 5-Yr Estimates	Charlotte County	Collier County	Glades County	Hendry County	Lee County
Population 25 years and over	137,850	260,789	9,954	23,888	504,918
Percent high school graduate or higher	89.4%	85.7%	74.4%	62.9%	87.0%
Percent bachelor's degree or higher	21.6%	33.9%	8.9%	9.1%	26.7%

(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 “demand-driven” system focuses on those skill gaps identified by the need of employers. This continued priority has provided CareerSource Southwest Florida the opportunity to serve employers when determining the needs of the communities. Surveys and focus groups of employers who do (and do not) utilize the one-stop delivery system continue and will be one of the tools for continued improvement of services.

Businesses are demonstrating a greater need for postsecondary education. Participants will need to learn and build their skill sets. Job skills necessary for demand occupations in Administrative and Support Services and most other industries include basic and advanced information technology, skills related to industry-specific credentials, and soft skills. CareerSource Southwest Florida’s recent initiative addresses the necessary advanced information technology certifications requirements. We are partnering with the Southwest Florida Regional Technology Partnership to survey business and industry leaders to ascertain the in-demand certifications and then reach out to individuals to train, certify and/or provide worksite activities (internships and On-the-Job training). This will develop a more skilled workforce that will reach throughout our Region’s industry leaders.

One of the greatest areas of need for highly-skilled workers in Southwest Florida will be in the healthcare industry. Some of the greatest demands (nursing, radiology and health information technology) require specific education and certification. We have partnered with education and business to increase the capacity for various healthcare programs in the area. One healthcare system has partnered to create an in-house career laddering system. Those employees with great work performance but not trained in patient care are being recruited and trained. We will continue to work with businesses in demand industry groups to develop career laddering opportunities for current employees.

We have also successfully collaborated with educational entities to pursue grant funding to expand training capacity. The Educational Services sub-sector is one with great projected growth of 23.1%. We note the difficulties that our educational partners have to stay ahead of the business and workforce education demands. The need for post-secondary educators has been a focus and regional institutions are addressing the need for specific subject matter educators.

(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)).

As noted in the data above in Table A (current employment – labor force - per industry sector) and the emerging industry sectors, employees will be in high demand who possess the skills required for all subsectors of the 1) Educational Services, and health care and social services and 2) Professional, scientific, management administrative waste management services industries. With the increase of population who are able to continue occupational skills education, Southwest Florida must continue to utilize its robust post-secondary education system.

The Alliance of Educational Leaders was founded in 1999 and is a collaborative partnership with Southwest Florida Workforce Development Board and CEOs of regionally accredited (SACS) K-20 educational institutions in Southwest Florida. Utilizing this partnership CareerSource Southwest Florida and educational leaders of technical colleges associated

with the local school districts as well as Florida Gulf Coast University; Hodges University; Keiser University; and Nova Southeastern University continue to identify and meet future workforce needs.

CareerSource Southwest Florida continues to focus efforts on disenfranchised youth who are high school drop-outs with two distinct programs, Destination Graduation and Destination Career\$. Out-of-School Youth served are 16 through 24 years of age while In-School-Youth are 14 through 21. Workforce efforts to advance these individuals in their high school graduation (Destination Graduation) and in the attainment of the equivalency (Destination Career\$) meet many economic stability issues.

Tables addressing Education Attainment are located in Section (1), B. above..

Those individuals who have a high school diploma or equivalency are able to move through their career pathway to achieve industry-recognized certifications in those occupations in demand. Those individuals served through the workforce system receive guidance so that their skills sets and career wishes are matched to local demands. Likewise the educational system utilizes the FloridaShines (Florida's Student Hub of Innovative Educational Services) system with students to assess, guide and track individual career paths. Florida's Integrated Career and Academic Preparation System (FICAPS) allow educators to review data and individual progress.

Local employers work with our Disability Program Navigator and the Business Services division to meet their requests when seeking to hire individuals with a disability. Also, Southwest Florida Workforce Development Board is an Employment Network within the Social Security Administration System. This allows the CareerSource Southwest Florida centers to serve individuals who are utilizing their Ticket to Work to re-enter the regional labor force. Per the U.S. Census Bureau, American Community Survey 2016 Estimates, Southwest Florida has a Labor Force of 24,146 of Persons with Disabilities as well as 4,835 seeking employment (Unemployed). The twenty percent (20.0%) unemployment rate is the focus of the Disability Program Navigator, CareerSource Southwest Florida centers and Partners who serve those with disabilities (noted previously),

CareerSource Southwest Florida centers and staff continue to assist individuals that have not reported their disability within the Employ Florida Marketplace system. These individuals make the choice not to report for a variety of reasons, or have inputted data incorrectly. Staff members guide our customers to self-report by reviewing their application and updating as desired. Those individuals who require services offered by community partners are referred (with reciprocating referral systems in place) so appropriate services can be provided in a holistic manner.

Unemployment (Not Seasonally Adjusted) U.S. Bureau of Labor Market Statistics	November 2017		November 2016	
	Labor Force	Unemployment Rate	Labor Force	Unemployment Rate
Southwest Florida	590,717	3.8%	561,249	4.8%
Florida	10,123,000	3.6%	9,924,000	4.9%
Cape Coral-Fort Myers MSA	328,531	3.6%	331,020	4.5%
Naples-Immokalee-Marco Island MSA	170,771	3.9%	168,151	4.8%
Punta Gorda MSA	71,766	4.0%	70,057	5.2%

CareerSource Southwest Florida serves jobseekers in each of the Metropolitan Statistical Areas (MSA) noted in the table above. The staff at each center and satellite office have access to a SharePoint system which catalogs the monthly news releases from the Bureau of Labor Statistics (US Department of Labor), Florida Department of Economic Opportunity and Supplemental Data Releases. Information is readily available current trends in each of the Region's industries. Also, we educate our customers that this information is readily available and web-based at careersourcesouthwestflorida.com

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

Through the strategically located full-service centers and satellite offices, access is provided to employment services, workshops and occupational training. Support services are made available through Board resources and those of our partners. CareerSource Southwest Florida has a history of strong partnerships with local business and educators. Board and

Center staff works with local economic development organizations to assist new and growing businesses throughout the Region. In partnership with local school districts, our Destination Graduation program provides drop-out prevention services to WIOA-eligible youth. All of these coordinated efforts have strengthened partnerships and helped to reduce duplication.

An initiative which allows businesses and human resource department staff to more effectively refer employees or prospective employees to our CareerSource Southwest Florida centers is being developed. An online inquiry form will be added to careersourcesouthwestflorida.com to assist with eligibility assessments. All individuals are able to access employflorida.com via our website to initiate an application for services. Key staff at each center will contact the individual to assess need for services and eligibility. See section below concerning the process for assessing for need of services and eligibility.

Matching the skills of the local workforce with the needs of employers continues to be challenging. Key partners of CareerSource Southwest Florida are the five school districts (Charlotte, Collier, Glades, Hendry and Lee counties), the community (State) college and the private, non-public educators which serve individuals and businesses in the same five-county Region.

A recent initiative that we anticipate to be a best-practice in our local workforce system includes a re-designed partnership driven by the Business Services Division of the Southwest Florida Workforce Development Board. The Business Services Division partnered with Lee Health to assess its workforce needs in its nursing occupations. Lee Health is in need of hundreds of Certified Nursing Assistants throughout its hospitals and ambulatory care facilities in Lee County. Lee Health and CareerSource Southwest Florida coordinated efforts with the two technical colleges of Lee County School District (Cape Coral Technical College and Fort Myers Technical College) for the customizing of curriculum in the certified nursing assistant program. This program is designed to fast-track individuals that have been successfully interviewed (and assessed) by the staff of Lee Health's Human Resources Department. Students are prepared for the specific needs of the employer; and, as certification is attained employment is secured.

The Board's Program and Planning Committee monitors the region's occupational training programs included on the Eligible Training Provider List (ETPL) to assure those skills attained from the training curriculum meet or exceed the local employers' workforce needs. We work together with our education and economic development partners to meet the anticipated needs of growth and emerging industries. The Business Services Division will continue its efforts with employers to meet their specific needs for greater numbers of employees in high-demand occupations.

(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)).

Career services and resources offered through the One-Stop delivery system are available and provided to individuals who meet eligibility requirements for those services. Services may be offered onsite at the One-Stop centers and satellite offices, by telephone and/or electronically. The combination of funds from Wagner-Peyser, TANF, WIOA, and funds from other One-Stop partners results in an expanded level of available services to eligible individuals. Career services will primarily include:

- Eligibility determinations;
- Outreach, intake including worker profiling, and orientation to the One-Stop system;
- Initial assessment of skill levels and supportive service needs;
- Job search and placement assistance, and career counseling;
- Referrals to other programs and services and coordination of these activities;
- Provision of local labor market information to include job vacancies, demand occupations, wages, job skills needed, and opportunities for advancement;
- Provision of information on:
 - eligible training providers' programs to include performance and costs (per program),
 - eligible providers of youth workforce services and activities,
 - providers of adult education,
 - providers of career and technical education activities at the postsecondary level,
 - career and technical education activities available to school dropouts,
 - providers of vocational rehabilitation services,

- how the local area is performing on performance accountability measures,
- availability of supportive services or assistance and referral, as appropriate,
- filing claims for unemployment compensation (Reemployment Assistance);
- Assistance with eligibility for non WIOA funded financial aid for education;
- If determined to be appropriate to obtain or retain employment, the provision of:
 - comprehensive and specialized assessments of skills levels and service needs which may include diagnostic testing and in-depth interviewing and evaluation:
 - Development of individual employment plan;
 - Group counseling;
 - Individual counseling;
 - Career planning;
 - Short term pre-vocational services;
 - Internships and work experiences that are linked to careers;
 - Workforce preparation activities;
 - Financial literacy services;
 - Out-of-area job search assistance and relocation assistance;
 - English language acquisition and integrated education and training programs;
- and,
- Follow-up services.

When determined necessary, appropriate and in compliance with the WIOA, eligible Adults and Dislocated Workers are referred to Eligible Training Providers' approved programs for occupational training. In consultation with a Career Development Representative (CDR), a participant will select the program most desired according to such factors as costs within established guidelines, geographic location, potential for successful completion, suitability, and scheduling considerations. In addition to ample training opportunities with eligible providers in Region 24, Individual Training Accounts are used for training with providers in other areas of the state, primarily in contiguous Regions.

(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)).

Youth programs and activities are promoted widely throughout the five counties. Youth investment activities support youth and young adults through an integrated service delivery system that includes occupational skills exploration, pre-employment/work maturity skills training, counseling, opportunities for academic skill building, GED preparation, job development, work experience, summer youth employment, on-the-job training, job placement, and follow-up. Youth programs offer the Program Elements outlined in the WIOA:

- Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential. Note – Florida no longer issues certificates of attendance. We will assist students within the parameters of the new “Florida 24 Credit Standard Diploma High School Graduation Options” developed for students entering 9th grade in 2014-15 and after. The new standard offers three possible 24 credit standard diploma options; 1) available to all students, including students with disabilities, 2) with academic and employment requirements, available only to students with disabilities, and 3) available only to students with significant cognitive disabilities, who take access courses and the alternate assessment.
- Alternative secondary school services, or dropout recovery services;
- Paid and unpaid work experiences that have as a component academic and occupational education, which may include -
 - (i) summer opportunities and other employment opportunities available throughout the school year;
 - (ii) pre-apprenticeship programs;
 - (iii) internships and job shadowing; and
 - (iv) on-the-job training opportunities;
- Occupational skill training which shall include priority consideration for training programs

that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved, if the local board determines that the programs meet the quality criteria described in section 123 of the WIOA;

- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- Leadership development opportunities;
- Supportive services;
- Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
- Follow-up services for not less than 12 months after the completion of participation, as appropriate;
- Comprehensive guidance and counseling;
- Financial literacy education;
- Entrepreneurial skills training;
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
- Activities that help youth prepare for and transition to postsecondary education and training.

One of our most successful models of youth workforce investment activities is Destination Graduation, which is a comprehensive mentoring and academic assistance program. In collaboration with the school districts this project provides intensive drop-out prevention services to WIOA-eligible, in-school youth. The goal is to decrease the high school drop-out rates. These students are provided mentoring, homework assistance, peer tutoring, fun after-school opportunities, summer employment opportunities, employability skills training, career development, life skills development, field trips, guest speakers, parent Involvement and other activities and services. Students in the control group receive only services routinely offered by the school district. Results to date show higher grade point average and a much higher graduation rate. Since its inception in 2009, Destination Graduation has grown from two schools to fifteen. Staff is continuing to seek grant funding to continue and perhaps expand the program to all high schools within the five-county area.

Destination Career\$ is a result of the successful Destination Graduation model. Destination Career\$ is a comprehensive mentoring program for Out-of-School youth throughout Southwest Florida. Each youth, along with their mentor, builds an individualized plan starting with the Student Cooperative Agreement. This agreement guides the youth through their *iCareer* pathway to success through educational and workforce activities. This program began in July of 2016 and continues to build stronger relationships with our community and educational partners. Those youth who are interested and participate in Destination Career\$ have multiple barriers and require guidance for educational attainments to support their career plans. Mentors/Career Development Representatives of Destination Career\$ provide access to quality education and job opportunities through guidance, continuous support in educational attainment, and opportunities for skills training in high-demand industries and occupations. All these activities culminating with workplace experience that result in a great job along their career pathway and/or enrollment in continued post-secondary education. Career pathway may include work-based learning via work experience, job shadowing, internships, short-term occupational skills and on-the-job training experiences.

iCareer is a web-based program (careersourcesouthwestflorida.com/icareer-program/) available to all. As the webpage explains: The *iCareer* program is designed to assist job seekers develop individualized career plans – **your *iCareer*** – that will outline a person’s individual career path, provide a way-forward for acquiring the skills needed to start in an in-demand career, and to define the rungs on the career ladder that will take that person to a high skill/high wage future.

In-School and Out-of-School Youth with disabilities are offered the same services and activities. All youth are assessed and accommodations provided on an individual basis. Most often identified are youth with learning disabilities. Staff may utilize the *iCareer* service delivery model to assist youth in designing a career path and acquiring in-demand skill sets in an occupation of interest and identify future career laddering opportunities. In addition to our staff-provided services, youth with disabilities will benefit from an Integrated Resource Team (IRT) service delivery approach. The IRT is described under Coordination of Services (1) below.

Currently the Disability Program Navigator (DPN) teams with the Center for Independent Living, Vocational Rehabilitation, Goodwill Industries of Southwest Florida and other Partners such as Blind Services to develop business outreach and training services for regional businesses. Future planning of collaborative services may include WIOA staff enrolling youth and referring to Vocational Rehabilitation (VR) for assessment based on the educational or vocational career path and an identified disability. Individuals pursuing post-secondary options must provide the schools with current documentation to complete a 504 accommodation plan. VR plays a key collaborative role in providing individuals with disabilities access to a variety of specialized providers; medical, mental health, psycho/social, rehabilitative engineers and vocational evaluators. Accommodations such as iPads provided to individuals for use in the workplace or educational environment to address hearing or learning limitations are an effective, low cost solution easily provided by Vocational Rehabilitation.

Assessment and/or evaluation results and recommendations shared with the customer and their WIOA Career Development Representative (CDR) are incorporated into the career planning process. The DPN and Integrated Resource Team remain resources to the CDR and client throughout the service delivery phase.

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

The vision of the CareerSource Southwest Florida is to be the local lead organization to provide workforce resources to businesses and individuals.

The mission of the CareerSource Southwest Florida is to initiate and support effective strategies through collaboration with business, education, and social services to facilitate the development of programs and activities that reduce dependency, encourage personal growth, and provide economic benefits to individuals, businesses, and communities of Southwest Florida.

CareerSource Southwest Florida has assigned the oversight and monitoring of programmatic services to its Service Delivery Committee. The committee reviews its responsibilities as outlined by CareerSource Florida and has revised its own goals and responsibilities to include the following elements:

- Use monitoring to ensure both businesses and job seekers advance the economic viability of the Region by developing a quality workforce.
- Review performance of workforce programs.
- Evaluate Center operations including services, resource rooms, customer service, programs, etc.

The committee reviews programmatic achievements and challenges annually. The Center Supervisors report directly to the Committee with input from Board staff. Discussion of best practices and achievements prepare the committee member to set future goals and priorities.

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

CareerSource Southwest Florida has a history of strong partnerships with local business, educators and other partners. Representatives of the core programs will share information to develop a better understanding of each other's programs and services. This will provide a seamless continuum of services for customers and will serve to reduce duplication. Ultimately the goal of the core partners is to assist customers in becoming self-sufficient and productive. We will continue to align our programs and ensure business and individual customers are aware of the full array of available services.

An Integrated Resource Team (IRT), facilitated by the Disability Program Navigator (DPN), includes the Division of Vocational Rehabilitation, the Division of Blind Services, the Center for Independent Living, the Agency for Persons with Disabilities and other community based agencies. The IRT works collaboratively to assist individuals with disabilities in meeting their career goals. Agency referrals are based on self-disclosure, customer choice, personal interview and the significance of known impairment.

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

A One-Stop Leadership Team was developed to provide oversight for our workforce delivery system while Center Supervisors provide the direct supervision and are responsible for the day-to-day operations and performance outcomes of the one-Stop Centers. The Leadership Team meets monthly with the Center Supervisors to work on improving processes.

The Board's Service Delivery Committee developed a strategy with measurable outcomes on how to target the Universal Customer. The Programs Division then wrote Center goals and expectations, to include the following:

- A. Increase number of Wagner-Peyser (WP) enrollments of Welfare Transition (WT) / Supplemental Nutrition Assistance Program (SNAP) referrals.
- B. Increase the number of special populations (WT, SNAP, Veteran, Offenders, Homeless and Disabled Individuals) enrolled in Workforce Innovation and Opportunity Act (WIOA).
- C. Increase the number of special populations (WT, SNAP, VET, Offenders, Homeless and Disabled Individuals) exiting WIOA with employment.

Each of the goals was established with an objective, historical data and an action plan for each of the five full-service centers. This along with the Service Delivery Committee's oversight of performance will continue to keep CareerSource Southwest Florida performing at high levels.

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

With a successful Disability Navigator Program, the Centers are better prepared to assist individuals with disabilities in accessing the services they need. The Disability Program Navigator (DPN) fields regional customer inquiries from staff, partners and community agencies. Each center has a Disability Specialist who serves as a triage point for the center and a point of contact for the DPN. The Regional Trainer and the DPN are in the process of extracting highlights from "*Access for All: A Resource Manual for Meeting the Needs of One-Stop Customers with Disabilities*," to include in a staff training curriculum. Assistive technology devices have been made available to include additional licenses & upgrades for Zoom text/JAWS and UbiDuo, a dual keyboard with LCD monitor. Staff is more knowledgeable and able to work with the customer in creating an appropriate Employment Development Plan.

The Equal Opportunity (EO) Officer investigates all grievances regarding and allegations of discrimination based on race, color, sex, national origin, disability, age, citizenship, political affiliation, beliefs, genetic information or marital status. If an individual has a complaint regarding level of services or customer service Region 24's policy is to try and resolve the

issue at the lowest level. As per policy a complaint will first be entertained to the Center Supervisor level and if not mutually resolved to the customer's satisfaction they are afforded the opportunity to submit the grievance in writing to the Programs Division Director for further investigation. To better meet the needs of other protected groups, the EO Officer has developed curriculum that includes interpretive services, complaint procedures, reasonable accommodations and social media guidelines. The training is provided during onboarding to ensure new staff is aware of the proper procedures regarding grievances and complaints. The EO Officer will also conduct training regarding the different avenues in which a grievance or complaint may be filled. CareerSource Southwest Florida staff is also scheduled to attend Americans with Disabilities Act (ADA) Basics training offered through the Division of Vocational Rehabilitation.

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

The mission of CareerSource Southwest Florida was developed through a strategic planning session of Board members, Committee members and Board staff. Goals and responsibilities were developed by the Board and are periodically updated by the Service Delivery Committee. The Center goals were developed during monthly Programs Division meetings. These meetings include the Programs Division Director, Quality Assurance Program Managers, and the Center Supervisors.

(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)).

The CareerSource Southwest Florida centers' localized goals as discussed in Section 3 above address the federal measures.

A. Action Plan for the first goal, "Increase number of Wagner-Peyser (WP) enrollments of Welfare Transition (WT) / Supplemental Nutrition Assistance Program (SNAP) referrals" includes:

- Expectation: CareerSource Southwest Florida centers shall ensure that at a minimum, 85% of the mandatory WTP and SNAP participants are enrolled in the Employ Florida Wagner-Peyser program.
 - Measurement Process: The center supervisors conduct an audit using an approved format to report monthly progress at the programs meeting.
- B. Action Plan for the second goal, “Increase the number of special populations (WT, SNAP, Veteran, Offenders, Homeless and Disabled Individuals) enrolled in Workforce Innovation and Opportunity Act (WIOA)” includes:
- Expectation: CareerSource Southwest Florida centers shall increase the special population enrollment in WIOA. Each center will calculate the number of special population enrollments for PY16/17 ending on June 30, 2017 and use that number as a baseline for increasing the enrollment of special populations by 5% each quarter beginning September 2017, December, 2017, March, 2018 and June, 2018.
 - Measurement Process: The center supervisors conduct audits using an approved format to report monthly progress at the programs meeting.
- C. Action Plan for the third goal, “Increase the number of special populations (WT, SNAP, VET, Offenders, Homeless and Disabled Individuals) exiting WIOA with employment” includes:
- Expectation: CareerSource Southwest Florida centers shall increase the special population WIOA exits with employment. Each center will calculate the number of special population exited for PY16/17 ending on June 30, 2017 and use that number as a baseline for increasing the special populations exits with employment by 5% each quarter beginning September, 2017, December, 2017, March, 2018 and June 2018.
 - Measurement Process: The center supervisors conduct an audit using an approved format to report monthly progress at the programs meeting.

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

Measures/LWDBs	24
Adults:	
Employed 2nd Qtr After Exit	89.00%
Employed 4th Qtr After Exit	85.00%
Median Wage 2nd Quarter After Exit	\$7,850.00
Dislocated Workers:	
Employed 2nd Qtr After Exit	83.00%
Employed 4th Qtr After Exit	79.00%
Median Wage 2nd Quarter After Exit	\$6,850.00
Youth:	
Employed 2nd Qtr After Exit	76.00%
Employed 4th Qtr After Exit	69.00%
Wagner-Peyser:	
Employed 2nd Qtr After Exit	64.00%
Employed 4th Qtr After Exit	66.00%
Median Wage 2nd Quarter After Exit	\$4,850.00

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

The Southwest Florida Workforce Development Board, Inc. dba CareerSource Southwest Florida is the fiscal agent and the direct provider of workforce services. Performance and effectiveness is assured by internal monitoring, contracting with independent firms for auditing and monitoring services and by state-level Department of Economic Opportunity (DEO) staff reviews.

An independent Certified Public Accounting firm provides audit services. The objective of the audit is to provide an opinion on the financial statements taken as a whole. Audit services will include examination of financial statements in accordance with accounting principles in the United States of America and preparation of audit reports in accordance with the Government Auditing Standards.

The LWDB contracts with a firm for independent fiscal and programmatic monitoring services. This includes:

Administrative/Fiscal Monitoring: The scope of administrative and fiscal monitoring includes tests, where appropriate, of whether our LWDB and sub-recipients receive, disburse, safeguard and account for funds in compliance with the terms and conditions of the sub award, applicable federal and state statutes and regulations, and local policies and procedures. Administrative monitoring also includes tests for compliance with administrative requirements governing activities such as procurement, property management and reporting. In addition to compliance testing in these areas, monitoring encompasses examination of SFWDB and sub-recipients procedures and practices to determine the extent to which, in the monitor's opinion, such practices are efficient and effective.

Programmatic Monitoring: The scope of programmatic monitoring includes tests to determine whether our LWDB and sub-recipients, including the One-Stop Operator, are providing services and achieving program outcomes in accordance with the terms and conditions of the sub-award, applicable federal and state statutes and regulations, and local policy and procedures. Programmatic monitoring also includes tests of compliance with program regulations governing participant eligibility determination and documentation, service delivery, recordkeeping, data entry and case management.

In addition to compliance testing in these areas, monitoring encompasses examinations of procedures and practices to determine the extent to which, in the monitor's opinion, such practices are efficient and effective.

The Board's Service Delivery Committee uses monitoring to ensure that both businesses and job seekers advance the economic viability of the region by developing a quality workforce, reviews program performance, and evaluates Center operations including services, resource rooms, customer service and programs.

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

CareerSource Southwest Florida follows Federal and State policy for several different programs as guides to determine who is eligible to receive program services and directs which program benefits and funding can issue for a participant who is enrolled in training or other allowable activities. LWDB 24's “self-sufficiency” guidelines are:

- A. Adult employed workers – use of the Poverty Guidelines as determined and adjusted annually by the United States Department of Labor. Those individuals determined to be eligible for program funded services may not earn income that exceeds 200% of the Federal Poverty Level which is calculated to reflect their family size. A provision for a waiver from the Executive Director may be granted for individuals with certain circumstances that warrant participation.

- B. Dislocated workers who are working in an “income maintenance job”, or “stop-gap employment”. Those individuals determined to be eligible for program funded services do not earn more than 80% of the wage that was earned from the employer from whom they were dislocated. A period of no more than five years is used when determining stop-gap employment.

COORDINATION OF SERVICES

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

Referrals between partners for services and programs may be made in-person, by telephone, through written communications (fax, e-mail and paper referrals), or electronically through Internet systems or other connections. Certain programs use state or locally-created forms. Resource rooms provide information in hard copy and electronically. CareerSource Southwest Florida staff shares an automated online system with Department of Children and Families staff.

Programmatic cross-training among partners will be a continuous process in order to offer a more integrated plan of service and understanding of referral methods. Partner agency staff is knowledgeable about workforce service programs and other resources available within the one-stop system and refers individuals to partners as deemed appropriate and necessary.

CareerSource Southwest Florida coordinates activities with the Adult Education and Literacy programs offered through our five school districts. The Transitions Counselor with the Adult Learning Center at Charlotte County Public Schools schedules appointments with every new GED/ESOL student and begins writing a "Career Plan" with them. The Transitions Counselor meets with them frequently during enrollment and assists with career exploration and awareness; researching postsecondary education opportunities; jobs in local community; and financial aid opportunities. To avoid duplication, CareerSource Southwest Florida and Adult Education programs may share career planning information.

The Florida Department of Education's, Division of Vocational Rehabilitation (VR) and Division of Blind Services assist individuals with disabilities who are determined eligible for vocational rehabilitation services. Services include evaluation, counseling, guidance, developing job seeking skills, physical and psychological restoration, training, rehabilitation

engineering, assistance in securing equipment and licenses, job placement and follow-up activities. Persons with disabilities are assisted by all staff in the CareerSource Southwest Florida centers. WIOA case management orchestrates service delivery and would therefore avoid duplication. Cross-referrals between Center staff and VR may occur in person, by telephone or by email. The Disability Program Navigator (DPN) sits on Lee County School Districts, Partners in Transition Council for exceptional education.

These partners are included in the new Memorandum of Understanding (MOU) which outlines responsibilities and helps to eliminate duplication. In some instances, no formal agreement or MOU exists, however, information sharing and cross-training of staff, potential clients and community members occurs at interagency/community meetings, agency staff meetings or one-on-one as requested. Partners will continue to provide cross-referral to services and training as well as possible co-enrollment options whenever appropriate and practical.

Individuals with disabilities will benefit from an Integrated Resource Team (IRT) service delivery approach facilitated by the DPN to include agencies such as the Division of Blind Services, Vocational Rehabilitation, the Center for Independent Living, the Agency for Persons with Disabilities and other community based agencies in order to collaboratively meet the individual's career goal. Agency referrals are based on self-disclosure, customer choice, personal interview and the significance of known impairment. The lack of shared information, in some cases, is a barrier we are working to overcome. As noted in the Description of the Local One-Stop System, (3) Integration of Services, we hope to expand our new electronic document management process in the future. Core program representatives will be discussing quicker solutions for sharing information to include providing hard copies to customers, who can then provide information to other agencies.

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

Economic development goals are aligned with our partner economic development councils/economic development offices (EDCs/EDOs). Board and Center staff works with local economic development organizations to assist new and growing businesses throughout the Region. Representatives of our local economic development organizations participate in industry-specific focus groups and surveys conducted by the CareerSource Southwest Florida and are active members of our Board and Committees. We have partnered with the local economic development offices and our Alliance of Educational Leaders to host summits designed to align educational programs with the needs and emerging needs of business.

Florida Gulf Coast University's Small Business Development Center (SBDC) provides information on entrepreneurial workshops, training and counseling assistance to our One-Stop staff and customers. CareerSource Southwest Florida staff serves on their advisory board and SBDC staff is physically located in the Immokalee Center.

As noted below in the Description of Program Services, section (12) Microenterprise and Entrepreneurial Training, CareerSource Southwest Florida partnered with the Collier County economic development office to establish an economic incubator/accelerator in Naples. Collier County continues to operate this program today. The program has since been expanded by Collier County to include The Florida Culinary Accelerator @ Immokalee; an FDA-approved, membership-based commercial kitchen and processing facility. (<https://theculinaryaccelerator.com>).

The Business Services Division continues to work with key partners to include economic development partners to meet the current needs of local businesses with training opportunities to include industry-recognized certificates, continuing education credits, on-the-job training and customized training that the Region's targeted high growth industries demand to stay competitive nationally and globally. Coordination with economic

development includes assisting new businesses by providing information on current labor force availability, meeting with the employers, working with educators to better prepare the workforce, and working with schools and businesses to develop specific programs to meet employer needs recruiting.

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

As noted above in the Analysis of Need and Resources, partnership with education partners is strong. The Alliance of Educational Leaders, Career and Professional Education (CAPE), and Career/Adult Education are key partners in the success of local systems.

The Alliance of Educational Leaders is a collaborative partnership with Southwest Florida Workforce Development Board and the CEO's of regionally accredited (SACS) K-20 educational institutions in Southwest Florida. Utilizing this partnership, CareerSource Southwest Florida and the educational leaders of technical colleges associated with the local school districts as well as the Florida Gulf Coast University; Hodges University; Keiser University; and Nova Southeastern University continue to identify and meet future workforce needs. The Executive Director is housed in the Southwest Florida Workforce Development Board administrative office and has daily access to our Executive Director and Division Directors. This arrangement allows for ready communication on workforce education and its partner's needs.

CareerSource Southwest Florida works on an ongoing, as needed basis with the secondary educators. Our Executive Director has provided letters of endorsement for hundreds of CAPE certifications to assist in securing approval by the Florida Department of Education for these programs in the region's high schools of all five school districts. These programs offer industry-recognized certifications/credentials. Secondary students are able to attain a multitude of certifications as they navigate through their high school education. This allows students to graduate high school with a diploma and a portfolio of certifications as they enter the world of work and continue their post-secondary education.

The same five school districts partner with CareerSource Southwest Florida to offer high-demand occupational skills training programs through their technical colleges/centers and other post-secondary programs. The Regional Targeted Occupations List (TOL) is used as a guide as we partner to meet local and regional business demands.

The referral system to/from centers and post-secondary program providers allows for efficient services to our customers without duplication of efforts. The latest meeting of the partnership is exploring ways to share customer assessments such as utilizing a) hard copy that customer delivers, b) electronic request system, and c) administrative rights to key workforce staff to the education system's FloridaShines.

In collaboration with the school districts our Destination Graduation program provides intensive drop-out prevention services to WIOA-eligible, in-school youth and is described in greater detail above in Section (6) of the Analysis of Need and Available Resources.

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

As Career Development Representatives (CDRs) assess the needs of participants, it is determined what supportive services are necessary to reduce the participants' barriers to successfully completing the workforce program in which they are enrolled. For Workforce Innovation and Opportunity Act (WIOA) Youth, bus passes may be issued to assist with transportation. For work activity required recipients of Temporary Assistance for Needy Families (TANF), services may include:

- Transportation expenses: gas cards, bus passes and contracted transport services by community partners,
- Support services; emergency car repairs necessary to make the vehicle safe to operate, auto liability insurance, vehicle registration, work clothing, tools, books, etc.

- Child Care Service: referral may be provided to the Early Learning Coalition (ELC) based upon the availability of resources. The providers of the Early Learning Coalition are responsible for determination of eligibility and authorizing actual child care service.

Total TANF services provided to a customer per program year, 07-01-XX – 6-30-XX, will not exceed \$2000.00. Referral of participants to programs and services within the Centers occur in person and by telephone. For programs and services outside the Centers referrals may be prearranged by telephone or through written communications e.g. fax, e-mail and paper referrals. Steps are taken to ensure the most economic path is taken to obtaining supportive services.

Our Disability Program Navigator (DPN) and our Equal Opportunity Officer are members of the Lee County Local Coordinating Board which supports the Transportation Disadvantaged Program to enhance the mobility of individuals to achieve independence by providing medical, employment, education and other life sustaining trips. Staff in Clewiston serves on the Glades-Hendry Joint Local Coordinating Board for Transportation Disadvantaged and staff in Port Charlotte serves on Charlotte County Transportation Disadvantaged.

The DPN and a Board member/committee chairperson are active members of the Lee County Community Action Agency/Neighborhood District Committee (CAA/NDC). The CAA/NDC is an advisory committee to the Lee County Board of County Commissioners, participating in planning, program performance evaluation and guidance on programs impacting the lives of low-income and at-risk residents of Lee County.

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

Activities and services are coordinated and integrated into a seamless process for the benefit of the customers. Customer groups are identified through informal assessments used throughout the Centers to determine the most appropriate direction for customers. An initial assessment by the Receptionist/Greeter may identify the reason for the visit and

directs customers to appropriate areas. In the Customer Service area, staff details Center services and assistance to determine a customer's next steps. Orientations to Center services are provided.

For WIOA applicants, a self-assessment form is used to gather information regarding the applicant's career preferences and potential need for training. On-going assessments by a CDR or other Center staff will guide customers to a self-directed path, group sessions, or one-on-one assistance. Interest surveys may be used to determine interest and suitability for WIOA programs. The Welfare Transition Program (WTP) assessment form identifies needs, skills and abilities, which allows for quick referral to appropriate services. The Supplemental Nutrition Assistance Program (SNAP) program has specific programmatic tools which include a comprehensive assessment of knowledge, skills and abilities and interests.

Although these assessments will assist in determining which services may be needed on an individual basis, there may be certain needs common to targeted populations. Dislocated workers and older workers may benefit from the direct placement services provided by Wagner-Peyser staff with some assistance with résumés. Customers with an interest in training for non-traditional employment may need additional testing and interest inventories to assess current interests and skill levels and then determine appropriate training. The Eligible Training Providers List (ETPL) identifies non-traditional occupations for both men and women. Persons with disabilities may need assistance with certain accommodations to return to the workforce. Veterans requiring more intensive case management may be referred to the Disabled Veterans' Outreach Program (DVOP) staff. Resources most needed by Migrant and Seasonal Farm Workers (MSFWs) and public assistance recipients include job referrals and supportive services such as transportation. Displaced homemakers generally need employability workshops (job search, interviewing skills, etc.) and will need additional assessment to determine transferable skills. People with limited English-speaking proficiency may need referrals to English for Speakers of Other Languages (ESOL) classes.

Workforce services are provided to targeted populations in a variety of ways. Services are available at the Centers but outreach to targeted populations ensures a stronger connection. Staff visits homeless shelters, abuse shelters, and other community organizations to educate their staff and participants on services available through the CareerSource

Southwest Florida centers. Attendance at ex-offender/re-entry meetings helps to keep information flowing in both directions, regarding the needs and assistance available for this population. MSFWs are contacted by the MSFW Outreach Workers to offer information and assistance. Veteran staff performs outreach and attend Stand Down activities annually. CareerSource Southwest Florida staff will continue outreach to community-based organizations, faith-based organizations and other local groups serving low-income individuals, older workers, homeless, ex-offenders and other hard-to-serve individuals such as those with limited English speaking abilities.

Wagner-Peyser staff is included in the one-stop cross-training from the standpoint of sharing information on these programs as well as learning the basics of the array of programs offered through the Centers and outside the Centers. Programmatic cross-training is a continuous process in offering a more integrated plan of service. Training will include information on WIOA, WTP/TANF, SNAP, Job Corps, business services, resource rooms, workshops, MSFWs, TAA, Veterans, and Wagner-Peyser programs. For the purposes of referring participants to other support services, training will also include information on vocational rehabilitation, GED programs, ESOL, childcare and transportation. To avoid duplication, outreach is coordinated by the one-stop delivery system partners.

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

General Education Diploma (GED) preparation classes are provided by our school districts either through referral to the school campus or onsite at the CareerSource Southwest Florida centers. The Test for Adult Basic Education (TABE) may be administered by staff at the One-Stop centers or through the local school systems. Currently, Adult and Career Education provides an instructor to teach basic introduction to computer classes and Microsoft Office applications in the computer labs in two of our CareerSource Southwest Florida centers. Per WIOA requirements, a CareerSource Southwest Florida staff person reviews Adult Education and Family Literacy Act (AEFLA) grant applications for the five-

county area. These reviews require a determination that the application is fully aligned, partially aligned or not aligned with the local area Plan. In some cases, local MOUs or agreements may be sought, when these classes are offered onsite at the CareerSource Southwest Florida centers. Wherever activities are provided, every effort is made to maintain a seamless process for individuals to access needed services.

Procedures for the provision of services to individuals with limited English proficiency include participant referrals to English for Speakers of Other Languages (ESOL) through our school districts' adult education programs, technical schools and Literacy of America.

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

The locally-developed iCareer (Individualized Career) service delivery model, identified below in Description of Program Services, (3), is utilized with Welfare Transition Program (WTP) and Supplemental Nutrition Assistance Program (SNAP) participants. This model assists participants with designing career pathways and acquiring in-demand skills. This may include strengthening foundational skills, work-based training, acquiring a short-term certificate/credential, occupational/vocational certificate or college degree. Our well-integrated staff will plug these customers onto WIOA activities as needed.

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

Lee County Project Transition MOU – Our Disability Program Navigator (DPN) sits on the Lee County School District's Partners in Transition Council for exceptional education. Other partners include Opportunity Services, Inc., Division of Vocational Rehabilitation, Family Network on Disabilities, Florida Diagnostic and Learning Resources System, Goodwill Industries of Southwest Florida, Lee County Schools ESE Department, Agency for Persons with Disabilities and the Center for Autism and Related Disorders. The Team is committed to cooperate in the career education and employment services of individuals with disabilities. The mission of Project Transition is to “expand and strengthen collaborative relationships among families, students, agencies, schools and community resources to provide successful transition of young adults with disabilities by increasing their awareness of all available post school options.”

Collier Farmworker Career Development Program (FCDP) MOU – Promotes greater collaboration and a cross-referral process to ensure farmworkers receive all services under the WIOA from both the CareerSource Southwest Florida and the FCDP program serving Hendry, Glades, Lee and Collier counties. The FCDP program provides career and training services, TABE testing, KUDOR testing, English language and basic education classes, and coordination with community agencies for supportive services. CareerSource Southwest Florida provides job application, résumé and interviewing skills workshops, career assistance for non-English speaking customers, assistance with enrollment into approved training linked to the Targeted Occupations List (TOL), job referral and placement assistance.

Immokalee Multicultural Multipurpose Community Action Agency, Inc. (IMMCAA) MOU – To seek to collaborate on efforts to assist low-income residents of Collier County in becoming self-sufficient through education and job training that leads to living wage employment. The IMMCAA serves as a catalyst in providing necessary services to these residents.

ESOL while in occupational training – CareerSource Southwest Florida has Training Provider Agreements with many schools to fund occupational training but for limited English speaking students, these programs can be more difficult. Whenever possible, agencies partner to help to alleviate the problem.

DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

The One-Stop system is designed to enhance access to services and improve long-term employment outcomes for individuals seeking assistance. Workforce services and resources offered through the one-stop delivery system are available to all individuals who meet eligibility requirements for those services. Services may be offered onsite at the One-Stop centers, by telephone and/or electronically. Career services, including staff-assisted services, will be provided. Many services are universally provided to users of the One-Stops. The combination of Wagner-Peyser, TANF, Workforce Innovation and Opportunity Act (WIOA) and funds from other One-Stop partners will result in an expanded level of available services.

Each respective partner provides vital services to one-stop customers. Resources provided by one-stop partners include knowledgeable staff, equipment (computers) and access to services. Many are shared resources, such as computers and Internet access in resource rooms.

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

The following required WIOA partners are included in the one-stop delivery system:

- Job Corps (through Cornerstone)
- Migrant and seasonal farmworker (MSFW) programs
- Florida Department of Education/Division of Vocational Rehabilitation
- Florida Department of Education/Division of Blind Services
- Adult Education and Family Literacy Act (AEFLA) activities
- Career and Technical Education programs at the post-secondary level
- Senior Community Service Employment Program (SCSEP)
- Employment and training activities under Community Service Block Grant (CSBG) carried out by the Department of Housing and Urban Development

- Department of Children and Families

And those administered at the local level CareerSource Southwest Florida:

- WIOA Adult, Dislocated Worker, and Youth Programs
- Employment services authorized under the Wagner-Peyser Act
- Trade Adjustment Assistance (TAA) activities authorized under chapter 2 of title II of the Trade Act of 1974
- Jobs for Veterans State Grants programs authorized under chapter 41 of title 38, U.S.C. (LVER and DVOP programs administered by DEO)
- Reemployment Programs authorized under state unemployment compensation laws (Florida's Reemployment Assistance Program operated by DEO)
- Temporary Assistance for Needy Families (TANF) authorized under part A of title IV of the Social Security Act (unless exempted by the Governor under §678.405(b) of the draft WIOA rule)
- Supplemental Nutrition Assistance Program (SNAP)

There are no partners in our local workforce development area for:

- YouthBuild
- Native American Programs
- Programs authorized under sec. 212 of the Second Chance Act of 2007

The draft of the Two-Year Modification to the Four-Year Plan was forwarded to the core partners for input. The draft was also forwarded to the required partners, non-required partners, economic development partners, Board members, the Board's Committee members and other interested parties and was posted for public comment on February 9, 2018. The partners will continue to craft the Plan and work toward implementation.

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

- 21st Century Community Learning Center Grant (Miracle Plus Grants); Provides after-school academic and enrichment activities for over 850 students in Immokalee schools in grades K-8.

- Empowerment Alliance, Immokalee: Referral source for low cost housing and home ownership to include workforce housing initiatives.
- Avow Hospice: Located in the Immokalee center and available by referral, throughout the Region.
- Department of Business and Professional Regulations (farm labor)
- Florida Gulf Coast University (FGCU), Small Business Development Center

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

The Memoranda of Understanding (MOUs) with One-Stop partners is currently being circulated for signatures and will be forwarded upon completion.

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

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

The designated Equal Opportunity Officer guides the Region to ensure implementation of and compliance with equal opportunity and nondiscrimination regulations. Outreach and other printed materials include the following taglines: “Equal opportunity employer/program,” “Auxiliary aides and services are available upon request to individuals with disabilities,” and “All voice telephone numbers in this document may be

reached by persons using TTY/TDD equipment via the Florida Relay Service at 711.” Flyers announcing an event held at a Center include a CareerSource Southwest Florida logo and EEO tagline. Staff training will be provided on a continuing basis.

Notices outlining reasonable accommodation request procedures are posted in each one-stop career center near the accessible work stations and at entrances. All one-stop career center locations have accessible entrances. Signs posted at accessible entrances indicate that the entrances are accessible. These signs also include telephone contact information to request reasonable accommodations.

All Centers offer accessibility to individuals with disabilities in accordance with the Americans with Disabilities Act and Equal Opportunity guidelines. Due to the efforts of our Disability Program Navigator (DPN), the Centers are better prepared to assist individuals with disabilities in accessing the services they need. Assistive technology devices have been made available to include additional licenses and upgrades for Zoom text/JAWS and UbiDuo, a dual keyboard with LCD monitor. The Center for Independent Living of Gulf Coast is specialized in assisting individuals with more significant barriers and advises CareerSource Southwest Florida staff on providing the most appropriate services, technology and materials, based on an individual’s needs. Their equipment loan program allows for assistive technology devices to be borrowed for a short period of time.

The DPN has developed strong relationships with partner agencies that serve persons with disabilities. These collaborations improve the employability, employment and career advancement of adults and youth with disabilities through leveraging resources and integrating service delivery. This building process has produced information sharing and cross-referrals for services to help each individual customer overcome barriers to employment. The DPN coordinates training sessions to educate One-Stop staff and partners on the numerous resources available to assist persons with disabilities. Ticket to Work addresses the re-introduction of those with disabilities to sustainable employment. A designated Board staff along with designated Center staff provides employment services with the reliance of partners. Those partners include, but are not limited to:

- Division of Vocational Rehabilitation

- Division of Blind Services
- Adult Education
- Florida Relay Services
- Center for Independent Living of Gulf Coast
- Agency for Persons with Disabilities
- Goodwill Industries of Southwest Florida
- Senior Friendship Centers
- Lee Tran
- Partners in Transition Council
- United Cerebral Palsy of Southwest Florida
- Visually Impaired Persons of Southwest Florida
- Good Wheels
- Blind Association of Southwest Florida
- Deaf Services of Southwest Florida
- Epilepsy Services of Southwest Florida
- Interpretive services for languages other than English

As noted previously, the DPN and a Board member/Committee Chairperson are active members of the Community Action Agency/Neighborhood District Committee (CAA/NDC). The CAA/NDC is an advisory committee to the Lee County Board of County Commissioners, participating in planning, program performance evaluation and guidance on programs impacting the lives of low-income and at-risk residents of Lee County.

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

Center facilities and services are designed to be used by all customers. Facility Accessibility Surveys have been completed for each Center to ensure structural barriers are removed. The Interpretive Services flyer (for speakers of other languages) is posted in all centers. Assistive technology devices are available and help to ensure that persons with disabilities will have the same access to materials and digital resources as persons without disabilities. Staff offer options to customers to listen to or read materials

and may present information in multiple formats. Monitoring found that employees “are sensitive to the needs of customers with disabilities.”

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

The local workforce system is comprised of five comprehensive, physical One-Stop centers in local areas that provide a full range of services with two supporting satellite offices to meet specific needs of the communities in which they are located. One of the satellite offices and two of the full-service centers are located in remote rural areas. Full-service centers are frequently open evenings and weekends to accommodate businesses and job-seekers.

Employers are assisted with the use of Employ Florida (EF) for listing job openings. Job seekers are encouraged to visit our website for information on hiring events, training and upcoming employability workshops and to self-register in EF to more readily access job vacancies and labor market information.

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

Services at the CareerSource Southwest Florida centers are well integrated. Staff is either prepared to directly assist customers or will rapidly refer them to other staff specialized in these service areas. Integrated program staff has been cross trained to administer programs. This integration of the program staff reduces duplication of services and simplifies the process of delivering services provided with by workforce development programs. Programmatic cross-training among partners will be a continuous process in order to offer a more integrated plan of service and understanding of referral methods. Partner agency staff is knowledgeable about workforce service programs and other resources available within the one-stop system and refers individuals to partners as deemed appropriate and necessary.

The CareerSource Southwest Florida centers are progressing with a more electronic document management processes. With document scanners and e-signature capability, intake and case management will generate less paper and more accessible information. Scanned documents are uploaded to the Department of Economic Opportunity (DEO) information management system, Employ Florida (EF). The local electronic document management process has now been implemented with the Workforce Innovation and Opportunity Act (WIOA) programs, Welfare Transition Program (WTP) and Supplemental Nutrition Assistance Program (SNAP) and has greatly assisted with case coordination. Farmworker Career Development Program (FCDP) staff and CareerSource Southwest Florida center staff in Immokalee and Clewiston are now better equipped to assist participants through the use of the a shared database system (Employ Florida). There is no immediate plan to include other partners but we would be more than willing to work towards this as well.

The Disability Program Navigator (DPN) has developed strong relationships with partner agencies that serve persons with disabilities. These collaborations improve the employability, employment and career advancement of adults and youth with disabilities through leveraging resources and integrating service delivery. This building process has produced information sharing and cross-referrals for services to help each individual customer overcome barriers to employment. The DPN coordinates training sessions to educate One-Stop staff and partners on the numerous resources available to assist persons with disabilities.

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

The Board accepted a recommendation from the Executive Committee to contract with an outside third-party to be the One-Stop Operator for all of the Centers within our Local Workforce Development Area (LWDA). Board staff prepared a DRAFT Request for Proposals (RFP) which was forwarded to the Executive Committee. Comments were incorporated into the RFP. The final RFP was then posted to www.careersourcesouthwestflorida.com for thirty days, emailed to the five counties for posting, and emailed to Board members, Committee members, Board staff, interested

parties and the RFP vendors' mailing list. After reviewing independently, the Proposal Review Panel met and discussed proposals and made its recommendation at the next Board meeting. The RFP included the appeal process.

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

Business Services has established a Professional Career Network (PCN) in response to the needs of businesses and professional job seekers. Employers have been very receptive to the CareerSource Southwest Florida staff referrals and pleased with CareerSource staff services.

Through many meetings and focus groups, businesses have discussed the need for soft skills training. Our Executive Director, along with other local business leaders, serves on a committee for Hodges University, giving input for the development of a Professional Effectiveness Certificate. The steps within this effort are competency based. The program will be piloted with out-of-school youth and with several local employers. Through the CareerSource Southwest Florida center in Naples, the following courses are provided:

- Essentials of Business Communication
- Improving your Personal Productivity
- Developing a Successful Mindset: Customer and Team-Centric
- Introduction to Computers
- Fundamentals of our Business

Learners completing this certificate mastered the following competencies: Adaptability, Business Understanding, Communication Skills, Computer/Technical Skills, Customer Service, Judgment, Organization, Proactive and Team Player.

DESCRIPTION OF PROGRAM SERVICES

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

The Southwest Florida Workforce Development Board, Inc. dba CareerSource Southwest Florida is the administrative entity and fiscal agent LWDB 24, comprised of Charlotte, Collier, Glades, Hendry, and Lee Counties. Services provided by the contracted One-Stop Operator are described above in the Organizational Structure, (4), E. Through the One-Stop Leadership Team (OSLT), Board staff provides oversight for our workforce delivery system while Center Supervisors provide the direct supervision and are responsible for the day-to-day operations and performance outcomes of the One-Stop Centers. Programs in the local workforce system include:

Farmworker Career Development Program (FCDP)

- WIOA Adult, Dislocated Worker, and Youth
- Temporary Assistance for Needy Families (TANF)
- Supplemental Nutrition Assistance Program (SNAP)
- Department of Economic Opportunity (DEO) - Employment services authorized under the Wagner-Peyser Act
- Adult education and literacy
- Vocational Rehabilitation
- Blind Services
- Job Corps (through Cornerstone)
- Migrant and seasonal farmworker (MSFW)
- Senior Community Service Employment Program (SCSEP)
- Florida Farmworker Career Development Program by Collier County School District
- Department of Children and Families
- Career and technical education programs at the post-secondary level

- Department of Housing and Urban Development employment and training activities
- Trade Adjustment Assistance (TAA) activities
- Ticket to Work
- Disabled Veterans' Outreach Program (DVOP)
- Access to Reemployment Programs

Employers frequently use conference rooms or other office space at the CareerSource Southwest Florida centers for conducting job interviews. Center staff provides assistance with scheduling, screening and testing. Center staff may provide recruitment assistance at the employer's place of business, if deemed appropriate. Details on our Business Services Division are noted below, in this section, under (7).

As noted above under Local Workforce Development Area Vision and Strategic Goals, (2), representatives of the core programs share information to develop a better understanding of each other's programs and services. This provides a seamless continuum of services for customers and will serve to reduce duplication. Descriptions of work with partners to carry out core programs are identified throughout this Plan. Ultimately the goal of the core partners is to assist customers in becoming self-sufficient and productive. We will continue to align our programs and ensure business and individual customers are aware of the full array of available services.

Programs of study on the Eligible Training Providers List (ETPL) are designed to meet the skilled workforce needs of employers in our local area. These programs link to demand occupations on the Regional Targeted Occupations List (TOL).

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

Procurement of services by a competitive solicitation of \$100,000 and above shall be publicly advertised and a formal request for bids, proposals, or quotations shall be issued. The Board will ensure all prequalified lists of persons, firms, or products which are used are current and potential bidders will not be precluded during the solicitation process. Previous proposers, as well as entities which have asked to be included on the proposer/bid list for various types of goods and services, shall be notified that the Board is seeking service

providers. Legal notices will be posted on the Board's website and shall be advertised throughout the five-county area.

Upon receipt of proposals by the published deadline, the Board's Planning and Grants Division staff provides the proposals to a Review Panel. Cost analysis information is provided by the Fiscal Division during the review process. If determined necessary, the Planning and Grants Division will provide a training session for the Reviewers. A Bidders' Conference may be provided to ensure potential proposers have the information necessary to write a competitive proposal. Otherwise, additional information, updates and Questions & Answers will be provided through email and/or on our website.

A Review Panel meeting will be held to discuss proposals and develop recommendations. At this meeting, the Review Panel may invite prospective providers to explain their proposals as needed. The Review Panel completes the review sheets and determines final recommendations for providers(s). Review sheet totals do not necessarily determine the outcome but serve as a tool for reviewers to formulate ideas for discussion. The Review Panel may forward its recommendations directly to the full Board or to the Program and Planning Committee, who in turn, forwards its recommendations to the Board for final award and funding level approval. In some instances, the Program and Planning Committee may serve as the Review Panel and bring its recommendation directly to the Board. Due to the bi-monthly Board meeting schedule, the Program and Planning Committee may receive authority by the Board to approve providers in order for contract negotiations to commence, contingent upon final Board approval required at the next scheduled meeting.

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

iCareer (Individualized Career) is a locally-developed service delivery model to assist customers in acquiring in-demand skill sets in an occupation of interest. This model is employed across program areas, particularly for Workforce Innovation and Opportunity Act (WIOA) Youth, Welfare Transition Program (WTP) and Supplemental Nutrition Assistance Program (SNAP) participants. Incentives are available for WTP and SNAP participants. iCareer is also used to assist customers in designing a career pathway, reinforcing foundational skills, acquiring in-demand job skills, securing High Skill/High Wage employment and identifying career laddering opportunities.

A list of short-term (less than one year) non-ITA training programs has been developed for use by WTP, SNAP and Out-of-School Youth. These are courses with approved training providers and vendors which offer an industry-recognized credential in areas such as information technology, water management, education, specialty trades, healthcare and manufacturing.

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

Per the Board's Guidelines for Approval of Training Providers for the Eligible Training Providers List (ETPL), eligible programs must link directly to occupations on the Regional Targeted Occupations List (TOL). Programs must lead to: (a) a certificate, an associate degree, baccalaureate degree, or (b) the skills or competencies needed for a specific job or jobs, an occupation, occupational group, or generally for many types of jobs or occupations as recognized by employers and determined prior to training. To keep up with the changing needs of industry, program additions may be requested throughout the year. Out-of-Region Training Providers may be approved to accommodate to needs of local business and job seeking customers.

Per the Board's Guidelines for Developing a Regional Targeted Occupations List (TOL), the TOL will be used to identify needs of local businesses and target specific occupations for training services to adults and dislocated workers. This also acts as a guideline for On-the-Job Training (OJT), Customized Training and entrepreneurship training. The guideline was

developed with input from businesses and industry representatives during a planning meeting. The statewide and regional demand occupations lists released annually by the Department of Economic Opportunity (DEO) are used as a starting point in developing the Regional TOL. Additional resources used include Employment Projections Data, the Occupational Employment and Wages website and the Florida Occupational Supply/Demand System from DEO/Bureau of Labor Market Statistics (LMS). Throughout the year, staff will solicit feedback regarding changes to the Regional TOL. Public Notices will be posted to our website and with each of the five county buildings. The current TOL will be forwarded to interested parties three times per year, along with criteria and instructions for requesting the addition of an occupation. These notices include a total of at least four submission dates, which fall just prior to local Program & Planning Committee and Board meetings.

Economic development representatives throughout the five-county area were asked to provide their local economic development priorities. These included:

Global Logistics	Manufacturing	Building and Construction
Distribution	Back Office Operations	Marine and Related Industries
Life Sciences	Information Technology	Smart Technologies
Healthcare	Corporate Headquarters	Aquaculture and Related
Data Centers	CleanTech / Green Technology	Aircraft and Avionics Related
Tourism, Sports & Entertainment	Medical Devices, Laboratories & Research	

Staff will target training for occupations that link to these local priorities as well as to Florida’s targeted and infrastructure industries, designated by Enterprise Florida as:

- Aviation & Aerospace
- Manufacturing
- Information Technology
- Logistics & Distribution
- Headquarters
- Life Sciences
- Defense & Homeland Security
- Financial & Professional Services
- CleanTech

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

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

CareerSource Southwest Florida, under the guidance of its Board and Committee members, utilizes labor market data from the Florida Department of Economic Opportunity (DEO) and the U.S. Department of Labor (U.S. DOL) in the projection of workforce and industry demands of the Region. This data is organized in a manner similar to Table A in Part (1) of the Analysis of Need and Available Resources section above, so the Board and Committee Members may discern which industries employ Southwest Floridians. Also, the annual projections of industry and occupation growth (DEO, U.S. DOL) are reviewed along with reports from partners such as the local and regional Chambers of Commerce and the Regional Economic Research Institute. Articles from publications are shared, such as Florida Trend's Business Florida and Gulfshore Business.

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

The Executive Director, Deputy Director, Business Services Director, and Communications Director of the Southwest Florida Workforce Development Board, Inc. are key liaisons between regional industry, education and community leaders. CareerSource Southwest Florida utilizes the vast backgrounds of the Southwest Florida Workforce Development Board and its committee members to guide the One-Stop Centers and partners through the regional sector strategies. Data such as that in Table A are reviewed so that services delivered to business leaders and jobseekers are deliberated and strategically shifted to meet future demands. Also, those industries and/or industry sub-sectors that are projected to have the greatest growth in Southwest Florida are reviewed and representatives invited to join committees to ensure adequate business representation in growth industries.

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

The Regional Targeted Occupations List (TOL) is forwarded to Board members, committee members, economic development offices, chambers of commerce, educators and other interested parties several times a year. This offers an opportunity to request the addition of an occupation to the TOL. Businesses submit letters documenting the demand for specific emerging occupations to meet the demands of industry sectors.

STEM (Science, Technology, Engineering and Mathematics) are vital components in a dynamic economy. Each of these disciplines is foundational to the on-going growth of high-skill, high wage industries of Southwest Florida. Individuals who master skills in these fields of study have many opportunities available to them in the regional workforce. Southwest Florida has adopted a “home-grown” workforce initiative that reaches into the K – 20 educational systems to cultivate interest in STEM related occupations to address the future workforce for our regional industry leaders.

Local business leaders, workforce and school district staff began an initiative in 2012 to discuss and assess local talent with STEM related skills. The local businesses leaders initially included architectural, biotechnology, and computer systems representation. Efforts were shared via the business partners with the Southwest Florida Chamber of Commerce’s Leadership Team and interest grew with other business leaders. Education partner participation grew to include the local public post-secondary institutions which provided a broader assessment of the local talent pool. Regional events such as Workforce NOW reinforced the impact.

STEM @ WORK, organized field trips for high school students to local leading companies, to include Algenol (Biotech), Miller Associates (Architectural), CRA (Industrial Construction), Arthrex (Medical Device Manufacturing), Chico’s FAS (International Fashion Producer), LeeSar (Medical Supply Distributor), Lee County Electric Cooperative, the County/Federal Courthouses and the Port Authority that included the Regional International Airport and Harbor systems. Students’ feedback

noted their enjoyment in observing skills required in robotics, algae regeneration, mass movement of all things necessary within the airport's purview and computer-aided systems that secured production lines to square miles of areas.

The group also invited science educators associated with local public institutions such as the Imaginarium, Edison-Ford Estates, PURE Fort Myers/Naples, Edison Inventors and middle school science curriculum coordinators. These partners focused the group's efforts to middle school students. Support for events such as robotic competitions and science fairs allowed partners to participate within the middle school system since field trips were discouraged by educators. Business leaders were approached by the educators to speak, in class or via video-conferencing, to students to reinforce learning labs.

Efforts to provide STEM @ WORK opportunities to student grow with each year. One best practice includes "math-lete" camps at our local university. Accounting firms were encouraged to sponsor activities so that the field of forensic accounting could be engaged in by twelve to sixteen year old students. This added a new layer to the traditional "math" summer camps the Florida Gulf Coast University (FGCU). A brand new program, this year, is the GEMS (Girls in Engineering, Mathematics and Science). The new program focuses on encouraging the love of science and math to continue from middle school through high school to post-secondary studies in young women.

Two youth initiatives have originated from the Youth Council of the workforce board and encourage career exploration for elementary and middle school student. Both projects urge students to imagine their future career pathways and produce an individualize plan that is age appropriate. First, the "Picture This As A Career" initiative invites all fifth graders throughout the five school districts of Southwest Florida to complete an interest survey and compose a "power-graph" about their career interest with the goal of introducing the child to their future possibilities. The two activities meet the education directives of the Florida Core Curriculum (and previously FCAT). The student utilized the interest survey and "power-graph" to create a poster depicting their interest which is displayed at the closest CareerSource Southwest Florida Center (Clewiston, Fort Myers, Immokalee, Naples, or Port Charlotte). The public votes and the winners are used in the creation of a calendar distributed to the winners and workforce partners. The first

calendars were produced in 2004 for a distribution of 2005 calendars and are very much anticipated by our partners annually. The 2016, 2017, and 2018 calendars have been sponsored by Deangelis Diamond Construction – an industry leader throughout Southwest Florida.

The second initiative invites seventh graders to participate in an Essay and Career Infomercial contests. Both contest are region-wide and takes inspiration from the Dr. Seuss book, “Oh, the Places You’ll Go”. The purpose of these annual contests is to encourage students to consider career choices and explore areas of interest. The goal is to expose students to careers and encourage the exploration of opportunities that are available to them in the workforce for the future. Gift certificates are awarded to the winners.

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

The Program and Planning Committee of the Board reviews annual industry and workforce projections, demand occupations lists, and regional workforce occupational training offerings to strategize industry driven changes to services. This committee also reviews occupations eligible for workforce trainings and approves eligible training providers of the region. This assures that one committee aligns sector strategies, regional targeted occupations and available workforce training programs. This committee’s actions require quorum and majority votes before taken to Board for discussion and majority votes.

Both the Committee and the Board have business representation. Those industries and/or industry sub-sectors that are projected to have the greatest growth in Southwest Florida are reviewed and representatives invited to join committees (Program and Planning Committee; Service Delivery Committee; or Youth Council) to ensure adequate representation in these industries.

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

The Program and Planning Committee of the Board reviews occupations eligible for workforce trainings and approves eligible training providers for the region. Data such as Table A in the Analysis of Need and Available Resources section in earlier text is reviewed by the committee members so that services delivered to business leaders and jobseekers are deliberated and strategically shifted to meet future demands. For example, the Great Recession began early in our Region because the construction industry collapsed many months before the rest of the nation. In turn, we saw the industry rebound earlier. The strategic planning of the Board and Committees created the Construction Workforce Initiative, a consortium of industry, education and training leaders. Builders, Developers, Architects, etc. met with representatives from the Apprenticeship Academy, Unions, Technical Colleges, and State Colleges to guide CareerSource Southwest Florida to anticipate and meet the regional demands of this industry and related industries. The impact is still realized and resources available to businesses and jobseekers on the CareerSource Southwest Florida website at: careersourcesouthwestflorida.com/construction/construction-workforce-connection-employers/ and careersourcesouthwestflorida.com/construction/construction-workforce-connection-job-seekers/.

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

As noted above, Science, Technology, Engineering and Mathematics (STEM) related skills and industries are vital components in a dynamic economy and critical to the high-skill, high wage industries of Southwest Florida. CareerSource Southwest Florida center staff continues to provide Labor Market Information, Industry Projections, STEM Occupations List and other Labor Market Statistics Center (LMS) products to the industry partners. Reports from Florida's Department of Economic Opportunity (DEO) are shared as information becomes available. During these industry meetings the partners provide valuable feedback to staff concerning their company's (and respective industry) future growth and/or demands. The Business Services Division works directly with these business leaders concerning their business' labor force demands.

Recent discussion with the Southwest Florida Regional Technology Partnership was a driving force in the grant application for “Emerging Initiatives – IT Industry”. This newly awarded funding allows the Southwest Florida Workforce Development Board, Inc. (dba CareerSource Southwest Florida) and its partners to seek information and guidance from the Information Technology (IT) industry leaders as well as industry leaders with IT departments. This opportunity will allow regional leaders to outline those industry-recognized certifications in demand for current and potential employees. This opportunity will allow fifty individuals to participate in a number of prescribed workforce and training activities to meet the certification demands of regional employers of this specific workforce. The individuals will be WIOA Adult, Dislocated Worker, Youth and Statewide Incumbent Worker Adult eligible participants. Participants will be assessed and provided workforce activities identified in this project which includes: short-term training, classroom training, on-line training, testing/retesting, support services and workplace experiences such as internships and on-the-job training. Support services and/or equipment may include tools, text books, exams, certification registration, licensing, and broadband services as funding permits.

Efforts of CareerSource Southwest Florida and its local and regional partners strive to meet the future workforce needs of each of the Region’s industry sectors by providing a highly skilled workforce that fulfills businesses demands.

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

The in-demand occupations of the current workforce and those related to the emerging industries in the area are a priority for CareerSource Southwest Florida and its business and education partners. We strive to make available training programs that meet the needs of employers per occupation and the skill level as measured by the industry-recognized certification attained via the training program.

As described in more detail above in (4)-Key Industry Sectors, Board staff ensures programs link directly to occupations on the Regional Targeted Occupations List (TOL). The opportunity to add occupations to the TOL is presented throughout the year with at least four

possible submission dates. Program additions may be requested throughout the year. Out-of-Region Training Providers, generally in contiguous counties, are approved to accommodate the needs of local business and job seeking customers.

Information regarding occupational skills training programs and local and regional demands for those linking occupations is available through our CareerSource Southwest Florida website. The Eligible Training Providers and Programs webpage provides important data: 1) the Regional Targeted Occupations List (TOL) and 2) the Eligible Training Provider List (ETPL). This same webpage has an easy-read data table with alphabetically listed occupations with the occupation's projected annual growth, annual opening, average wage and entry wage per each listed occupation. Each occupation has a drop-down box for the user to view all the training providers in the five county area for that specific occupation. This drop-down box also outlines industry-recognized certification attainable per program.

The ETPL available via this webpage indicates important details such as: Certification, Program Length, Total Student Costs, PELL Eligibility and Minimum Reading and Math Skills Required of the potential student. The ETPL also specifies program performance: Program Completers, Found Employment Rate and the Average Wage at Placement into Employment for those who have participated in the past. All of this data educates the individual so that an informed decision can be made concerning provider/program choice.

Occupations in the industries provided by our economic development partners (see #4 above) are given priority when discussing current and future training programs. Information is readily provided to our educational partners for their own institutions' future considerations. As CareerSource Southwest Florida discusses emerging industries and in-demand occupations with business and educational partners, all considerations for "timing" is given priority. Our educational partners require time to create curriculum that meets the industry requirements. This curriculum requires endorsement from CareerSource Southwest Florida and approval from the Florida Department of Education. The Career and Professional Education (CAPE) programs within the secondary education system of the five school districts may connect to in-demand occupation and require a few more industry-recognized certifications to meet the needs of the employer. Or, a program may need to be designed and customized to meet the employers' demands. CareerSource Southwest Florida strives to be dynamic to meet the needs within these partnerships.

The CareerSource Southwest Florida staff guides customers to use the available labor market resources available through Employ Florida and through Florida Research and Economic Information Database Application (FREIDA). Participants willing to relocate or those living in outlying areas of the region may use providers on the State's Eligible Training Provider list in other areas of the state. Having knowledgeable staff to guide customers via workshops and center resource rooms allows for employed citizens.

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

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

CareerSource Southwest Florida and its Business Services Division engage businesses in a team approach. Staff shift geographic areas as the businesses' labor needs require. As an example, staff members knowledgeable in Logistics Industry skill sets may meet with the employer in Naples, Port Charlotte or Clewiston to ensure an accurate assessment of business needs. Meetings in-person, via video-conferencing and/or telephone are scheduled to best suit the employers' needs. The Division Director, under the guidance of the Executive Director, and the Leadership Team sets immediate and short-term priorities based on industry/occupation needs that best stabilize and grow the regional economies. Businesses in industry sectors with the largest growth rate and largest numbers of openings in high skilled/high wage jobs are a priority. Industry sub-sectors within the Healthcare sector continually have occupations in highest demand and are continually listed on the Help-Wanted On-Line (HWOL) Report. Businesses in Professional, scientific, management administrative waste management services industry are a priority in Southwest Florida due to projected growth and in-demand, high skilled, high wage employment opportunities. The size of the employer may be secondary since the growth of the industry allows for a number of opportunities throughout Southwest Florida and qualified job seekers are scattered throughout the region.

One initiative in Southwest Florida concerning the mentoring of qualified high skilled job seekers falls under the Professional Career Network (PCN). This initiative provides those job seekers additional services and support from our Business Services staff. The feedback from these job seeking customers about the group coaching activities and workshops has been excellent. Employers have been very receptive to the CareerSource Southwest Florida staff referrals and pleased with CareerSource staff referrals and services.

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

A single, region-wide approach to business, media and community outreach has created greater coordination of services to employers and the business community by reducing duplication of services i.e. reducing the instances of multiple contacting of business and business organizations with same or similar objectives. A local online inquiry form is being developed, per request of committee members representing business, which will allow employers to direct potential employees to eligibility assessment. The application will be directed to an email contact and distributed to the appropriate Career Development Representative so individualized contact will be made.

Currently the Disability Program Navigator (DPN) serves as a member on the Business Advisory Council (BAC) which is a function of Goodwill Industries of Southwest Florida's Community Services Division. The BAC includes key stakeholders such as Vocational Rehabilitation's Business Services Division, and the Center for Independent Living Gulf Coast. The BAC brings together local business members and hiring representatives on a quarterly basis interested in diversifying their workforce and increasing their capacity to employ individuals with disabilities. Learning topics feature disability etiquette, workplace accommodations, training program opportunities such as On-the-Job Training, the Americans with Disabilities Act Amendments Act of 2008 (ADAAA), the Federal Contractor hiring initiative, interviewing do's and don'ts, tax benefits and other business related topics at no cost to business members. This group is working towards developing a local chapter of the national Business Leadership Network model and to expand its business membership.

As noted earlier under Coordination of Services, (2), the Business Services Division continues to work with key partners to meet the current needs of local businesses. Coordination includes assisting new businesses by providing information on current labor force availability, meeting with the employers, working with educators to better prepare the workforce, and working with schools and businesses to develop specific programs to meet employer needs recruiting.

CareerSource Southwest Florida also has representation on the following boards and committees:

- Coalition of Florida Farmworkers Organization (COFFO)
- Emergency Assistance Clearing House (EACH)
- Farmworker Career Development
- Immokalee Technical College, Student Advisory Committee
- Florida Watermelon Association
- Glades/Hendry Interagency Council
- Southwest Florida Regional Planning Council
- Minority and Ethnic Affairs/Collier County Sheriff's Office
- Blue Zone Project
- Immokalee Interagency Council
- Charlotte County Collective (3C)
- Charlotte County Transportation Disadvantaged
- LeeTran Transit Development Plan (TDP) Review Committee
- Punta Gorda Housing Authority
- Community Action Agency Advisory Board (CAAAB)
- Fort Myers Technical College, Student Advisory Committee
- Charlotte County SHRM / Workforce Readiness Board
- Charlotte County Entrepreneurial Support Organization
- Charlotte Technical College Advisory Board
- Together Charlotte – Three committees (Data, Stakeholders and Steering)
- Southwest Florida Regional Technology Partnership
- Horizon Council's Workforce Taskforce
- FGCU's Small Business Development Center
- Southwest Regional Manufacturers Association (SRMA)

C. Better coordinate workforce development programs and economic development;

Board and Center staff works with local economic development organizations to assist new and growing businesses throughout the Region. Representatives of our local economic development organizations participate in industry-specific focus groups and surveys conducted by CareerSource Southwest Florida. We will continue to partner with the local economic development offices to host and/or participate in focus groups and summits designed to align educational programs with the needs and emerging needs of business.

CareerSource Southwest Florida has representation on boards and committees for the Southwest Florida Regional Planning Council, economic development councils/boards and the Southwest Florida Regional Technology Partnership, etc.

The Lee Entrepreneurs' Assistance Resource Network (LEARN) was formed late 2015 and was officially launched to the public April 2016. The founding partners: Florida Gulf Coast University's Small Business Development Center, SCORE, Lee County Economic Development, Florida SouthWestern State College and CareerSource Southwest Florida, developed LEARN to provide a single point of contact for starting and existing businesses to grow and thrive. Since then, more than ten affiliate partners have been added, a website has been developed and released, promotional materials produced, and most recently, media coverage. LEARN has developed a sector strategy approach. In addition to providing a virtual one-stop approach to serving businesses, LEARN will also allow us to track requests for assistance and outcomes in order to identify any gaps and to improve our services to businesses.

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

Priority Reemployment Planning (PREP) is offered in the CareerSource Southwest Florida center in Fort Myers. A Department of Economic Opportunity (DEO) staff person receives the PREP list weekly which includes information on unemployment insurance claimants most likely to exhaust their unemployment compensation benefits prior to securing employment. Claimants are contacted and scheduled for a group

PREP Orientation and workshop which is scheduled weekly. The group PREP Orientation and workshop offer information on internet sites available for unassisted job search and our website for hiring events, occupational training opportunities and partner services. Information is also provided on services available at the Center such as job search workshops, computer workshops, assessment, individual counseling, job development and job referrals.

Those selected for PREP will receive, at a minimum, an assessment and orientation service. More intensive reemployment services are provided as needed on a one-to-one basis. Staff follows up with the attendees. Documentation is made in Employ Florida Marketplace (EFM) indicating attendance and case notes, as necessary. This information is then available to any Center staff to assist these individuals in securing services and employment. These reemployment efforts help to reduce the duration of unemployment claims. Information regarding a job applicant's refusal to accept a referral to a job, refusal to accept employment, failure to report for an interview or failure to report as directed for reemployment services is documented in EFM.

Staff in all CareerSource Southwest Florida centers assists the general claimant population in registering for work and in becoming quickly reattached to the workforce. Services offered will include job preparation, employment workshops, provision of industry-specific labor market information, occupational training and direct referral to employers. A dedicated telephone line is available in the resource rooms of all centers, to accommodate claimants in contacting Reemployment Assistance. Services at the CareerSource Southwest Florida centers are well integrated. Staff is either prepared to directly assist claimants in accessing Workforce Innovation and Opportunity Act (WIOA), Welfare Transition Program (WTP) and other program services or will rapidly refer claimants to other staff specialized in these service areas.

Rapid Response activities: Upon receipt of a Worker Adjustment and Retraining Notification (WARN) or upon learning of a dislocation event, contact is made with the employer. Employers not meeting the requirements of WARN may also be offered information sessions. Staff explains what assistance and services can be made available and then schedule informational sessions for employees. If necessary, multiple information sessions are scheduled at the convenience of the dislocated

workers and are held at the employer's site. Information for affected employees may include:

- Survey of affected workers to determine specific reemployment service needs;
- Provision of information on Reemployment Assistance/unemployment compensation benefits, comprehensive One-Stop system services, current business trends and opportunities, financial counseling, and employment and training activities, including information on Trade Adjustment Assistance (TAA);
- Provision of guidance and/or financial assistance in establishing a labor-management committee voluntarily agreed to by labor and management, or a workforce transition committee comprised of representatives of the employer, the affected workers, and the local community;
- Provision of emergency assistance adapted to the particular closing, layoff or disaster.

After the information sessions most activities will take place at Centers. Center staff is made aware of the mass layoff or closure so that they may anticipate and prepare for the arrival of the dislocated workers at the Center. The dislocated workers will have access to resource rooms, workshops, and staff to assist them in completing their work search activities.

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

Priority of service will include awareness of entitlement to services as well as the provision of services. Board staff will ensure that priority of service is applied by sub-recipients of funds, if applicable.

When it is determined that funds are limited, our policy for Priority of Services requires that priority be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. The process to determine availability of funds will be through the One-Stop Leadership Team reviewing the budget and obligations. Any

recommendation for change by the One-Stop Leadership Team will then be reviewed by the Finance Committee and then forwarded to the full Board for approval. Adult formula funds are currently limited.

The Board has also established persons with barriers for priority of services. Therefore, an adult who meets one or more of the following criteria will have priority for training:

- (A) receives, or is a member of a family that receives, cash payments under a Federal, State, or local income-based public assistance program;
- (B) received an income, or is a member of a family that received a total family income, for the 6-month period prior to application for the program involved exclusive of unemployment compensation, child support payments, payments described subparagraph (A), and old-age and survivors insurance benefits received under section 202 of the Social Security Act that, in relation to family size, does not exceed the higher of –
 - (i) the Federal Poverty Guidelines, for an equivalent period; or
 - (ii) 70% of the Lower Living Standard Income Level (LLSIL), for an equivalent period;
- (C) is a member of a household that receives (or has been determined within the 6-month period prior to application for the program involved to be eligible to receive) Food Assistance Benefits pursuant to the Food Stamp Act of 1977;
- (D) qualifies as a homeless individual, as defined in subsections (a) and (c) section 103 of the Stewart B. McKinney Homeless Assistance Act;
- (E) is a foster child on behalf of whom State or local government payments are made;
- (F) in cases permitted by regulations promulgated by the Secretary of Labor, is an individual with a disability whose own income meets the requirements of a program described in subparagraph (A) or of subparagraph (B), but who is a member of a family who does not meet such requirements. A person with disabilities may be designated as a family of one for the purposes of calculating family income.

(G) is an individual with substantial cultural or language barriers; offenders; school dropouts who are basic skills deficient and lack a GED, and substance abusers whose income meets the requirements of a program described in subparagraph (A) or of subparagraph (B).

(H) is an older individuals (55 and older) that, in relation to family size, does not exceed 185% of the Lower Living Standard Income Level (LLSIL).

(I) is a Veteran that, in relation to family size, does not exceed 185% of the Lower Living Standard Income Level (LLSIL).

- Veterans and eligible spouses shall be identified at the point of entry at each Center and given an opportunity to take full advantage of priority of service for qualified job training programs.
- Veterans and eligible spouses shall be made aware of the following and may be provide written information, as determined appropriate:
 - their entitlement to priority of service;
 - the full array of employment, training, and placement services available under priority of service; and
 - any applicable eligibility requirements for those programs and/ or services.

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

Classroom training is provided by approved training providers on the Eligible Training Providers List (ETPL) as indicated above in the Description of Program Services, (6). Training Provider Agreements are executed once Training Provider Applications are reviewed by the Program and Planning Committee and approved by the full Board.

Individual Training Accounts (ITAs) are used as an agreement between the educational institution, the student and CareerSource Southwest Florida for each individual student funded.

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

The Eligible Training Provider List (ETPL) is made available to One-Stop customers to encourage choice in training selection and use of Individual Training Accounts. In addition to information about the educational institution, the ETPL contains information on each program as follows: demand occupation (from the current Regional Targeted Occupations List) to which the program links, program length, program cost, type of degree or certification, completion rates, employment rates and wage rates. The information will be ample for a customer to understand the options available in choosing a program of training services. In consultation with a Career Development Representative (CDR), a participant will be allowed to select the program most desired according to such factors as costs within established guidelines, geographic location and scheduling considerations.

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

Employed and/or unemployed adults and dislocated workers, age 18 and older, who have met eligibility requirements and have received at least one "career service" and who have been determined to be unable to obtain or retain employment through career services may qualify for training services, within the Board's priority of services guideline. Eligible WIOA Youth determined in need of training are generally co-enrolled as Adults for purposes of using an Individual Training Account (ITA).

After an interview, evaluation/assessment, and case management, the participant must be determined to be in need of training services and to have the skills and qualifications to successfully complete a selected training program. This information will be documented through the development of an Individual Employment Plan, Individual Responsibility Plan or Individual Services Strategy for the participant. This Plan is an ongoing strategy jointly

developed by the participant and the CDR that identifies the participant's employment goals, the appropriate achievement objectives, and the appropriate combination of services for the participant to achieve the employment goals.

A selection may be made by the participant of a training program that is directly linked to the employment opportunities either in the local area or in another area to which the individual is willing to relocate, in accordance with policy guidelines. A program of training services is one or more courses or classes that, upon successful completion, lead to:

- (1) a certificate, an associate degree, or baccalaureate degree, or
- (2) a competency or skill recognized by employers

The CDR is responsible for establishing an Individual Training Account (ITA) in accordance with policy and according to availability of funding. The CDR must document in the Individual Employment Plan that assessment indicates the participant is in need of the training services and has the skills and qualifications to successfully complete the selected training program. As appropriate, participants must also seek grant assistance from other sources to pay or assist with the costs of training, including Pell Grants within the guidelines of 663.320, or subsequent policy. Staff continues to diligently coordinate Pell and other education grants, to ensure these are applied for and used prior to the expenditure of Workforce Innovation and Opportunity Act (WIOA) dollars. Upon establishment of the ITA, a referral will be carried out by providing a voucher or certificate to the individual, to be used with the training provider.

The total value, provided funds are available, of an ITA will be the amount required for tuition, fees, books, tools, uniforms, safety equipment, and any other general requirement needed for the course of occupational skills training. The limitation will be based on the needs identified in the Individual Employment Plan. Supportive services such as child care, transportation, and other miscellaneous non-training related expenses may not be included in the ITA. Supportive services may be available for TANF participants, according to the Welfare Transition Supportive Services Policy. An ITA is payable to the training provider. The ITA may be closed at any time it is determined that the participant is not successfully meeting training requirements.

In addition to training with eligible providers in Region 24, ITAs may be used for training with providers on the State's Eligible Training Provider list in other areas of the state, with primary consideration for training in contiguous Regions.

A. Describe any ITA limitations established by the board;

The total Individual Training Account (ITA) dollar limit will be established annually by the Workforce Development Board based on the availability of training funds and is currently set at:

- \$6,500 for Education Code 3 - Post Secondary Adult Vocational Certificate programs.
- \$8,000 for Education Code 4 - College Credit Certificate, Applied Technology Diploma, Associate of Applied Science, Associate Degree programs.
- \$10,000 for Education Code 5 - Bachelor Degree programs

An ITA may be used for training for up to two years after enrollment into the core program or class.

B. Describe any exceptions to the use of ITAs.

Training services may be provided through a contract for services in lieu of ITAs for the following:

- On-the-Job Training provided by an employer or Customized Training;
- Training services of demonstrated effectiveness offered by a community-based organization or another private organization to serve a special participant population that faces multiple barriers to employment.

The State has been granted a waiver to the Prohibition on Use of Individual Training Accounts for older and out-of-school youth. CareerSource Southwest Florida uses the State's waiver to allow provision of Individual Training Accounts (ITAs) for Older Youth and Out-of-School youth. These youth will be assessed to determine that an ITA is the appropriate and best strategy. Educational programs used will be those from the Eligible

Training Provider List and the Short-term List of Programs for Welfare Transition and Out-of-School Youth.

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

CareerSource Southwest Florida partners with Florida Gulf Coast University's Small Business Development Center (SBDC), which provides entrepreneurial workshops and assistance to small business persons or to those wishing to open new businesses in the area. Business Services works with local economic development offices on entrepreneurial events.

CareerSource Southwest Florida has been an integral part of the Glades County Regional Training Facility (GCRTF) which will house a business incubator, warehouse, distribution and manufacturing areas, incubator labs, classrooms and offices for educational partners, economic development, and CareerSource Southwest Florida staff.

In partnership with Collier County and its economic development office, CareerSource Southwest Florida established an economic incubator/accelerator in Naples to facilitate the growth and creation of business enterprises. To get the project off the ground, Economic Incubators, Inc. c/o CareerSource Southwest Florida acted as the administrative entity for the Collier Soft Landing Accelerator/Incubator Strategy. This included hiring, leasing space, procurement of equipment, supplies goods and services, fiscal management, reports and audits. The operation was then turned over to Collier County, which continues to administer the Accelerator/Incubator for the area. The program has since been expanded by Collier County to include The Florida Culinary Accelerator @ Immokalee; an FDA-approved, membership-based commercial kitchen and processing facility. (<https://theculinaryaccelerator.com>).

Representatives of our local economic development organizations participate in industry-specific focus groups and surveys conducted by CareerSource Southwest Florida. Staff

will continue to participate in economic gardening activities and initiatives with our economic development partners in determining emerging occupations and employment needs. Region 24 continues to partner with local economic development organizations and our Alliance of Educational Leaders to participate in Summits. The primary focus has been to align educational programs with the needs and emerging needs of business.

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

The Eligible Training Providers List includes programs offered through the Donna J. Beasley Tri-County Apprenticeship Academy (DJBTCOA). Although little or no workforce funding is generally needed, this brings awareness to participants seeking training and/or employment. The DJBTCOA has representation on the Board's Youth Council. A representative of the Electrical Apprenticeship program also serves on our Board and our Service Delivery Committee.

In partnership with Lee County, local businesses and CareerSource Southwest Florida, a Pre-Construction Readiness Training Program was developed and is being offered at the Southwest Florida Enterprise Center (SWFLEC). The program offers basic construction safety, construction Math, Introduction to Hand Tools & Ladders, Introduction to Materials Handling & Basic Rigging as well as First Aid, Basic Communication Skills and Basic Employability Skills. Completers are connected with DJBTCOA for possible apprenticeship programs.

Funding for a recently submitted proposal for Apprenticeship Florida Grant funding is anticipated to provide support for masonry apprenticeships for Migrant Seasonal Farmworkers (MSFWs). This partnership between CareerSource Southwest Florida, the Farmworker Career Development Program at Immokalee Technical College (iTECH - Collier County Public Schools) and the Florida Masonry Apprentice and Education Foundation (West Coast) will increase awareness and enrollments into apprenticeship programs.

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

CareerSource Southwest Florida submitted a proposal and received funding this month for one of the state's Sector Strategies Initiatives. Through this grant, CareerSource Southwest Florida, along with our partners, will address critical needs of the Information Technology (IT) industry, IT professionals and the businesses in Southwest Florida who employ IT professionals. Short-term training and testing geared toward attainment of identified certifications will be provided.

Additionally, the Greater Naples Chamber of Commerce has applied to the Florida Job Growth Grant Fund for \$3 million to expand the Immokalee Technical (I-Tech) College existing machining program to centrally locate satellite campuses and create additional advanced manufacturing programs. This application identified that Collier County will need 43,000 new jobs by 2030 and proposed to build a 40,000 to 50,000 square-foot facility to house the Southwest Florida Manufacturing Excellence Center on available land located on the Florida SouthWestern State College campus in Collier County. This proposal was supported by CareerSource Southwest Florida.

Our Business Services Division continues outreach efforts to educate employers about Internships, Customized Training and On-the-Job Training (OJT) opportunities for eligible individuals. The Board also recognizes the need for workplace soft skills/fundamental skills as reported in meetings, surveys and focus group activities. CareerSource Southwest Florida centers in concert with community partners continue to provide workshops to encourage worksite appropriate behavior, communication and dress along with the elements of teamwork. Industry focus group discussions have also challenged training providers and educators to include or emphasize fundamental skills to students in the classroom, laboratory and clinical curricula. This emphasis of workplace skills during training demonstrates the effectiveness of partnership response.

As the direct provider of services, improved coordination has resulted in more focused outreach to businesses. Business Services has successfully operated a Family Relocation Assistance Program to help relocated spouses and partners find work in Southwest Florida. Services include job referrals, networking through the Professional Career Network (PCN), career support, résumé critique, career counseling, seminars and workshops. The program has opened doors to businesses we've never worked with before.

The locally-developed iCareer (Individualized Career) service delivery model, identified above in Description of Program Services, (3), assists with developing career pathways by offering customers the opportunity to acquire, at a minimum, two levels of employability skill sets. Depending upon where the individual is in his/her career path development, these may include foundational skills, short-term certificate/credential, occupational/vocational certificate, college degree. iCareer makes use of Employ Florida's Career Explorer Career Interest Assessment exploration of careers, completing an Occupational Skills Gap Analysis to compare current skills with those needed for occupation(s) of interest, as well as work experience and job shadowing activities.



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

The Board conducts monitoring of all programs operated by subrecipients and by Board staff at the One-Stop Centers. Monitoring will be conducted through computer desk audits and on-site visits. Cases will be continuously monitored by Center staff utilizing a multiple layer approach; peer reviews, supervisory review and a management review in accordance with the contract and performance benchmarks. In addition, the Board's contracted monitoring consultant will review accuracy of case management throughout the year. In addition to reviewing documentation in case files (paper and electronic) staff will monitor the overall flow of services in the One-Stops, compliance issues and customer satisfaction. As deemed necessary, Board staff and/or the contracted monitoring consultant may require responses and corrective actions from staff. As noted previously in the Board's goals and priorities, the Service Delivery Committee provides oversight and monitors all programmatic services. The Youth Council also assists staff in reviewing youth activities on a regular basis.

The Program and Planning Committee is tasked with monitoring the region's occupational training programs included on the Eligible Training Provider List (ETPL) to assure that those skills attained from the training curriculum meet or exceed the local employers' workforce needs. Performance, to include Employment Rates, is reviewed annually and the Committee recommends suspension of programs, requests for improvement plans or thanks, as determined appropriate.

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

As noted above in Section 6 of the Analysis of Need and Available Resources, the 14 program elements are made available to youth in our WIOA Youth programs. The program design for the WIOA Youth program includes Out-of-School Youth services provided by our Destination Career\$ staff located in the CareerSource Southwest Florida centers and In-

School Youth services provided by our Destination Graduation staff located in high schools throughout the Region. Destination Graduation staff also provide some of the services to Out-of-School Youth.

The enrollment process includes orientation, eligibility determination, an objective assessment where TABE testing and an Individual Services Strategy is completed, and then determining an appropriate track or tracks for the youth. The Youth Tracks for Destination Career\$ and Destination Graduation are:

Education Track – for youth in need of General Education Diploma (GED). Services may include but are not limited to:

- i. Tutoring;
- ii. Study Skills instruction;
- iii. TABE assessment;
- iv. GED classes;
- v. Successfully obtaining GED or high school diploma.

Work-based Training Track – uses a variety of paid Work Experience to help youth attain and/or improve Work Readiness Skills and obtain unsubsidized gainful employment.

- Career exploration and assessment
 - work skills assessment
 - interest inventory
 - labor market information search;
- Employment Preparation
 - iCareer Life Skills
 - Work Experience – Can be in conjunction with GED. Up to 320 hours @\$9.00/hour
 - On-the-Job Training (OJT). Reimbursement to employer up to 75%
 - Other subsidized employment.
- Successfully gains unsubsidized employment or entrance into military.

Credentialing Track – training for industry-recognized credentials linked to demand occupations

- Career exploration
 - Interest inventory
 - Labor market information search
 - TABE testing
 - Job shadowing

- Enrollment in training program
 - Financial aid steps completed
 - Registration completed
 - Classes scheduled

- Earn certificate or credential

The development of the Individual Service Strategy (ISS) is the foundation for serving WIOA Youth. The ISS is an ongoing strategy, jointly developed by the youth and staff, that identifies employment goals, achievement objectives and the appropriate combination of services for the youth to achieve these goals.

Our Destination Graduation program provides intensive drop-out prevention services to WIOA-eligible, in-school youth. Details are outlined above in Section 6 of the Analysis of Need and Available Resources.

Staff may utilize the iCareer (Individualized Career) service delivery model detailed above in Section 14 of the Description of Program Services to assist youth in designing a career path and acquiring in-demand skill sets in an occupation of interest and identify potential future career laddering opportunities.

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

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

Youth enrolled in the program are provided the Test of Adult Basic Education (TABE). A youth who TABE-tests as academically deficient (below a 9th grade level for Math and/or Reading) is considered “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.”

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

CareerSource Southwest Florida’s local definition for youth requiring additional assistance to complete an education program or to secure and hold employment is any youth who had difficulty functioning in the regular school program and having a high probability of not maintaining grade level or not succeeding in such a program including youth with disability, or any youth lacking the basic or employability skills to secure and hold employment; including youth with disabilities. This may include a Florida Standard Assessment (FSA) score below the required numeric rating for that school district (NOTE: LWDB 24 has five school districts); excessive absences or disciplinary actions as determined by that school district; work history less than that required to qualify monetarily for unemployment compensation; or a domestic violence issue as documented through an agency or through self-attestation. CDRs determine this through documentation from educational institutions or other organizations which may include attendance records, FSA scores, disciplinary actions and family situations. These factors/barriers are evaluated and documented in the case notes by the CDRs.

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

A. Executed Memoranda of Understanding for all one-stop partners.

The Memoranda of Understanding (MOUs) with One-Stop partners is currently being circulated for signatures and will be forwarded upon completion.

B. Executed Infrastructure Funding Agreements with all applicable WIOA required partners.

The Infrastructure Funding Agreements with One-Stop partners is currently being circulated for signatures and will be forwarded upon completion. Email from Department of Economic Opportunity (DEO) on January 30, 2018 states, "Upon further review, it is determined that it is not necessary for the local boards to attach the Infrastructure Funding Agreements (IFAs) to the modified local plans."

PUBLIC COMMENT PROCESS

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

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

The draft Two-Year Modification of the Four Year Plan was posted for public comment on the Board's website at www.careersourcesouthwestflorida.com, allowing 30 days for public comment. The Public Notice was posted to our Facebook and Twitter accounts. Paper copies were provided as requested. See Attachment 4.

- (2) Provide a 30-day period for comment on the plan before its submission to CareerSource Florida, Inc., beginning on the date on which the proposed plan is made available, prior to its submission to the Governor (WIOA §108(d)(2)).**

The draft was made available the week of February 12th. A thirty (30) day period for public comment was provided. The draft was forwarded to the five Boards of County Commissioners chairpersons and county managers.

- (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)).**

The Notice for Public Comment was advertised in all five counties through the county buildings. The draft Plan was emailed to the five Boards of County Commissioners chairpersons, county managers, local economic development offices and the Southwest Florida Regional Planning Council. All were invited to comment on the draft plan.

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

The draft Plan was emailed to our Board members, which included representatives of businesses and labor organizations, to Partners and to those on the Interested Parties list. This list is maintained to ensure that information is forwarded to stakeholders, partners and the general public. The Board's Program and Planning Committee members also received the draft as they have primary responsibility for oversight and guidance for plan development. The Program and Planning Committee reviewed and discussed the Plan and then made a motion to recommend approval to the Board.

(5) Include, as an attachment with the plan to the Governor, any comments expressing disagreement or offering recommendations for continuous improvement, the LWDB's response to those comments, and a copy of the published notice (WIOA §108(d)(3)).

Collier County Business & Economic Development Division requested the addition of information. Comments incorporated into this Plan include:

- Expansion of incubator/accelerator to include The Florida Culinary Accelerator @ Immokalee. Added to COORDINATION OF SERVICES section, (2) Coordination with Economic Development Activities and to DESCRIPTION OF PROGRAM SERVICES section, (12) Microenterprise and Entrepreneurial Training.
- Greater Naples Chamber of Commerce application for Florida Job Growth Grant Fund supported by CareerSource Southwest Florida. Added to DESCRIPTION OF PROGRAM SERVICES section, (14) Other Program Initiatives.

**THIRD AMENDED AND RESTATED
INTERLOCAL AGREEMENT
FOR THE
SOUTHWEST FLORIDA JOB TRAINING CONSORTIUM**

THIS THIRD AMENDED AND RESTATED INTERLOCAL AGREEMENT (this “**Agreement**”) is made and entered into as of June 30, 2018 by and between the Boards of County Commissioners for Charlotte, Collier, Glades, Hendry, and Lee Counties, political subdivisions of the State of Florida, for continuation of the Southwest Florida Job Training Consortium.

WHEREAS, the Workforce Investment Act of 1998, federal Public Law 105-220 (“**WIA**”), replaced the Job Training Partnership Act as amended in 1996, and restructured a multitude of workforce development programs into an integrated workforce investment system and authorized the expenditure of federal funds for allowable services and activities in local workforce investment (development) areas; and

WHEREAS, the counties of Charlotte, Collier, Glades, Hendry, and Lee (collectively, the “**Counties**”) were designated by the Governor of the State of Florida, as recommended by the Jobs and Education Partnership in 1996, to form a five county workforce development area, Region 24, and this designation was approved by the Governor to continue under WIA; and

WHEREAS, the Counties had previously entered into an interlocal agreement in 1996 creating the Southwest Florida Job Training Consortium and had entered into an agreement with a Private Industry Council acting as grant recipient and administrative entity until such time as Southwest Florida Workforce Development Board, Inc. (“**SFWDB**”) was formed, and continued under that agreement (“**Original Interlocal Agreement**”); and

WHEREAS, subsequent to the Original Interlocal Agreement, the Counties entered into that certain Workforce Investment Act Interlocal Agreement for the Southwest Florida Job Training Consortium dated as of July 1, 2005 to amend and restate the Original Interlocal Agreement (“**First Amended and Restated Interlocal Agreement**”); and

WHEREAS, subsequent to the First Amended and Restated Agreement, the Counties entered into that Second Amended and Restated Interlocal Agreement for the Southwest Florida Job Training Consortium dated as of March 20, 2012 (“**Second Amended and Restated Interlocal Agreement**”); and

WHEREAS, WIA has been replaced by the Workforce Innovation and Opportunity Act (codified as 29 U.S.C. § 3101 et seq.) (the “**Act**”) and the five participating Counties have agreed to enter into this Agreement to amend and restate the Second Amended and Restated Agreement to incorporate statutory changes; and

WHEREAS, SFWDB is in existence and operational with respect to the Region 24 Workforce Development Area; and

WHEREAS, the Region 24 Workforce Development Area is required to submit a Workforce Innovation and Opportunity Act local plan pursuant to Section 108 of the Act; and

WHEREAS, Section 163.01, Florida Statutes, known as the Florida Interlocal Cooperation Act of 1969, permits local governmental units to make the most efficient use of their powers by enabling them to cooperate with other localities on a basis of mutual advantage and thereby provide services and facilities in a manner and pursuant to forms of governmental organization that will accord best with geographic, economic, population, and other factors influencing the needs and development of local communities; and

WHEREAS, the Boards of County Commissioners for Charlotte, Collier, Glades, Hendry, and Lee Counties find this Interlocal Agreement to be necessary, proper and convenient to the exercise of their powers, duties and purposes authorized by law.

NOW THEREFORE, in consideration of the mutual covenants herein, the Counties agree as follows:

- I. Continuation of the Southwest Job Training Consortium.
 - A. Consistent with the Original Interlocal Agreement, the Counties agree to accept the Governor’s designation of the five county local area as Workforce Development Area for Region 24 for purposes of programs promulgated under the Act (“**Workforce Development Area**”).
 - B. Consistent with the Original Interlocal Agreement, the Counties agree to continue the Southwest Florida Job Training Consortium (the “**Consortium**”) which is composed of the Chief Local Elected Official (Chair) from each of the participating County Commissions, or a designee, who shall be an elected County Commissioner. These five Chairs will elect one member of the Consortium to serve as Chair of the Consortium. The Chair shall remain in its position as Chair until replaced by the Consortium. The Consortium may elect to rotate the position of Chair each year according to procedures which may be developed by the Consortium.
- II. Authority and Responsibilities of the Southwest Florida Job Training Consortium.
 - A. Sections 107, 108, and 121 of the Act (codified as 29 U.S.C. § 3122, § 3123 and § 3151), as may be amended from time to time, are hereby incorporated within this Agreement as if set out herein. Any reference herein to a provision or section of the Act or any other applicable law shall be deemed to include a reference to the applicable successor provision, section or law that may be adopted from time to time.
 - B. The Consortium shall request any change in the number of board members of SFWDB that will represent each county, identify which sector they will represent, identify the length of term, and request certification from the Governor should

any changes to the current representation be required, ensuring that board membership of SFWDB meet the requirements of Section 107 of the Act.

- C. Pursuant to Section 107 of the Act, a majority of the board members of SFWDB shall be representatives of business (each, a “**Business Representative**” or collectively, “**Business Representatives**”) in the Workforce Development Area. Each County Chair, or designee Commissioner, shall be responsible for making his/her County’s Business Representative appointment(s) from nominations received pursuant to this subsection to be board members of SFWDB in accordance with the Act. Each appointee proposed by the County Chair, or designee Commissioner, shall be presented to, and approved by, the Board of County Commissioners of his/her County prior to being seated as a board member of SFWDB. Each Business Representative nominated pursuant to this subsection must adhere to the following criteria:

1. Representatives of business in the Workforce Development Area who are owners of businesses, chief executives or operating officers of business, or other business executives or employers with optimum policymaking or hiring authority;
2. Representatives of businesses, including small businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the Workforce Development Area; and
3. Representatives are appointed from among individuals nominated by local business organizations and business trade associations.

The nomination process for an appointment as a Business Representative to the board of SFWDB shall be as follows:

1. A Business Representative shall be selected from among individuals nominated by a local business organization or business trade association (i.e. Economic Development organization, Chamber of Commerce, or similar entity) after consulting with and receiving recommendations from other business organizations in the Workforce Development Area.
2. Nominations, and any individual selected from such nominations as a Business Representative, shall reasonably represent the industrial and demographic composition of the business community.

- D. Pursuant to Section 107 of the Act, not less than twenty percent (20%) of the board members of SFWDB shall be representatives of the workforce (each, a “**Labor/Training Representative**”) within the Workforce Development Area who:

1. Shall include representatives of labor organizations (for a local area in which employees are represented by labor organizations), who have been nominated by local labor federations, or (for a local area in which no employees are represented by such organizations) other representatives of employees;
2. Shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists;
3. May include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
4. May include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

A nominee meeting the foregoing criteria for a Labor/Training Representative shall be presented by SFWDB to the Chair of the Consortium for approval by the Chair prior to being seated as a board member of SFWDB.

- E. Pursuant to Section 107 of the Act, the board of SFWDB shall include representatives of entities administering education and training activities (each, a “**Educational Representative**”) in the Workforce Development Area, who:
1. Shall include a representative of eligible providers administering adult education and literacy activities under 29 U.S.C. § 3271 et seq.;
 2. Shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
 3. May include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

For purposes of this Section, the Chair of the Alliance of Educational Leaders shall be approved as an Educational Representative meeting the requirements of this subsection. Any other nominee meeting the foregoing criteria for an

Educational Representative shall be presented by SFWDB to the Chair of the Consortium for approval by the Chair prior to being seated as a board member of SFWDB.

- F. Pursuant to Section 107 of the Act, the board of SFWDB shall include representatives of governmental and economic and community development entities (each, a “**Government/Economic Development Representative**”) in the Workforce Development Area, who:
1. Shall include a representative of economic and community development entities;
 2. Shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. § 49 et seq.) serving the Workforce Development Area;
 3. Shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. § 720 et seq.), other than section 112 or part C of that title (29 U.S.C. § 732, 741), serving the Workforce Development Area;
 4. May include representatives of agencies or entities administering programs serving the Workforce Development Area relating to transportation, housing, and public assistance; and
 5. May include representatives of philanthropic organizations serving the Workforce Development Area.

A nominee meeting the foregoing criteria for a Government/Economic Development Representative shall be presented by SFWDB to the Chair of the Consortium for approval by the Chair prior to being seated as a board member of SFWDB.

- G. The board of SFWDB may include such other individuals or representatives of entities as the Consortium may determine from time to time to be appropriate.

- H. The Consortium shall share with SFWDB the responsibility for the following:

1. Approval of the local plan or modification of the local plan described under Section 108 of the Act for Region 24 pursuant to the following procedure. SFWDB shall prepare and adopt the proposed local plan (or modification, as applicable) as required by the Act and transmit the same to the Consortium for its approval prior to submission of the local plan to the Governor pursuant to the Act and Florida law. Transmission of the local plan shall be by sending or delivering a copy of the local plan to both the Chair and the county administrator or county manager, as applicable,

for each of the Counties. The local plan submitted to the Consortium for approval under this section shall be deemed approved by the Consortium at the end of the sixty (60) day period beginning on the date upon which the proposed local plan is received by the Consortium (“**Local Plan Review Period**”) unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the Local Plan Review Period of either an objection to the local plan or that it has requested a meeting of the Consortium to review the local plan. If any member of the Consortium provides such written notice to SFWDB, a meeting of the Consortium shall be called for the purpose of reviewing the local plan within thirty (30) days after the Consortium member’s correspondence (“**Requested Plan Review Period**”). In the event the Consortium does not take action to approve or disapprove the local plan for any reason prior to the expiration of the Requested Plan Review Period, the local plan shall be deemed approved by the Consortium;

2. Approval of the annual budget of SFWDB for purposes of carrying out the duties of SFWDB pursuant to Section 108 of the Act in accordance with the following procedures. SFWDB shall prepare and adopt an annual budget as may be required by law and transmit the same to the Consortium for its approval. Transmission of the budget shall be by sending or delivering a copy of the budget to both the Chair and the county administrator or county manager, as applicable, for each of the Counties. The budget submitted to the Consortium for approval under this section shall be deemed approved by the Consortium at the end of the sixty (60) day period beginning on the date upon which the proposed budget is received by the Consortium (“**Budget Review Period**”) unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the Budget Review Period of either an objection to the budget or that it has requested a meeting of the Consortium to review the budget. If any member of the Consortium provides such written notice to SFWDB, a meeting of the Consortium shall be called for the purpose of reviewing the budget within thirty (30) days after the Consortium member’s correspondence (“**Requested Budget Review Period**”). In the event the Consortium does not take action to approve or disapprove the budget for any reason prior to the expiration of the Requested Budget Review Period, the budget shall be deemed approved by the Consortium. During any period of review of the budget by the Consortium and until approval of the budget by the Consortium, SFWDB can continue its operations consistent with the budget that was most recently approved by the Consortium. Any material modification to any budget approved by the Consortium hereunder shall be approved by the Consortium in accordance with the foregoing procedure. For purposes of this section, the addition into SFWDB’s budget of mid-year, program specific earmarked funds from the state or federal government shall not be deemed to be a material modification to SFWDB’s budget;

3. Approval of a memorandum of understanding with one-stop partners concerning the operation of the one-stop delivery system in the Workforce Development Area (“**MOU**”) pursuant to Section 121 of the Act in accordance with the following procedures. SFWDB shall prepare and adopt the MOU as may be required by law and transmit the same to the Consortium for its approval. Transmission of the MOU shall be by sending or delivering a copy of the MOU to both the Chair and the county administrator or county manager, as applicable, for each of the Counties. The MOU submitted to the Consortium for approval under this section shall be deemed approved by the Consortium at the end of the sixty (60) day period beginning on the date upon which the proposed MOU is received by the Consortium (“**MOU Review Period**”) unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the MOU Review Period of either an objection to the MOU or that it has requested a meeting of the Consortium to review the MOU. If any member of the Consortium provides such written notice to SFWDB, a meeting of the Consortium shall be called for the purpose of reviewing the MOU within thirty (30) days after the Consortium member’s correspondence (“**Requested MOU Review Period**”). In the event the Consortium does not take action to approve or disapprove the MOU for any reason prior to the expiration of the Requested MOU Review Period, the MOU shall be deemed approved by the Consortium;

4. Approval of a one-stop operator or the termination for cause of a one-stop operator pursuant to Section 108 of the Act (“**One-Stop Operator Action**”) in accordance with the following procedures. In the event SFWDB shall require One-Stop Operator Action, SFWDB shall provide notice of the same (“**One-Stop Operator Notice**”) to the Consortium for its approval. Transmission of the One-Stop Operator Notice shall be by sending or delivering a copy of the notice to both the Chair and the county administrator or county manager, as applicable, for each of the Counties. The One-Stop Operator Action submitted to the Consortium for approval under this section shall be deemed approved by the Consortium at the end of the thirty (30) day period beginning on the date upon which the proposed One-Stop Operator Action is received by the Consortium (“**One-Stop Action Review Period**”) unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the One-Stop Action Period of either an objection to the One-Stop Operator Action or that it has requested a meeting of the Consortium to review the One-Stop Operator Action. If any member of the Consortium provides such written notice to SFWDB, a meeting of the Consortium shall be called for the purpose of reviewing the budget within thirty (30) days after the Consortium member’s correspondence (“**Requested One-Stop Action Review Period**”). In the event the Consortium does not take action to approve or disapprove the One-Stop Operator Action for any reason prior

to the expiration of the Requested One-Stop Action Review Period, the One-Stop Operator Action shall be deemed approved by the Consortium; and

5. Oversight of the one-stop delivery system in the Workforce Development Area.

III. Terms of Agreement.

A. None of the parties hereto shall be liable for any claims, damages, losses or expenses arising out of or resulting from any act, omission, negligence of the others, their officers, employees or agents, related parties' respective authorities and responsibilities under this Agreement.

B. The term of the Agreement shall commence upon the adoption of this Agreement by the last of the Counties and shall run through June 30, 2022, which date coincides with the next local plan submittal date required under Section 108 of the Act. Thereafter the term of this Agreement shall automatically be renewed for successive five-year terms, unless any party notifies the others of its intention not to renew at least ninety (90) days prior to the expiration of the original term or the then-current five-year renewal term.

C. Upon proper execution, the Agreement shall be legally valid and binding, and supersedes other agreements of the Southwest Florida Job Training Consortium. This Agreement shall be recorded in the public records of the counties of Charlotte, Collier, Glades, Hendry, and Lee.

D. This Agreement may be amended or modified upon the written request of any party hereto. Any alterations, amendments, modification or waivers in the terms and conditions of this Agreement shall not be effective unless reduced to writing, approved by all parties, signed by their duly authorized representatives and filed with the Clerks of the Circuit Courts of the Counties.

{Remainder of page intentionally left blank. Signatures commence on the next page.}

IN WITNESS WHEREOF, the parties have executed this Agreement as indicated on the attached pages.

PASSED AND DULY ADOPTED THIS _____ DAY OF _____, 2018.

BOARD OF COUNTY COMMISSIONERS
OF LEE COUNTY, FLORIDA

By: _____
Chair or Commissioner Designee

Attest:

By: _____

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

By: _____

PASSED AND DULY ADOPTED THIS _____ DAY OF _____, 2018.

BOARD OF COUNTY COMMISSIONERS
OF CHARLOTTE COUNTY, FLORIDA

By: _____
Chair or Commissioner Designee

Attest:

By: _____

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

By: _____

PASSED AND DULY ADOPTED THIS _____ DAY OF _____, 2018.

BOARD OF COUNTY COMMISSIONERS
OF COLLIER COUNTY, FLORIDA

By: _____
Chair or Commissioner Designee

Attest:

By: _____

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

By: _____

PASSED AND DULY ADOPTED THIS _____ DAY OF _____, 2018.

BOARD OF COUNTY COMMISSIONERS
OF GLADES COUNTY, FLORIDA

By: _____
Chair or Commissioner Designee

Attest:

By: _____

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

By: _____

PASSED AND DULY ADOPTED THIS _____ DAY OF _____, 2018.

BOARD OF COUNTY COMMISSIONERS
OF HENDRY COUNTY, FLORIDA

By: _____
Chair or Commissioner Designee

Attest:

By: _____

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

By: _____

**Southwest Florida Workforce Development Board, Inc. /
CareerSource Southwest Florida**

Request to Extend Designation as a Direct Provider of Workforce Services

May 4, 2017

In 2008, with the passing of Senate Bill 428 which modified Chapter 445 of the Florida Statutes, the Southwest Florida Workforce Development Board, Inc. (SFWDB) requested and received authorization to be designated as a direct provider of certain workforce services (other than training services). In 2011 and in 2014, three-year extensions were requested and approved. At this time, we request an extension for the period of July 1, 2017 through June 30, 2020. Upon approval the following modifications will be incorporated into our Workforce Services Plan.

1. A review of how the provision of direct services during the prior period fit the business model that the Local Workforce Development Board (LWDB) proposed in its original request, and any proposed changes in the business model or the particular workforce services the LWDB intends to provide during the extension period.

During the prior period the Southwest Florida Workforce Development Board, Inc. dba CareerSource Southwest Florida has been the provider of Workforce Innovation and Opportunity Act (WIOA) Adult, WIOA Dislocated Worker, some WIOA Youth services, Temporary Assistance for Needy Families (TANF) services and Supplemental Nutrition Assistance Program (SNAP) services through staff located in the CareerSource Southwest Florida “One-Stop” centers throughout the Region. SNAP services were provided voluntarily through December 2015 and through mandatory programs starting in January 2016. If at any time work requirements again become voluntary due to higher unemployment rates, we will likely continue with a voluntary SNAP program.

The original business model included a Leadership Team comprised of the Executive Director, the Deputy Director, the Alliance of Educational Leaders Director, the Programs Division Director and the Planning and Grants Division Director. In 2011, we proposed the addition of the Fiscal Division Director and the Business Development Division Director. Throughout the years our Leadership Team has developed and now includes the Executive Director, Deputy Director, Planning and Grants Division Director, Programs Division Director, Fiscal Division Director, Director of Business Services, Communications Director, IT Division Director and Quality Assurance Program Managers. The Leadership Team meets with the CareerSource Southwest Florida Center Supervisors on a monthly basis and has effectively provided oversight and guidance to the One-Stop Centers.

We continued to follow our standard procurement process to contract for Workforce Innovation and Opportunity Act (WIOA) Out-of-School Youth services for the July 2015 - June 2016 Program Year. However, in March 2016, it was decided all WIOA Youth services would be provided directly through

Center staff. The change occurred in April 2016 and has allowed for better integration of services and a smoother flow of services.

2. The effective date, for when the extension would begin.

The effective date for this extension will be July 1, 2017.

3. The period of time, not to exceed three years, for when the extension will be in effect.

This extension is requested for the period of July 1, 2017 through June 30, 2020.

4. A review of the LWDB's stated reasons in its previous request why the LWDB has decided to directly provide the workforce services, and an explanation of how it is in the best interest of the LWDB's customers that the LWDB continue to provide these services.

In the previous request, most workforce services, to include Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker, Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP) and some WIOA Youth programs and services were provided by CareerSource Southwest Florida staff. In April 2016, we began providing all WIOA Youth programs directly through CareerSource Southwest Florida staff. Extending the direct provision of services will allow for continued improvement in providing services, reduced costs and consistent staff training and integration. Center staff is now able to provide services to customers in a more coordinated fashion.

5. A review of the effectiveness of the firewall established by the LWDB to clearly separate existing roles as oversight body for the region's workforce delivery system and its role as the operational services directly provided by the LWDB, and an explanation of changes to be made to the firewall.

Oversight – The Leadership Team includes Executive Director, Deputy Director, Planning and Grants Division Director, Programs Division Director, Fiscal Division Director, Director of Business Services, Communications Director, IT Division Director and the Quality Assurance Program Managers. Through this Leadership Team, the Board sets goals for the CareerSource Southwest Florida centers. A system of individual performance standards and objectives ensures organizational goals are met. Members of the Leadership Team and any SFWDB staff involved in writing policy are not involved in the delivery of One-Stop services. The Board provides oversight of the local workforce system and ensures appropriate reviews and monitoring of One-Stop activities. Programs are also monitored three times per year by the Board's monitoring contractor.

Operational Services – The Center Supervisors provide the direct supervision and are responsible for the day-to-day operations and performance outcomes of the One-Stop centers. The Center Supervisors

report to the Leadership Team monthly to review the system and make necessary changes to improve services to customers. This system has proven an effective means of separating oversight from operational activities.

6. An identification of the grant program(s) that fund the workforce service delivery model.

- Workforce Innovation and Opportunity Act (WIOA) Adult
- Workforce Innovation and Opportunity Act (WIOA) Dislocated Workers
- Workforce Innovation and Opportunity Act (WIOA) Youth
- Temporary Assistance for Needy Families (TANF)
- Supplemental Nutrition Assistance Program (SNAP)

The Wagner-Peyser and Veterans program staff are employed by the Florida Department of Economic Opportunity (DEO). Functional supervision of DEO staff is provided jointly by the Center Supervisors and the DEO Operations and Management Consultant II.

7. An analysis of the costs of the services that documents the actual reduction in costs with the LWDB providing the services rather than contracting that service to another provider, and an estimate of such costs and savings for the upcoming period.

By providing services directly, the Southwest Florida Workforce Development Board, Inc. dba CareerSource Southwest Florida saw a reduction in costs. Annual overhead costs and profit charged by contracted service providers were estimated by reviewing previous years' expenses. Based on these figures, the reduction in costs over a period of three years is estimated to be \$2,732,252. Other reductions include costs for the bidding process for selection of service providers for workforce programs.

	<u>2014/2015</u>		<u>2015/2016</u>		<u>2016/2017</u>		<u>TOTAL</u>
WIOA-A&DW	157,883	+	157,883			=	\$315,766
WIOA-Adult					2,384,000	x 10%	= \$238,400
WIOA-DW					2,753,000	x 10%	= \$275,300
Youth	650,000	+	1,092,432	+	2,235,000	= 3,977,432 x 15%	= \$596,615
TANF	2,026,038	+	2,060,538	+	2,360,000	= 6,446,576 x 18%	= \$1,160,384
SNAP	128,074	+	331,852	+	350,000	= 809,926 x 18%	= <u>\$145,787</u>

Estimated reduction in cost previous 3-year period: \$2,732,252

Based on initial allocations for the coming year, cost savings will be more important than ever and are expected to be an estimated \$3,325,700, at a minimum, for the next three-year period.

	<u>2017/2018</u>		<u>2018/2019</u>		<u>2019/2020</u>							
	<u>TOTAL</u>											
WIOA-Adult	2,275,000	+	2,160,000	+	2,060,000	=	6,495,000	x	10%	=	\$649,500	
WIOA-DW	1,895,000	+	1,800,000	+	1,710,000	=	5,405,000	x	10%	=	\$540,500	
WIOA-Youth	2,125,000	+	2,015,000	+	1,920,000	=	6,060,000	x	15%	=	\$909,000	
TANF	2,125,000	+	1,915,000	+	1,725,000	=	5,765,000	x	18%	=	\$1,037,700	
SNAP	350,000	+	350,000	+	350,000	=	1,050,000	x	18%	=	<u>\$189,000</u>	

Estimated reduction in cost for upcoming 3-year period: \$3,325,700

8. A review of any other realized improvement to service delivery and performance outcomes, and description of anticipated improvements.

As outlined below, CareerSource Southwest Florida has realized improvements in business services, continuity, professionalism, services to participants, communication and performance.

A single, region-wide approach to business, media and community outreach has resulted in greater coordination of services to employers and the business community. This has helped to reduce duplication of business services i.e. reduce the instances of multiple contracted providers contacting business and business organizations with same or similar objectives. Restructuring of Business Services included the addition of Account Executives to improve the job referral process, relationships with employers and our employer penetration rate. The Account Executives have worked with Center staff to increase the number of job orders, internships and on-the-job (OJT) opportunities.

By being the direct provider of services, the frequency and quality of training has vastly improved. In September 2016, our Training Coordinator began a series of staff development sessions to include new hire, refresher and continuous improvement training. Information is distributed more quickly and consistently which provides greater continuity of services to our business and individual customers. This has also resulted in much more timely attainment of Workforce Professional Tier I Certifications and Continuing Education Units (CEUs). All staff receives the same message whether training is program specific (Welfare Transition Best Practices, SNAP Sanction Process, W-P Job Order Process Training, WIOA Youth 101) or beneficial to multiple groups (Stress & Time Management, Active Listening, Case Notes). Much of the training is provided by staff; some is secured through outside experts (Human Trafficking).

Our career laddering system, originally implemented in 2008, continues to allow front-line staff to progress through Career Development Representatives levels I through IV. Levels are based on workforce program knowledge and have proven to be an effective means of promoting integrated services.

The Board's SharePoint intranet system and portals have allowed staff greater communication and sharing of information. Staff is able to access calendars, schedules, announcements, policies, procedures, reports, forms and documents. They are also able to upload data, and share "found" resources with each other. Centers continue to move toward more electronic document management processes. With document scanners and e-signature capability, intake and case management generates less paper and more accessible information. Staff is making strong headway with WIOA programs as DEO is able to use the files in Document Manager. Using electronic files is speeding up processes, saving paper, and more importantly, resulting in a better use of staff time. We envision continued enhancements to technology, which will provide staff a multitude of resources. One such enhancement will be adding SARA, a participant tracking system in the coming program year. This electronic participant tracking/communications system will be accessible by 50+ staff with caseloads and a few additional staff with administrative privileges/abilities. The two-way interactive product/system which will track and document activities of customers to include assessment, job search, classroom training, on-the-job training, work experience, employment and job retention follow-up. Per ERISS, the developer/provider, this platform is designed to allow staff more time to "engage customers in more in-depth meaningful interactions; the high-value, high-skills activities which have been proven to lead to positive outcomes and increased participant satisfaction."

CareerSource Southwest Florida has continued to meet or exceed the Common Measures. At 69.75%, our Individual Training Account (ITA) Expenditure Rate for WIOA Adults and Dislocated Workers continues to exceed the required 50%. Since 2014, all Center staff, to include DEO staff, now has written expectations to ensure continued high levels of performance and customer satisfaction. This has helped in maintaining high levels of performance.

9. Documentation that the public was provided a meaningful opportunity for review and comment on the proposed extension for a period not less than 10 days. Any submitted comments must be included.

A draft of this "Request to Extend Designation as Direct Provider of Workforce Services" was made available for more than ten days on our website at www.careersourcesouthwestflorida.com. A Notice for Public Comment was forwarded to all five county offices within our Region for posting. The draft was emailed to the chairs of each of the Boards of County Commissioners within our five-county area and to our Board members. Submitted comments will be considered and attached to this extension.

10. Documentation that the Chief Elected Official has agreed to the planned extension.

The attached signature page has been signed by the Southwest Florida Workforce Development Board, Inc. President/Chairman and the Chief Elected Official.

If there are any questions or additional information is needed, please feel free to contact Joe Paterno at (239) 225-2500 or jpaterno@sfwdb.org.

**Local Workforce Development Board
Request for Extension to Provide Direct Services**

LWDB Number: **24** LWDB Name: **Southwest Florida Workforce Development Board, Inc. / CareerSource Southwest Florida**

Contact Names: **Joe Paterno, Executive Director** or
Mary Anne Zurn, Planning & Grants Division Director

Contact Phone Number: **(239) 225-2500**

The Local Workforce Development Board seeks to extend its designation as a direct service provider of certain services by agreement of the Chief Elected Official and the Governor. This extension to the designation of the Local Workforce Development Board as a direct service provider of certain services is to be effective for the period July 1, 2017 through June 30, 2020.

The signatures below certify agreement to the request for extension submitted by the Local Workforce Development Board and the assurance that the Local Workforce Development Board will operate in accordance with this extension, its Workforce Service Plan, and applicable federal and state laws and regulations.

Chief Elected Official

Chairman, Local Workforce Development Board

Michael Swindle
Name (printed or typed)

Joseph Wheeler
Name (printed or typed)

Chairman, Southwest Florida
Job Training Consortium
Title

President / Chairman
Title


Signature


Signature

5/9/17
Signature Date

5/8/17
Signature Date

**Memorandum of Understanding
for
Workforce Innovation and Opportunity Act (WIOA)
One-Stop Career Center System
Partners of the American Job Center Network**

This Memorandum of Understanding (MOU) is made pursuant to the Workforce Innovation and Opportunity Act (WIOA) of 2014, and is entered into by the American Job Center Network Partners:

Local Workforce Development Board LWDB): **CareerSource Southwest Florida, LWDB-24**
Chief Elected Official (CEO) Name, Title: **Michael Swindle, Commissioner**

Required Partners

Partner Name	Program	Program Authority
CareerSource Southwest Florida	WIOA Adult, Dislocated Worker, and Youth Programs; Employment Service; Trade Adjustment Assistance (TAA) Activities; Temporary Assistance for Needy Families (TANF) program; Jobs for Veterans State Grants (JVSG) - LVER & DVOP	WIOA Title I – Adult, Dislocated Worker, and Youth Programs; Wagner-Peyser Act (29 U.S.C. 49 et seq.) as amended by WIOA title III; Chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.); Part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), under 20 CFR 678.405(b); Chapter 41 of title 38, U.S.C. / WIOA 121(b)(1)(B)(viii).
FLDOE / Division of Vocational Rehabilitation	State Vocational Rehabilitation (VR) Services program	Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.) as amended by WIOA title IV, (other than section 112 or part C of title I of such Act (29 U.S.C. 732, 741);
FLDOE / Division of Blind Services	State Blind Services	Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.) as amended by WIOA title IV, (other than section 112 or part C of title I of such Act (29 U.S.C. 732, 741);
Charlotte County Public Schools Collier County Public Schools Glades County School District Hendry County Schools School District of Lee County	Adult Education and Literacy Act (AEFLA) programs	Adult Education and Literacy (WIOA 121(b)(1)(B)(iii)) – Title II
Charlotte County Public Schools Collier County Public Schools Glades County School District Hendry County Schools School District of Lee County	Career and Technical Education programs - post-secondary level	Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV), (20 U.S.C. 2301 et seq.)
AARP Foundation	Senior Community Service Employment Program (SCSEP)	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)
Cornerstone Solutions	Job Corps	WIOA Title I – Job Corps (29 USC 2881-2900, 29 USC 2901)
none available	Employment and training	Department of Housing and Urban Development (HUD) / (WIOA 121 (b)(1)(B)(xi))
Lee County Department of Health and Human Services	Employment and training activities under CSBG programs	Community Services Block Grant (42 USC 9901 et seq.)
Collier County Public Schools/ Immokalee Technical College (iTECH)	Farmworker Career Development Program (FCDP) - Migrant and seasonal farmworker programs	WIOA Title I – Migrant and Seasonal Farm Worker Programs (29 USC 2912, 29 USC 2919)
FL Department of Economic Opportunity (DEO)	Unemployment compensation (Reemployment Assistance)	State unemployment compensation laws (in accordance with applicable Federal law)

They are collectively referred to as the “Parties” to this MOU. This MOU will be in effect from July 1, 2017, through June 30, 2020, unless an extension is granted.

The purpose of this MOU is to describe the cooperative workforce training, employment and economic development efforts of CareerSource Southwest Florida and the Partners and the actions to be taken by each to assure the coordination of their efforts in accordance with state issued requirements in order to establish and maintain an effective and successful "One-Stop" delivery system.

This agreement is intended to coordinate resources and to prevent duplication and ensure the effective and efficient delivery of workforce services in Southwest Florida. In addition, this agreement will establish joint processes and procedures that will enable the Partner to integrate with the current one-stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons within Southwest Florida.

The parties to this document agree to coordinate and perform the activities and services described herein within the scope of legislative requirements governing the parties' respective programs, services, and agencies. The Southwest Florida Workforce Development Board, Inc., dba CareerSource Southwest Florida has been designated by the chief elected official as the administrative entity, grant recipient and fiscal agent.

All Local Workforce Development Boards (LWDBs) are required to establish and operate local service delivery systems in accordance with WIOA Section 121, with the WIOA State Plan, and with the WIOA Local Plan for their respective local areas. WIOA Section 134(c) lists the services and activities that must be provided through the delivery system. WIOA Section 107(d) gives the LWDBs the responsibility for oversight of the delivery system in each local area and requires the LWDBs to describe the activities and functions of the service delivery system and to prescribe the guidelines for carrying out these responsibilities in the Local WIOA Plan.

One-Stop Centers		
	Address	Full-Service or Satellite
1	750 South 5th Street, Immokalee, FL 34142	Full-Service
2	215-B South Francisco Street, Clewiston, FL 33440	Full-Service
3	4150 Ford Street Extension, Fort Myers, FL 33916	Full-Service
4	3050 Horseshoe Drive North, Building A, Suite 110, Naples, FL 34104	Full-Service
5	3745 Tamiami Trail, Port Charlotte, Florida 33952	Full-Service
6	1020 Cultural Park Boulevard, Cape Coral, FL 33990	Satellite
7	921 Anvil Circle, LaBelle, FL 33935	Satellite

Administrative Structure			
	Entity Name & Contact	Address	Email
Administrative Entity	Southwest Florida Workforce Development Board, Inc. dba CareerSource Southwest Florida, Joe Paterno	9530 Marketplace Road, Suite 104 Fort Myers, FL 33912	jpaterno@sfwdb.org
Fiscal Agent	Southwest Florida Workforce Development Board, Inc. dba CareerSource Southwest Florida, Mike Egan	9530 Marketplace Road, Suite 104 Fort Myers, FL 33912	megan@sfwdb.org
Chief Elected Official	Commissioner Mike Swindle	Hendry County BOCC P O Box 1760 LaBelle, FL 33975-1760	swindlem@hendry-schools.net
One-Stop Operator	Tracy Lansberry	8509 Brittani Drive Fort Myers, FL 33912	Tracy1948@hotmail.com

Partner Responsibilities

- A. WIOA Section 121 (b) lists the minimum responsibilities of all required partners under WIOA. For consistency, all Partners will assume the responsibilities identified below, unless inconsistent with the federal law and regulations that authorize the Partner program.
1. Make career services provided under the Partner's program available to individuals through the area's delivery system in accordance with this MOU.
 2. Participate in infrastructure cost-sharing activities as described in this MOU and use a portion of funds made available to each partner's program—to the extent not inconsistent with the federal law that authorizes each partner program—to:
 - a. Create and maintain the delivery system; and
 - b. Provide career services per WIOA Section 134(c)(2).
 3. Remain as a party to this MOU throughout the Agreement period in order to participate as a partner per WIOA Section 121(c).
 4. Participate in the operation of the system in accordance with the terms of this MOU and with the requirements of authorizing laws per WIOA Section 121(b)(1)(B).
 5. Required Partners must provide representation on the area's LWDB per WIOA Section 121 (b)(1). Additional partners may participate on the Area's LWDB with the agreement of the Area's LWDB members and CEO. However, when a program is administered by more than one entity in the area, it is not necessary that every entity provide representation on the LWDB. One entity may provide representation on the LWDB for the program.
- B. In addition to the minimum responsibilities required under WIOA as identified in Section A, Partner responsibilities include:
1. Provide priority of service to veterans and covered spouses for any qualified job training program pursuant to the Jobs for Veterans Act as prescribed in 38 USC 4215.

2. Compliance with WIOA and all federal, state, and local laws, regulations, rules, policies and plans applicable to parties in their respective roles under this MOU and as consistent with the rules that govern each partner's respective program. Each partner expressly agrees to notify LWDB of any changes to the rules governing its respective program that impact the partner's performance under this MOU. LWDB will communicate the changes to the operators and any other affected partners.
3. Each partner must ensure compliance by its staff members who work in the One-Stop center with CareerSource Southwest Florida policies and procedures. Should a conflict exist between the CareerSource Southwest Florida personnel policies and a partner's personnel policies, the partner's policies will prevail.
4. Use of common practices and procedures; forms and documents; software systems or applications; and other forms of media as agreed to by all parties in the performance of One-Stop center services and activities and functions that support the service delivery system.

Programs, Services, & Activities

- A. WIOA Section 121(b)(1)(B) identifies the programs, services and related activities that must be provided through the delivery system in each local area. WIOA Section 121(c)(2) requires this MOU to include a description of the services that will be provided through the area's service delivery system and to identify the service delivery method(s) each partner will use to deliver the services. This MOU will also identify the career services, training, and employer services that each partner will provide to ensure that all parties' responsibilities are clearly identified herein.
- B. The One-Stop Services hereby incorporated, lists and describes the career, training, and employer services and the array of service delivery methods.

Career Services offered include:

1. WIOA Adult, Dislocated Worker, and Youth
2. Temporary Assistance for Needy Families (TANF)
3. Supplemental Nutrition Assistance Program (SNAP)
4. Employment services authorized under the Wagner-Peyser Act
5. Vocational Rehabilitation
6. Blind Services
7. Migrant and seasonal farmworker (MSFW)
8. Senior Community Service Employment Program (SCSEP)
9. Ticket to Work
10. Disabled Veterans' Outreach Program (DVOP)

Training Services offered include:

1. Adult education and literacy
2. Job Corps
3. Florida Farmworker Jobs and Education Program
4. Career and technical education programs at the post-secondary level
5. Department of Housing and Urban Development employment and training activities
6. Trade Adjustment Assistance (TAA) activities

Employer Services offered include:

1. Business Services
2. Recruitment assistance for employers
3. Scheduling, screening and testing for employers

Required Partner Services

Partner Name	Program Name	Services Offered (from page 2)			Service Delivery Method (from page 4)	Location Code (from page 2)
		Career	Training	Employer		
CareerSource Southwest Florida	WIOA Adult, Dislocated Worker, and Youth Programs ; Temporary Assistance for Needy Families (TANF) program	1, 3, 7		1, 2, 3	FT	1-5
		2			FT	1-5
Job Corps, USDOL	Job Corps		2			1-7
Collier County Public Schools/ Immokalee Technical College (iTECH)	National Farmworker Jobs Program (Migrant and seasonal farmworker programs)		3		PT, T, B	1, 2, 7
DEO through CareerSource Southwest Florida	Employment Service ; Trade Adjustment Assistance (TAA) Activities ; Jobs for Veterans State Grants (JVSG) - LVER & DVOP	4		1, 2, 3	FT	1-7
			6		FT	1-7
		10			FT	1-5
AARP Foundation	Senior Community Service Employment Program (SCSEP)	8				1, 3, 4, 5
FL Department of Economic Opportunity (DEO)	Unemployment compensation (Reemployment Assistance)					1-7
Charlotte County Public Schools Collier County Public Schools Glades County School District Hendry County Schools School District of Lee County	Adult Education and Literacy Act (AEFLA) programs		1		T, B	1-7
	Career and technical education programs - post-secondary level		4		T, A, B	1-7
FLDOE / Division of Vocational Rehabilitation	State Vocational Rehabilitation (VR) Services program	5			FT, PT, T, A, B	1-7
FLDOE / Division of Blind Services	State Blind Services	6			T, A, B	1-7
Lee County Department of Housing and Urban Development (HUD)	Employment and training		5		T, B	3, 6
Lee County Department of Health and Human Services	Employment and training activities under CSBG programs				T, B	3, 6

Required Partner Services: The table above identifies the services each required partner will provide and the method(s) of service delivery each partner will use. The services are identified by the corresponding numbers listed for each service in the Services Document. The service delivery methods are identified by the following service delivery codes: FT - On-Site Staff Full Time, PT - On-Site Staff Part Time, C - Contracted Service On-Site Full Time, C/PT - Contracted Service On-Site Part Time, C/Off - Contracted Service Off-Site, T - Access Via Telephone, A - Access Via Automated System, B - Brochure/Handout, P - Posting at One-Stop Center, O – Other and NA - Not Applicable.

Method of Referral

Pursuant to WIOA Section 121(c)(2)(A)(iii), the parties agree that the referral of individuals between the One-Stop partners' for the services and activities described will be performed using the following methods:

Referrals will be routinely made between programs and organizations in cases where customers served initially by one organization are deemed to be able to benefit from services provided by another organization and/or the natural continuum of service is adult education leading to postsecondary Career and Technical education to work readiness and ultimately employment.

Referrals between partners for services and programs will be made in person, by telephone, through written communications (fax, e-mail and paper referrals), or electronically through Internet systems or other connections. Some programs will use state or locally-created forms. Partners will continue to provide cross-referral to services and training as well as possible co-enrollment options whenever appropriate and practical.

Internal cross-referral procedures continue to be developed and reassessed based upon availability of funding, services and program need to ensure that high quality and convenient services are available to customers of the One-Stop system.

Resource Sharing/Infrastructure Funding

A. One-Stop Resource Sharing/Infrastructure Requirements:

1. WIOA 121(c)(2)(A)(ii) requires that the funding arrangements for services and operating costs of the service delivery system must be described in this MOU.
2. The methodologies described herein must be allowable under each partner's respective program and under all applicable federal and state rules—including the Office of Management and Budget (OMB) Circulars applicable to each partner's type of organization. The MOU must identify:
 - a. The shared One-Stop costs.
 - b. The methodologies that will be used to determine each party's proportionate "fair" share of those costs.
 - c. The methodologies that will be used to allocate each party's fair share of costs across the cost categories.
 - d. The method(s) each party will use to fund its fair share of costs, which may include cash contributions, contributions of staff time, equipment, and/or other resources, or in-kind contributions from a third party.

B. One-Stop Operating Costs:

1. The shared operating costs, the projected cost amounts, and each party's method of funding its fair share of those costs are identified in the Infrastructure Funding Agreement, which is included in this MOU and hereby incorporated. The methodologies that will be used to determine each party's fair share of operating costs and to allocate each party's fair share are as follows:
 - a. Identification of Shared Costs;

- b. Shared Costs Budget;
- c. Proportionate Share and Cost Allocation;
- d. Resource Sharing (may include cash contributions, contributions of staff time, equipment and other resources; and
- e. Resource Sharing Agreements.

C. Program Costs/Services:

1. Costs allowable under and allocable to more than one partner program may be considered shared costs that are allocated among the eligible partner programs provided that such action is not prohibited by the partner programs' governing statutes. The manner(s) in which the parties agree to address costs chargeable to more than one partner program must be described in this MOU.
2. All parties expressly agree to use the following methodologies to determine if a particular cost is chargeable to more than one partner program and to address costs found to be chargeable to more than one partner in accordance with the following:
 - a. Methodology to Determine Shared Service Costs:

Square footage utilized by entity will be used as the allocation basis to determine overall Partner contributions. This was done in an effort to remedy the imbalance of non-physically represented Partners, and to comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the one-stop center(s) and relative benefit received.

D. Budget Tracking:

1. All parties expressly understand and agree that the initial costs listed in Attachment A, the Infrastructure Funding Agreement (IFA) will be subject to change as actual costs are incurred and paid throughout the effective period of this MOU. 29 CFR 97.20 requires a comparison of actual costs to budgeted costs. Areas will determine actual costs in accordance with local procedures and will submit the actual expenditures to all partners on a quarterly basis.
2. Updates to the IFA will not require an amendment to this MOU unless such updates reflect an increase in the total budget amount. An amendment for this purpose will be signed by authorized representatives of LWDB, the CEO and all affected partners. LWDB will ensure that all partners receive a copy of the amendment and revised budget once the amendment is fully executed.
3. Any time the IFA is modified, the LWDB must provide all parties with notice of the modification and a copy of the modified IFA. The notice shall include a description of the modification, the effective date of the modification, and the reason(s) for the modification.

Termination/Separation

- A. **MOU Termination:** This MOU will remain in effect until the end date specified unless:
1. All parties mutually agree to terminate this MOU.
 2. Funding cuts by one or more federal programs are so substantial that operations cannot continue as specified herein and a new MOU must be negotiated.
 3. WIOA regulations or statute is repealed.
 4. Local area designations are changed.
- B. **Partner Separation:** WIOA Section 121(c) mandates the execution of this MOU between the LWDB and partners. However, any single partner may terminate its participation as a party to this MOU upon thirty (30) days written notice to the LWDB. In such an event, the LWDB will provide written notice to all remaining partners and will amend this MOU. The termination of one or more partner's participation as a party will not result in a termination of this MOU unless the number or contribution of the terminating partner(s) is so substantial that it necessitates the negotiation of a new MOU.
- C. **Effect of Termination:** Per WIOA Section 121, any partner that terminates its role as a party to this MOU is no longer eligible to participate as a partner in the system and will not be permitted to serve on the LWDB as a partner representative.
- D. **Partner Disqualification:** An entity identified as a required partner at the time of execution of this MOU that subsequently loses federal funding or the authority to administer the federal program in the Area and therefore no longer qualifies as a required partner under WIOA Section 121(b)(1) must send written notice of the change in status to the LWDB as soon as possible. In such an event, a formal amendment to this MOU will be required. The entity may continue as an additional partner if mutually agreed by the LWDB, CEO, and the remaining partners.

Amendment

- A. This MOU may be amended upon mutual agreement of the parties that is not inconsistent with federal, state, or local laws, regulations, rules, plans, or policies or for one or more of the following reasons:
1. The addition or removal of a partner from this MOU.
 2. Removal or addition of program responsibilities for any partner that administers more than one federal program.
 3. An extension of the effective ending date.
 4. A change in the One-Stop Operator or Fiscal Agent or a change in the physical location of a One-Stop center.
 5. A change in the services, service delivery methods currently utilized, referral methods, methods to determine fair share, or methods to allocate costs.

- B. All parties agree that amendments for the reasons listed in 1 and 2 of Section A need only be signed by authorized representatives of the LWDB, the CEO, and the affected partner(s). Amendments for the reasons listed in all other paragraphs or for any changes that will affect the responsibilities of all parties, require the signatures of all parties. All amendments will involve the following process:
1. The party seeking an amendment will submit a written request to the LWDB that includes:
 - a. The requesting party's name.
 - b. The reason(s) for the amendment request.
 - c. Each section of this MOU that will require revision.
 - d. The desired date for the amendment to be effective.
 - e. The signature of the requesting party's authorized representative.
 2. If the request is approved, the LWDB will notify the remaining parties of the intent to amend and will provide each remaining party thirty (30) days from the date of the notice (unless another timeframe is specified in the notice) to review the anticipated changes and to submit a response to LWDB. Failure by a party to respond within the prescribed timeframe will be deemed that party's approval of the proposed changes.
 3. In the event that a remaining party has questions and/or concerns regarding the proposed amendment, the party must list its questions and/or concerns in writing and submit the list to LWDB within the specified timeframe.
 4. LWDB will review the listed questions/concerns and will issue a response within fifteen (15) days of receipt of the list. If LWDB deems it necessary, the listed questions/concerns will be sent to all other parties and/or a meeting with all parties will be scheduled to discuss the proposed changes and to achieve consensus on a final amendment draft.
 5. The final, approved amendment draft will be signed by authorized representatives of the affected partners, then submitted to LWDB for the final signature.
 6. LWDB will distribute copies of the fully executed amendment to all parties and to CareerSource Florida as the MOU oversight agency upon execution.
- C. This writing constitutes the entire agreement among the parties with respect to each party's role and responsibility in the area's service delivery system. All parties agree that any amendments to any applicable laws or regulations cited herein will result in the correlative modification of this MOU without necessitating a formal, written amendment.
- D. All parties agree to communicate details of the amendment to their respective staff members whose responsibilities may be impacted by changes and further agree to ensure that their respective staff members are referencing or utilizing the most current version of the MOU in the performance of responsibilities under this MOU.

- E. Amendments that will require the signatures of all parties must be executed no later than ninety (90) days prior to the end of the MOU period and amendments that require only the signatures of the LWDB, the CEO, and the affected parties must be executed no later than 45 days from the end of the current State Fiscal Year.

Confidentiality

All parties expressly agree to abide by all applicable federal, state, and local laws regarding confidential information. Each party will ensure that the collection and use of any information, systems, or records that contain personally identifiable information will be limited to purposes that support the programs and activities described in this MOU as part of the service delivery system.

Impasse—Dispute Resolution

If an issue arises involving this MOU, parties will make every effort to reach a resolution in a timely and efficient manner. Any part may request a face-to-face meeting of the local partners to identify and discuss the issue. If resolved and no further action is deemed necessary by the partners, the issue and the resolution will be documented in writing.

If not resolved, the issue and the efforts to resolve will be documented and forwarded to the Executive Director of the Southwest Florida Workforce Development Board, Inc. and the Director of the partner agency. A joint decision shall be issued within 60 calendar days of receipt.

If dissatisfied with the decision, the dispute may be filed with the Department of Economic Opportunity (DEO) and the Commissioner of the Department of Economic Opportunity (DEO) to review concerns and determine resolution. DEO and DOE may remand the issue back to the Executive Director of CareerSource Southwest Florida and to the Director of the partner agency or impose other remedies to resolve the issue.

Limitation of Liability

To the extent permitted by law, each party agrees to be responsible for any liability that directly relates to any and all of its own acts or omissions or the acts or omissions of its employees. In no event will any party be liable for any indirect or consequential damages caused by actions or omissions of another party or by the employees of another party.

General Provisions

The laws and regulations listed in this section are generally applicable to most publically-funded programs administered by the Florida Department of Economic Opportunity (DEO). The laws and regulations listed herein do not encompass all of the laws and regulations that govern the parties in their respective roles under this MOU. All parties expressly agree to comply with the federal laws and regulations listed below unless the laws and regulations that govern their particular program state otherwise:

- A. **Jobs for Veterans Act.** Each party agrees to provide priority of service to veterans and covered spouses for any qualified job training program pursuant to 38 USC 2813.
- B. **Americans with Disabilities.** Each party, its officers, employees, members, and subcontractors hereby affirm current and ongoing compliance with all statutes and regulations pertaining to The Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973.

- C. **Pro-Children Act.** If any activities call for services to minors, each party agrees to comply with the Pro-Children Act of 1994 (45 CFR 98.13) that requires smoking to be banned in any portion of any indoor facility owned, leased, or contracted by an entity that will routinely or regularly use the facility for the provision of health care services, day care, library services, or education to children under the age of eighteen (18).
- D. **Drug-Free Workplace.** Each party, its officers, employees, members, subrecipient(s) and/or any independent contractors (including all field staff) associated with this MOU agree to comply with 29 CFR 94 and all other applicable state and federal laws regarding a drug-free workplace and to make a good faith effort to maintain a drug-free workplace. Each party will make a good faith effort to ensure that none of its officers, employees, members, and subrecipient(s) will purchase, transfer, use, or possess illegal drugs or alcohol or abuse prescription drugs in any way while working or while on public property.
- E. **Ethics Laws.** Each party certifies that by executing this MOU, it has reviewed Florida Statute, Chapter 112, and knows and understands Florida's ethics and conflict of interest laws. Each party further agrees that it will not engage in any action(s) inconsistent with laws.

Partial Invalidity

All questions as to the execution, validity, interpretation, and performance of this MOU shall be governed by the laws of Florida. Should any portion of this MOU be found unenforceable by operation of statute or by administrative or judicial decision, it is the intention of the parties that the remaining portions of this MOU will not be affected as long as performance remains feasible with the absence of the illegal or unenforceable provision(s).

Counterpart

This agreement may be executed in one or more than one counterpart and each executed counterpart will be considered an original, provided that the counterpart is delivered by facsimile, mail courier or electronic mail, all of which together will constitute one and the same agreement.

MEMORANDUM OF UNDERSTANDING
Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24


One-Stop Career Center System
Partners of the American Job Center Network

Signature Page

By signing below, all parties mutually agree to the terms prescribed herein.

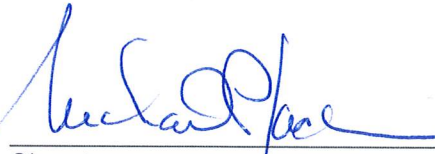
Mitchell Wills
Michael Swindle, Chairman,
Southwest Florida Job Training Consortium
Chief Elected Official

Michael P. Jackson, President
CareerSource Southwest Florida Board



Signature

Date



Signature

12/12/2017

Date

MEMORANDUM OF UNDERSTANDING
Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24

One-Stop Career Center System
Partners of the American Job Center Network

Signature Pages

By signing below, all parties mutually agree to the terms prescribed herein.

Pam Stewart, Commissioner
Florida Department Education
Division of Vocational Rehabilitation,
and Division of Blind Services

Signature

Date

Robert L. Doyle, III, Director
Florida Department Education,
Division of Blind Services

Signature

Date

MEMORANDUM OF UNDERSTANDING
Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24

One-Stop Career Center System
Partners of the American Job Center Network

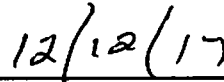
Signature Pages

By signing below, all parties mutually agree to the terms prescribed herein.

Stephen Dionisio, Superintendent
Charlotte County Public Schools/Adult Education
and Career and Technical Education



Signature



Date

MEMORANDUM OF UNDERSTANDING
Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24

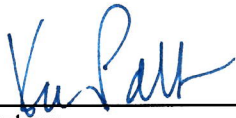
One-Stop Career Center System
Partners of the American Job Center Network

Signature Pages

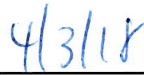
By signing below, all parties mutually agree to the terms prescribed herein.

Kamela Patton, Superintendent


Collier County Public Schools/Adult Education
and Career and Technical Education



Signature



Date

Reviewed: 

MEMORANDUM OF UNDERSTANDING
Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24

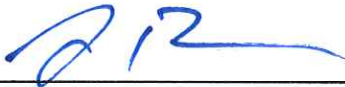
One-Stop Career Center System
Partners of the American Job Center Network

Signature Pages

By signing below, all parties mutually agree to the terms prescribed herein.

Scott Bass, Superintendent

Glades County School District/Adult Education
and Career and Technical Education



Signature




Date

MEMORANDUM OF UNDERSTANDING
Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24
One-Stop Career Center System
Partners of the American Job Center Network

Signature Pages

By signing below, all parties mutually agree to the terms prescribed herein.

Paul K. Puletti, Superintendent
Hendry County Schools/Adult Education
and Career and Technical Education



Signature



Date

MEMORANDUM OF UNDERSTANDING
Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24

One-Stop Career Center System
Partners of the American Job Center Network

Signature Pages

By signing below, all parties mutually agree to the terms prescribed herein.

Gregory K. Adkins, Superintendent
School District of Lee County/Adult Education
and Career and Technical Education



Signature



Date

Approved as to Form:
By: 

School Board Attorney

MEMORANDUM OF UNDERSTANDING
Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24

One-Stop Career Center System
Partners of the American Job Center Network

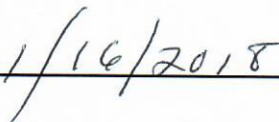
Signature Pages

By signing below, all parties mutually agree to the terms prescribed herein.

David Leopard, Regional Manager

AARP Foundation/SCSEP


Signature


Date

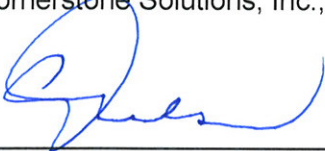
MEMORANDUM OF UNDERSTANDING
Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24

One-Stop Career Center System
Partners of the American Job Center Network

Signature Pages

By signing below, all parties mutually agree to the terms prescribed herein.

Ronald E. Jones, President _____
Cornerstone Solutions, Inc., Job Corps



Signature

12/13/2017

Date

Cornerstone Solutions, Inc.
1526 East Forrest Avenue
Suite 280, Jefferson Station
East Point, GA 30344

404-901-7399 (V)
404-766-4838 (F)

MEMORANDUM OF UNDERSTANDING
Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24

One-Stop Career Center System
Partners of the American Job Center Network

Signature Pages

By signing below, all parties mutually agree to the terms prescribed herein.

Roger Mercado, Director
Lee County Department of Human and
Veteran Services / CSBG



Signature

3.13.18

Date

MEMORANDUM OF UNDERSTANDING
Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24

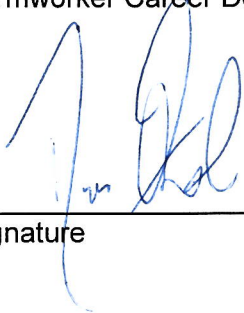
One-Stop Career Center System
Partners of the American Job Center Network

Signature Pages

By signing below, all parties mutually agree to the terms prescribed herein.

Dorin Oxender, Director

Collier County Public Schools, - iTECH
Farmworker Career Development Program (FCDP)



Signature



Date

PUBLIC NOTICES POSTED FOR COMMENT

Posted to website 2/12/18

http://careersourcesouthwestflorida.com/2018/02/public-comment-two-year-modification-to-the-four-year-...
 CareerSource SOUTHWEST FLORIDA
 Home Employers Job Seekers Youth Veterans Events Initiatives

Public Comment: Two-Year Modification to the Four-Year WIOA Plan

This is a notice for public comment for the draft Two-Year Modification to the Four Year Workforce Innovation and Opportunity Act (WIOA) Plan for the Southwest Florida Workforce Development Board, Inc. dba CareerSource Southwest Florida.

The draft plan can be found here on our website or by calling (239) 225-2500. The comment due date is March 9, 2018.

Comments may be submitted to Mary Anne Zurn at mzurn@sfwdb.org or by mail at Southwest Florida Workforce Development Board, Inc., 9530 Marketplace Road, Suite 104, Fort Myers, FL 33912.

[LWDB24 WIOA Two-Year Modification_DRAFT 021218.pdf](#)



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Public Comment: Two-Year Modification to the Four-Year WIOA Plan

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1 Share

Write a comment...

CareerSource Southwest Florida
Published by WordPress (?) · February 13 ·

This is a notice for public comment for the draft Two-Year Modification to the Four Year Workforce Innovation and Opportunity Act (WIOA) Plan for the Southwest Florida Workforce Development Board, Inc. dba CareerSource Southwest Florida. [55 more words]

<http://careersourcesouthwestflorida.com/.../public-comment-t.../>

Public Comment: Two-Year Modification to the Four-Year WIOA Plan

This is a notice for public comment for the draft Two-Year Modification to the Four Year Workforce Innovation and Opportunity Act (WIOA) Plan for the Southwest...
CAREERSOURCESOUTHWESTFLORIDA.COM

83 people reached

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Closes in 30 minutes
Suggest Edits

Team Members
Janeth P Castrejon

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- Little Chefs In Training
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Pages Liked by This Page

- Goodwill Industries of Southwes...
- Careersource Tampa Bay
- Careersource Pinellas

Posted to Business Resources e-newsletter 2/17/18

Hot Jobs and Business Resources - Message (HTML)

From: CareerSource Southwest Florida <pchagnon@careersourcesouthwestflorida.com> on behalf of CareerSource Southwest Florida <pchagnon@careersourcesouthwestflorida.com>
To: Chagnon, Priscille
Cc:
Subject: Hot Jobs and Business Resources

Sent: Sat 2/17/2018 11:03 AM

Calendar of Events

View this email in your browser

HIRING? We should talk... JOB HUNTING? We can help...

CareerSource Southwest Florida is your local subject matter expert in the field of employment and training.

We will keep you informed of current opportunities, initiatives, and trends.

We are a part of the integrated CareerSource Florida network which connects businesses with qualified talent and job seekers with career opportunities.

Our career center locations and contact information can be found at careersourcesouthwestflorida.com

Public Comment: Two-Year Modification to the Four-Year WIOA Plan

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Print Like

Priscille L. Chagnon

Posted to Business Resources Weekly ENews 2/17/18

Weekly ENews Sat 11am

[Campaign Preview](#) [HTML Source](#) [Plain-Text Email](#) [Details](#)

[Calendar of Events](#)

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HIRING? We should talk... JOB HUNTING? We can help...

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[Public Comment: Two-Year Modification to the Four-Year WIOA Plan](#)



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[Read in browser](#)



SIGNATURE PAGE

This Two-Year Modification to the Four-Year plan represents the efforts of CareerSource Southwest Florida to implement the Workforce Innovation and Opportunity Act (WIOA) in the following counties:

- Charlotte County
- Collier County
- Glades County
- Hendry County
- Lee County

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

Workforce Development Board Chair



Signature

Michael P. Jackson
President

3/13/18
Date

Chief Elected Official



Signature

Commissioner Mitchell Wills
Chairman of the Hendry County Board of
County Commissioners

3/19/18
Date

**THIRD AMENDED AND RESTATED
INTERLOCAL AGREEMENT
FOR THE
SOUTHWEST FLORIDA JOB TRAINING CONSORTIUM**

THIS THIRD AMENDED AND RESTATED INTERLOCAL AGREEMENT (this “**Agreement**”) is made and entered into as of June 30, 2018 by and between the Boards of County Commissioners for Charlotte, Collier, Glades, Hendry, and Lee Counties, political subdivisions of the State of Florida, for continuation of the Southwest Florida Job Training Consortium.

WHEREAS, the Workforce Investment Act of 1998, federal Public Law 105-220 (“**WIA**”), replaced the Job Training Partnership Act as amended in 1996, and restructured a multitude of workforce development programs into an integrated workforce investment system and authorized the expenditure of federal funds for allowable services and activities in local workforce investment (development) areas; and

WHEREAS, the counties of Charlotte, Collier, Glades, Hendry, and Lee (collectively, the “**Counties**”) were designated by the Governor of the State of Florida, as recommended by the Jobs and Education Partnership in 1996, to form a five county workforce development area, Region 24, and this designation was approved by the Governor to continue under WIA; and

WHEREAS, the Counties had previously entered into an interlocal agreement in 1996 creating the Southwest Florida Job Training Consortium and had entered into an agreement with a Private Industry Council acting as grant recipient and administrative entity until such time as Southwest Florida Workforce Development Board, Inc. (“**SFWDB**”) was formed, and continued under that agreement (“**Original Interlocal Agreement**”); and

WHEREAS, subsequent to the Original Interlocal Agreement, the Counties entered into that certain Workforce Investment Act Interlocal Agreement for the Southwest Florida Job Training Consortium dated as of July 1, 2005 to amend and restate the Original Interlocal Agreement (“**First Amended and Restated Interlocal Agreement**”); and

WHEREAS, subsequent to the First Amended and Restated Agreement, the Counties entered into that Second Amended and Restated Interlocal Agreement for the Southwest Florida Job Training Consortium dated as of March 20, 2012 (“**Second Amended and Restated Interlocal Agreement**”); and

WHEREAS, WIA has been replaced by the Workforce Innovation and Opportunity Act (codified as 29 U.S.C. § 3101 et seq.) (the “**Act**”) and the five participating Counties have agreed to enter into this Agreement to amend and restate the Second Amended and Restated Agreement to incorporate statutory changes; and

WHEREAS, SFWDB is in existence and operational with respect to the Region 24 Workforce Development Area; and



WHEREAS, the Region 24 Workforce Development Area is required to submit a Workforce Innovation and Opportunity Act local plan pursuant to Section 108 of the Act; and

WHEREAS, Section 163.01, Florida Statutes, known as the Florida Interlocal Cooperation Act of 1969, permits local governmental units to make the most efficient use of their powers by enabling them to cooperate with other localities on a basis of mutual advantage and thereby provide services and facilities in a manner and pursuant to forms of governmental organization that will accord best with geographic, economic, population, and other factors influencing the needs and development of local communities; and

WHEREAS, the Boards of County Commissioners for Charlotte, Collier, Glades, Hendry, and Lee Counties find this Interlocal Agreement to be necessary, proper and convenient to the exercise of their powers, duties and purposes authorized by law.

NOW THEREFORE, in consideration of the mutual covenants herein, the Counties agree as follows:

- I. Continuation of the Southwest Job Training Consortium.
 - A. Consistent with the Original Interlocal Agreement, the Counties agree to accept the Governor's designation of the five county local area as Workforce Development Area for Region 24 for purposes of programs promulgated under the Act ("**Workforce Development Area**").
 - B. Consistent with the Original Interlocal Agreement, the Counties agree to continue the Southwest Florida Job Training Consortium (the "**Consortium**") which is composed of the Chief Local Elected Official (Chair) from each of the participating County Commissions, or a designee, who shall be an elected County Commissioner. These five Chairs will elect one member of the Consortium to serve as Chair of the Consortium. The Chair shall remain in its position as Chair until replaced by the Consortium. The Consortium may elect to rotate the position of Chair each year according to procedures which may be developed by the Consortium.
- II. Authority and Responsibilities of the Southwest Florida Job Training Consortium.
 - A. Sections 107, 108, and 121 of the Act (codified as 29 U.S.C. § 3122, § 3123 and § 3151), as may be amended from time to time, are hereby incorporated within this Agreement as if set out herein. Any reference herein to a provision or section of the Act or any other applicable law shall be deemed to include a reference to the applicable successor provision, section or law that may be adopted from time to time.
 - B. The Consortium shall request any change in the number of board members of SFWDB that will represent each county, identify which sector they will represent, identify the length of term, and request certification from the Governor should any

changes to the current representation be required, ensuring that board membership of SFWDB meet the requirements of Section 107 of the Act.

C. Pursuant to Section 107 of the Act, a majority of the board members of SFWDB shall be representatives of business (each, a “**Business Representative**” or collectively, “**Business Representatives**”) in the Workforce Development Area. Each County Chair, or designee Commissioner, shall be responsible for making his/her County’s Business Representative appointment(s) from nominations received pursuant to this subsection to be board members of SFWDB in accordance with the Act. Each appointee proposed by the County Chair, or designee Commissioner, shall be presented to, and approved by, the Board of County Commissioners of his/her County prior to being seated as a board member of SFWDB. Each Business Representative nominated pursuant to this subsection must adhere to the following criteria:

1. Representatives of business in the Workforce Development Area who are owners of businesses, chief executives or operating officers of business, or other business executives or employers with optimum policymaking or hiring authority;
2. Representatives of businesses, including small businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the Workforce Development Area; and
3. Representatives are appointed from among individuals nominated by local business organizations and business trade associations.

The nomination process for an appointment as a Business Representative to the board of SFWDB shall be as follows:

1. A Business Representative shall be selected from among individuals nominated by a local business organization or business trade association (i.e. Economic Development organization, Chamber of Commerce, or similar entity) after consulting with and receiving recommendations from other business organizations in the Workforce Development Area.
2. Nominations, and any individual selected from such nominations as a Business Representative, shall reasonably represent the industrial and demographic composition of the business community.

D. Pursuant to Section 107 of the Act, not less than twenty percent (20%) of the board members of SFWDB shall be representatives of the workforce (each, a “**Labor/Training Representative**”) within the Workforce Development Area who:



1. Shall include representatives of labor organizations (for a local area in which employees are represented by labor organizations), who have been nominated by local labor federations, or (for a local area in which no employees are represented by such organizations) other representatives of employees;
2. Shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists;
3. May include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and
4. May include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

A nominee meeting the foregoing criteria for a Labor/Training Representative shall be presented by SFWDB to the Chair of the Consortium for approval by the Chair prior to being seated as a board member of SFWDB.

- E. Pursuant to Section 107 of the Act, the board of SFWDB shall include representatives of entities administering education and training activities (each, an “**Educational Representative**”) in the Workforce Development Area, who:
1. Shall include a representative of eligible providers administering adult education and literacy activities under 29 U.S.C. § 3271 et seq.;
 2. Shall include a representative of institutions of higher education providing workforce investment activities (including community colleges);
 3. May include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

For purposes of this Section, the Chair of the Alliance of Educational Leaders shall be approved as an Educational Representative meeting the requirements of this subsection. Any other nominee meeting the foregoing criteria for an Educational

Representative shall be presented by SFWDB to the Chair of the Consortium for approval by the Chair prior to being seated as a board member of SFWDB.

- F. Pursuant to Section 107 of the Act, the board of SFWDB shall include representatives of governmental and economic and community development entities (each, a “**Government/Economic Development Representative**”) in the Workforce Development Area, who:
1. Shall include a representative of economic and community development entities;
 2. Shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. § 49 et seq.) serving the Workforce Development Area;
 3. Shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. § 720 et seq.), other than section 112 or part C of that title (29 U.S.C. § 732, 741), serving the Workforce Development Area;
 4. May include representatives of agencies or entities administering programs serving the Workforce Development Area relating to transportation, housing, and public assistance; and
 5. May include representatives of philanthropic organizations serving the Workforce Development Area.

A nominee meeting the foregoing criteria for a Government/Economic Development Representative shall be presented by SFWDB to the Chair of the Consortium for approval by the Chair prior to being seated as a board member of SFWDB.

- G. The board of SFWDB may include such other individuals or representatives of entities as the Consortium may determine from time to time to be appropriate.

- H. The Consortium shall share with SFWDB the responsibility for the following:

1. Approval of the local plan or modification of the local plan described under Section 108 of the Act for Region 24 pursuant to the following procedure. SFWDB shall prepare and adopt the proposed local plan (or modification, as applicable) as required by the Act and transmit the same to the Consortium for its approval prior to submission of the local plan to the Governor pursuant to the Act and Florida law. Transmission of the local plan shall be by sending or delivering a copy of the local plan to both the Chair and the county administrator or county manager, as applicable, for each of the Counties. The local plan submitted to the Consortium for

approval under this section shall be deemed approved by the Consortium at the end of the sixty (60) day period beginning on the date upon which the proposed local plan is received by the Consortium (“**Local Plan Review Period**”) unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the Local Plan Review Period of either an objection to the local plan or that it has requested a meeting of the Consortium to review the local plan. If any member of the Consortium provides such written notice to SFWDB, a meeting of the Consortium shall be called for the purpose of reviewing the local plan within thirty (30) days after the Consortium member’s correspondence (“**Requested Plan Review Period**”). In the event the Consortium does not take action to approve or disapprove the local plan for any reason prior to the expiration of the Requested Plan Review Period, the local plan shall be deemed approved by the Consortium;

2. Approval of the annual budget of SFWDB for purposes of carrying out the duties of SFWDB pursuant to Section 108 of the Act in accordance with the following procedures. SFWDB shall prepare and adopt an annual budget as may be required by law and transmit the same to the Consortium for its approval. Transmission of the budget shall be by sending or delivering a copy of the budget to both the Chair and the county administrator or county manager, as applicable, for each of the Counties. The budget submitted to the Consortium for approval under this section shall be deemed approved by the Consortium at the end of the sixty (60) day period beginning on the date upon which the proposed budget is received by the Consortium (“**Budget Review Period**”) unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the Budget Review Period of either an objection to the budget or that it has requested a meeting of the Consortium to review the budget. If any member of the Consortium provides such written notice to SFWDB, a meeting of the Consortium shall be called for the purpose of reviewing the budget within thirty (30) days after the Consortium member’s correspondence (“**Requested Budget Review Period**”). In the event the Consortium does not take action to approve or disapprove the budget for any reason prior to the expiration of the Requested Budget Review Period, the budget shall be deemed approved by the Consortium. During any period of review of the budget by the Consortium and until approval of the budget by the Consortium, SFWDB can continue its operations consistent with the budget that was most recently approved by the Consortium. Any material modification to any budget approved by the Consortium hereunder shall be approved by the Consortium in accordance with the foregoing procedure. For purposes of this section, the addition into SFWDB’s budget of mid-year, program specific earmarked funds from the state or federal government shall not be deemed to be a material modification to SFWDB’s budget;

3. Approval of a memorandum of understanding with one-stop partners concerning the operation of the one-stop delivery system in the Workforce Development Area ("**MOU**") pursuant to Section 121 of the Act in accordance with the following procedures. SFWDB shall prepare and adopt the MOU as may be required by law and transmit the same to the Consortium for its approval. Transmission of the MOU shall be by sending or delivering a copy of the MOU to both the Chair and the county administrator or county manager, as applicable, for each of the Counties. The MOU submitted to the Consortium for approval under this section shall be deemed approved by the Consortium at the end of the sixty (60) day period beginning on the date upon which the proposed MOU is received by the Consortium ("**MOU Review Period**") unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the MOU Review Period of either an objection to the MOU or that it has requested a meeting of the Consortium to review the MOU. If any member of the Consortium provides such written notice to SFWDB, a meeting of the Consortium shall be called for the purpose of reviewing the MOU within thirty (30) days after the Consortium member's correspondence ("**Requested MOU Review Period**"). In the event the Consortium does not take action to approve or disapprove the MOU for any reason prior to the expiration of the Requested MOU Review Period, the MOU shall be deemed approved by the Consortium;

4. Approval of a one-stop operator or the termination for cause of a one-stop operator pursuant to Section 108 of the Act ("**One-Stop Operator Action**") in accordance with the following procedures. In the event SFWDB shall require One-Stop Operator Action, SFWDB shall provide notice of the same ("**One-Stop Operator Notice**") to the Consortium for its approval. Transmission of the One-Stop Operator Notice shall be by sending or delivering a copy of the notice to both the Chair and the county administrator or county manager, as applicable, for each of the Counties. The One-Stop Operator Action submitted to the Consortium for approval under this section shall be deemed approved by the Consortium at the end of the thirty (30) day period beginning on the date upon which the proposed One-Stop Operator Action is received by the Consortium ("**One-Stop Action Review Period**") unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the One-Stop Action Period of either an objection to the One-Stop Operator Action or that it has requested a meeting of the Consortium to review the One-Stop Operator Action. If any member of the Consortium provides such written notice to SFWDB, a meeting of the Consortium shall be called for the purpose of reviewing the budget within thirty (30) days after the Consortium member's correspondence ("**Requested One-Stop Action Review Period**"). In the event the Consortium does not take action to approve or disapprove the One-Stop Operator Action for any reason prior to the expiration of the

Requested One-Stop Action Review Period, the One-Stop Operator Action shall be deemed approved by the Consortium; and

5. Oversight of the one-stop delivery system in the Workforce Development Area.

III. Terms of Agreement.

A. None of the parties hereto shall be liable for any claims, damages, losses or expenses arising out of or resulting from any act, omission, negligence of the others, their officers, employees or agents, related parties' respective authorities and responsibilities under this Agreement.

B. The term of the Agreement shall commence upon the adoption of this Agreement by the last of the Counties and shall run through June 30, 2022, which date coincides with the next local plan submittal date required under Section 108 of the Act. Thereafter the term of this Agreement shall automatically be renewed for successive five-year terms, unless any party notifies the others of its intention not to renew at least ninety (90) days prior to the expiration of the original term or the then-current five-year renewal term.

C. Upon proper execution, the Agreement shall be legally valid and binding, and supersedes other agreements of the Southwest Florida Job Training Consortium. This Agreement shall be recorded in the public records of the counties of Charlotte, Collier, Glades, Hendry, and Lee.

D. This Agreement may be amended or modified upon the written request of any party hereto. Any alterations, amendments, modification or waivers in the terms and conditions of this Agreement shall not be effective unless reduced to writing, approved by all parties, signed by their duly authorized representatives and filed with the Clerks of the Circuit Courts of the Counties.

{Remainder of page intentionally left blank. Signatures commence on the next page.}



IN WITNESS WHEREOF, the parties have executed this Agreement as indicated on the attached pages.

PASSED AND DULY ADOPTED THIS 7TH DAY OF AUGUST, 2018.

ATTEST:
LINDA DOGGETT, CLERK
LEE COUNTY CLERK OF COURTS

BY: Missy Flint
Deputy Clerk



BOARD OF COUNTY COMMISSIONERS
OF LEE COUNTY, FLORIDA

BY: [Signature]
Cecil Pendergrass, Chair

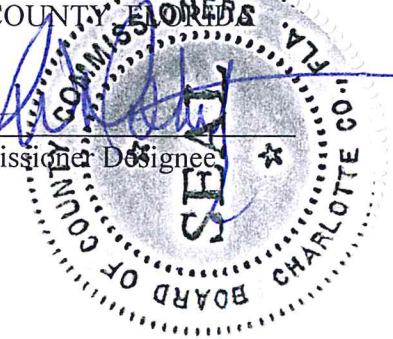
APPROVED AS TO FORM FOR THE
RELIANCE OF LEE COUNTY ONLY

[Signature]
County Attorney's Office

PASSED AND DULY ADOPTED THIS 21st DAY OF June, 2018.

BOARD OF COUNTY COMMISSIONERS
OF CHARLOTTE COUNTY, FLORIDA

By: [Signature]
Chair or Commissioner Designee

The seal is circular with a dotted border. The text "BOARD OF COUNTY COMMISSIONERS" is written along the top inner edge, and "CHARLOTTE COUNTY, FLORIDA" is written along the bottom inner edge. In the center, there is a five-pointed star with the word "SEAL" written vertically across it.

Attest:

Michelle DiBuardino

By: Deputy Clerk
AG22005-029

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

By: Janeth S. Kinnosh
County Attorney
LR 18-0432

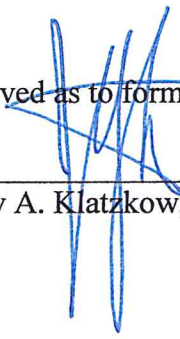
PASSED AND DULY ADOPTED THIS 26th DAY OF June, 2018.

Attest:
CRYSTAL K. KINZEL, Interim Clerk

BOARD OF COUNTY COMMISSIONERS
OF COLLIER COUNTY, FLORIDA

By: 
Attest as to Chairman's Clerk
signature only.

By: 
ANDY SOLIS, CHAIRMAN

Approved as to form and legality:

Jeffrey A. Klatzkow, County Attorney

ORIGINAL

PASSED AND DULY ADOPTED THIS 25 DAY OF June, 2018.

BOARD OF COUNTY COMMISSIONERS
OF GLADES COUNTY, FLORIDA

By: [Signature]
Chair or Commissioner Designee

Attest:

Sandra H Brown
P O Box 10
Moore Haven Fl 33471

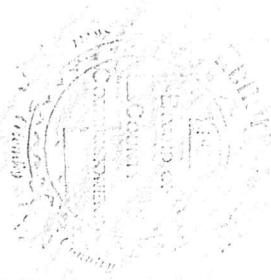
By: Sandra H Brown
Clerk of Court



APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

By: [Signature]

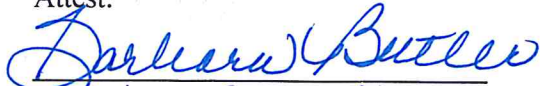
PASSED AND DULY ADOPTED THIS 24th DAY OF July, 2018.



BOARD OF COUNTY COMMISSIONERS
OF HENDRY COUNTY, FLORIDA

By: 
Chair or Commissioner Designee

Attest:


Barbara Butler, Clerk

By: _____

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

By: 