

# CareerSource

# Southwest Florida

## Local Workforce Development Area 24

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**Date Submitted:** April 27, 2016      **Revised:** May 12, 2016

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## INTRODUCTION

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

The LWDBs must provide leadership in assembling their plan. LWDBs also should seek broad stakeholder involvement in the development of their local plan. Local elected officials, local workforce development board members, core program partners and mandatory one-stop partners must be an integral part of the planning process. WIOA encourages an enhanced, integrated system by including new core programs in its planning and performance requirements. Each plan will address how the LWDB will coordinate service delivery with the new core programs of Vocational Rehabilitation, Blind Services and Adult Education.

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

The plan must address how the LWDB will foster strategic alignment, improve service integration and ensure that the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers. The local plan must lead to greater efficiencies by reducing duplication and maximizing financial and human resources. These plan guidelines require LWDBs to address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce system and its focus on customer service excellence. This plan should align with the business- and market-driven principles of the CareerSource Florida network.

## PROCESS FOR PLAN SUBMITTAL

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

Prior to plan submission, please ensure:

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

Please send an email to both [WIOA-LocalPlans@deo.myflorida.com](mailto:WIOA-LocalPlans@deo.myflorida.com) and [FloridaWIOA@careersourceflorida.com](mailto:FloridaWIOA@careersourceflorida.com) to confirm plan submission and begin its official Department of Economic Opportunity (DEO) review. Upon submission, all plans will be reviewed immediately for completeness and adherence to plan formatting requirements. If there are questions or concerns, LWDBs will be notified. The content of plans will be reviewed by both DEO and CSF staff with a recommendation for approval/disapproval provided to the CSF Board of Directors at its meeting scheduled for May 26, 2016. A recommendation for approval will be made unless the staff review indicates that: (1) there are deficiencies in local workforce investment activities that have not been addressed, or (2) the plan is determined inconsistent with WIOA and the regulations of WIOA, including required public comment provisions.

## KEY DATES

Local Plan Guidelines Issued.....	November 12, 2015
Local Plan Consultation Meeting.....	November 18, 2015
Local Plan Instruction Webinar .....	December 8, 2015
WIOA State Plan Due .....	March 3, 2016
Local Plans Due.....	April 30, 2016
Local Plans Approved .....	May 26, 2016
WIOA Program Year 2016 Begins .....	July 1, 2016

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

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

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

## 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 Michael Swindle, Chairman of the Hendry County Board of County Commissioners, P. O. Box 1760, LaBelle, FL 33975-1760, (863) 675-5220, [bocc4@hendryfla.net](mailto:bocc4@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 agreement that has been executed to define how the parties will carry out the roles and responsibilities of the chief elected official.**

Attachment 1: 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: Interlocal Agreement for the Southwest Florida Job Training Consortium

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

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

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 election of all other officers shall take place at the annual meeting of the Board, and shall be elected by a majority of those directors present, provided a quorum is present.

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 must adhere 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.

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.
- The Chair of Southwest Florida Workforce Development Board Inc. (CareerSource Southwest Florida) is selected from the private-for-profit sector.

Ensure through its appointments that Board membership includes required public sector representatives, as required under the Act and State of Florida definitions, regardless of County, with optimum policymaking authority within the organizations, agencies, or entities:

- Representatives of local educational entities, including educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions (including representatives of community colleges, where such entities exist), selected from among individuals nominated regional or local educational agencies, institutions, or organizations representing such local educational entities;
- Representatives of labor organizations, nominated by local federations, or (for a local area in which no employees represented by such organizations), other representatives of employees;
- Representatives of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present);
- Representatives of economic development agencies;

- Representatives of each of the one-stop partners; and
- May include such other individuals or representatives of entities as the chief elected official(s) in the local area may determine appropriate.

**ii. The term limitations and how the term appointments will be staggered to ensure only a portion of membership expire in a given 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 to ensure 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 that will be used when a board member is unable to attend a meeting and assigns a designee as per the requirements at §679.110(d)(4) of the proposed WIOA regulations;**

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, that will be 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 was involved in the development, review and approval of the plan.**

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, Michael Swindle, who has signed the 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.**

Joseph Wheeler, President  
Wheeler Capital Partners, LLC  
8739 Paseo de Valencia Street  
Fort Myers, FL 33908  
(239) 850-6845      [jwheeler@wheelercapitalpartners.com](mailto:jwheeler@wheelercapitalpartners.com).

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

Throughout the year, Board and Committee members discuss and make recommendations to Board staff regarding programs and services. Board staff incorporated input from the Committee members and Board members in the 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 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 9, 2016 Board meeting, the Program and Planning Committee made a recommendation to the Board regarding acceptance of the Plan and submission to the State with signatures of the President/Chair of the Board and the Chief Elected Official. The Board accepted and approved the recommendation.

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

See Attachment 2: Request to Extend Designation as a One-Stop Operator and 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 full-service and other service delivery points).**

A Leadership Team, comprised of Board staff (described in detail in Attachment 2: *Request to Extend Designation as a One-Stop Operator and 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 now 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

- 1032 Tamiami Trail, Unit 9, Port Charlotte, 33953 (moving July 2016 to 3745 Tamiami Trail, Port Charlotte, 33953)

Collier County

- 3050 Horseshoe Drive North, Building A, Suite 110, Naples, 34104
- 750 South 5<sup>th</sup> 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), 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.

More detail is provided in the Description of the Local One-Stop System.

- 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).**

The Southwest Florida Workforce Development Board, Inc. dba CareerSource Southwest Florida is designated as the local one-stop operator through June 30, 2017.

- 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, 2017.

- 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.**

As the one-stop operator, 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, please provide the required attestation that at least one comprehensive one-stop center in your local area meets 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:**

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 1,196,729 per the 2014 estimates. For comparison reasons the population chart below utilizes the 2014 ACS 5-Year Population Estimate.

Population by Area	2014 ACS Population Estimates
Charlotte County	163,151
Collier County	334,474
Glades County	13,190
Hendry County	38,360
Lee County	647,554
LWDB 24-Southwest Florida	1,196,729
Florida	19,361,792
US	314,107,084

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 Accommodation and food services industries than the other four counties. Charlotte County is the only county in the Region where the industry of Public Administration is heavily relied upon per the data review of Table A – below.

**TABLE A**

	Charlotte	Collier	Glades	Hendry	Lee	SWFL	Overall Regional Ranking
<b>Annual - Full-time, year-round civilian employed population 16 and over</b>	33,544	86,034	2,845	9,667	164,775	296,865	By employees
<b>Agriculture Forestry Fishing Hunting</b>	<b>211</b>	<b>2,584</b>	<b>486</b>	<b>2,294</b>	<b>1,828</b>	<b>7,403</b>	<b>12</b>
Agriculture, forestry, fishing, hunting	211	2,535	472	2,173	1,630	7,021	subsector
Mining, quarrying, oil/gas extraction	0	49	14	121	198	382	subsector
<b>Construction</b>	<b>2,853</b>	<b>8,952</b>	<b>127</b>	<b>841</b>	<b>14,518</b>	<b>27,291</b>	<b>5</b>
	(4)	(5)		(4)	(5)		
<b>Manufacturing</b>	<b>1,673</b>	<b>3,211</b>	<b>298</b>	<b>818</b>	<b>6,393</b>	<b>12,393</b>	<b>10</b>
			(4)	(5)			
<b>Wholesale trade</b>	<b>763</b>	<b>2,353</b>	<b>33</b>	<b>120</b>	<b>4,137</b>	<b>7,406</b>	<b>11</b>
<b>Retail trade</b>	<b>4,882</b>	<b>10,956</b>	<b>61</b>	<b>948</b>	<b>21,336</b>	<b>38,183</b>	<b>2</b>
	(2)	(3)		(3)	(3)		
<b>Transportation Warehousing Utilities</b>	<b>1,693</b>	<b>2,684</b>	<b>359</b>	<b>455</b>	<b>8,259</b>	<b>13,450</b>	<b>9</b>
			(3)				
Transportation and Warehousing	1,308	2,139	146	319	6,615	10,527	subsector
Utilities	385	545	213	136	1,644	2,923	subsector
<b>Information</b>	<b>487</b>	<b>1,369</b>	<b>23</b>	<b>53</b>	<b>3,215</b>	<b>5,147</b>	<b>13</b>
<b>Finance Insurance Real Estate</b>	<b>2,461</b>	<b>7,478</b>	<b>43</b>	<b>416</b>	<b>12,453</b>	<b>22,851</b>	<b>6</b>
Finance and Insurance	1,475	3,477	20	280	6,245	11,497	subsector
Real Estate and rental and leasing	986	4,001	23	136	6,208	11,354	subsector
<b>Professional, scientific, management administrative waste management services</b>	<b>3,526</b>	<b>10,843</b>	<b>192</b>	<b>430</b>	<b>22,015</b>	<b>37,006</b>	<b>3</b>
	(3)	(4)			(2)		
Professional, scientific, technical svcs	1,862	4,863	41	144	9,872	16,782	subsector
Mgmt. of companies & enterprises	0	69	0	0	178	247	subsector
Admin & support & waste mgmt.	1,664	5,911	151	286	11,965	19,977	subsector
<b>Educational Services, and health care and social services</b>	<b>7,970</b>	<b>15,481</b>	<b>605</b>	<b>1,666</b>	<b>37,398</b>	<b>63,120</b>	<b>1</b>
	(1)	(1)	(1)	(2)	(1)		
Educational svcs	2,301	4,589	394	909	10,467	18,660	subsector
Health care and social svcs	5,669	10,892	211	757	26,931	44,460	subsector
<b>Arts, entertainment, and recreation; and accommodation and food services</b>	<b>2,589</b>	<b>11,585</b>	<b>253</b>	<b>624</b>	<b>16,781</b>	<b>31,832</b>	<b>4</b>
		(2)	(5)		(4)		
Arts, entertainment and recreation	,578	3,598	28	206	4,901	9,311	subsector
Accommodation and food services	2,011	7,987	225	418	11,880	22,521	subsector
<b>Other services, except public administration</b>	<b>1,688</b>	<b>5,027</b>	<b>179</b>	<b>264</b>	<b>7,946</b>	<b>15,104</b>	<b>8</b>
<b>Public administration</b>	<b>2,748</b>	<b>3,511</b>	<b>186</b>	<b>738</b>	<b>8,496</b>	<b>15,679</b>	<b>7</b>
	(5)						
Percent imputed - Industry	13.5%	10.8%	7.5%	7.3%	9.7%	- - - -	

2010 – 2014 ACS, 5-Year Estimates release date 04/23/2015

The data reflects those industries that provide year round employment opportunities which create regional economic stability. The top industries of 1) Educational Services, and health care and social services, 2) Retail trade, 3) Professional, scientific, management administrative waste management services, and 4) Arts, entertainment, and recreation; and

accommodation and food services have a combined total of 170,141 of the 296,865 (or 57.3%) full-time, year-round workers in the workforce. Adding the fifth ranking industry, Construction with its annual workforce of 27,291 brings the top five industries to 197,432 of 296,865 or at 66.5% of the regional labor force.

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 Gateway Logistics and Manufacturing Training Center to this specific location in Glades County. The projected growth in this industry is expected in Glades County and its neighboring areas of Hendry and Highlands Counties.

The rural counties' economies 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:

County	December 2015		November 2015		December 2014		November 2014	
	Labor Force	Unemployment Rate	Labor Force	Unemployment Rate	Labor Force	Unemployment Rate	Labor Force	Unemployment Rate
Charlotte	66,731	5.1%	66,637	5.3%	66,677	5.8%	66,872	6.3%
Collier	164,483	4.4%	163,492	4.7%	164,989	4.9%	163,830	5.5%
Glades	5,029	5.5%	4,870	6.1%	5,265	6.0%	5,125	6.8%
Hendry	17,500	7.3%	16,963	8.3%	17,299	8.5%	16,947	10.0%
Lee	319,727	4.3%	319,122	4.5%	315,307	5.0%	315,390	5.4%
Regional Total	573,470		571,084		569,537		568,164	

This data reflects the growth of the workforce by 200,000 part-time, seasonal workers annually. In respect to the seasonality of the regional economy, the industry of Agriculture, Forestry, Fishing, and Hunting (NAICS Industry 11) is very strong in Southwest Florida. During the same time frame 2010 – 2014 noted in TABLE A (above), Southwest Florida and its CareerSource Southwest Florida centers inputted into Employ Florida Marketplace (EFM) a total of 36,613 job openings from 826 Job Orders in this industry.

The distinct industry subsector of Farm Labor Contractors/Crew Leaders (12,060), Other Vegetable (except Potato) and Melon Farming Crop Production (9,009), and All Other Miscellaneous Crop Farming (7,335) are 78% of the industry’s workforce (28,404 of 36,613). Two CareerSource Southwest Florida centers are designated as significant areas for Migrant Seasonal Farm Worker efforts. Those are the centers located in Immokalee (Collier County) and Clewiston (Hendry County). The efforts in these two centers have accounted for 36,613 job openings (Job Order Report, DEO) in Southwest Florida- LWDB 24.

Information for the three Metropolitan Statistical Areas (MSAs) of the Region reflects the specific circumstances of those three distinct areas in the three coastal counties of the Southwest Florida. The information below reflects this data that can be found on data collection sites for the Bureau of Labor Statistics.

## Cape Coral-Fort Myers MSA

Labor Force and Unemployment - The unemployment rate has declined by 0.9 percentage point over the year to 5.1 percent in September 2015. Since the trough of the Great Recession (unemployment rate = 12.5 percent), the unemployment rate has decreased by 7.4 percentage points. The labor force has been on a downward trend recently (September 2015 labor force = 309,448). In addition, the number of unemployed persons has been declining in recent years (September 2015 unemployed persons = 15,862) and the number of employed persons has remained fairly constant (September 2015 employed persons = 293,586).

Persons with Barriers to Employment - The most recent information on unemployment rates for persons with barriers to employment is for 2013. The LWDB 24 2013 unemployment rate was 22.9 for disabled persons, 13.5 percent for American Indians and Alaska Natives, 24.2 percent for Native Hawaiians and Other Pacific Islanders, and 9.9 percent for persons 55 and older.

Education of the Workforce - In 2013, the most common educational attainment level of LWDB 24 workforce participants from 25 to 64 years old was some college or associate degree at 31.6 percent, followed by high school diploma (including equivalency) at 30.8 percent, and then bachelor's degree or higher at 24.8 percent. Only 12.9 percent of workforce participants had attained less than a high school diploma.

Mining, Logging, and Construction - In September 2015, the employment was 21,200. The over the year change in September 2015 (+500 jobs, +2.4 percent) was 2,300 less when compared to September 2014 (+2,800, +15.6 percent). The number of jobs in this sector has remained fairly constant over the past year.

Manufacturing - In September 2015, the employment was 5,200. The over the year change in September 2015 (+0 jobs, +0 percent) was 400 less when compared to September 2014 (+400, +8.3 percent). The number of jobs in this sector has remained fairly constant over the past year.

Trade, Transportation, and Utilities - In September 2015, the employment was 49,300. The over the year change in September 2015 (+800 jobs, +1.6 percent) was 1,200 less when compared to September 2014 (+2,000, +4.3 percent). The number of jobs in this sector has been trending upward over the past six years.

Information - In September 2015, the employment was 3,100. The over the year change in September 2015 (+0 jobs, +0 percent) was equal to September 2014 (+0, +0 percent). The number of jobs in this sector has been fairly constant over the past five years.

Financial Activities - In September 2015, the employment was 12,000. The over the year change in September 2015 (+400 jobs, +3.5 percent) was equal to September 2014 (+400, +3.6 percent). The number of jobs in this sector has been trending upward over the past five years.

Professional and Business Services - In September 2015, the employment was 29,600. The over the year change in September 2015 (-400 jobs, -1.3 percent) was 2,400 less when compared to September 2014 (+2,000, +7.1 percent). The number of jobs in this sector has been fairly constant over the past year.

Education and Health Services - In September 2015, the employment was 27,600. The over the year change in September 2015 (+1,100 jobs, +4.2 percent) was 500 less when compared to September 2014 (+1,600, +6.4 percent). The number of jobs in this sector has been trending upward for over a decade.

Leisure and Hospitality - In September 2015, the employment was 37,000. The over the year change in September 2015 (+2,100 jobs, +6 percent) was 300 less when compared to September 2014 (+2,400, +7.4 percent). The number of jobs in this sector has been trending upward for the past six years.

Other Services - In September 2015, the employment was 9,800. The over the year change in September 2015 (+300 jobs, +3.2 percent) was 200 less when compared to September 2014 (+500, +5.6 percent). The number of jobs in this sector has been trending upward for the past three years.

Government - In September 2015, the employment was 40,000. The over the year change in September 2015 (+500 jobs, +1.3 percent) was 500 less when compared to September 2014 (+1,000, +2.6 percent). The number of jobs in this sector has been on an upward trend for over two decades.

#### Naples-Immokalee-Marco Island MSA

Labor Force and Unemployment - The unemployment rate has declined by 0.8 percentage point over the year to 5.6 percent in September 2015. Since the trough of the Great Recession (unemployment rate = 11.6 percent), the unemployment rate has decreased by 6 percentage points. The labor force has been increasing in recent years (September 2015 labor force = 158,619). In addition, the number of unemployed persons has been declining in recent years (September 2015 unemployed persons = 8,931) and the number of employed persons has remained fairly constant (September 2015 employed persons = 149,688).

Mining, Logging, and Construction - In September 2015, the employment was 13,200. The over the year change in September 2015 (+500 jobs, +3.9 percent) was 1,000 less when compared to September 2014 (+1,500 jobs, +13.4 percent). The number of jobs in this sector has remained fairly constant over the past year.

Manufacturing - In September 2015, the employment was 3,600. The over the year change in September 2015 (+200 jobs, +5.9 percent) was 100 less when compared to September 2014 (+300 jobs, +9.7 percent). The number of jobs in this sector has been trending upward over the past four years.

Trade, Transportation, and Utilities - In September 2015, the employment was 25,500. The over the year change in September 2015 (+600 jobs, +2.4 percent) was 1,100 less when compared to September 2014 (+1,700 jobs, +7.3 percent). The number of jobs in this sector has been trending upward over the past six years.



Information - In September 2015, the employment was 1,500. The over the year change in September 2015 (+0 jobs, +0 percent) was equal to September 2014 (+0 jobs, +0 percent). The number of jobs in this sector has been fairly constant over the past three years.

Financial Activities - In September 2015, the employment was 7,700. The over the year change in September 2015 (+300 jobs, +4.1 percent) was equal to September 2014 (+300 jobs, +4.2 percent). The number of jobs in this sector has been trending upward over the past four years.

Professional and Business Services - In September 2015, the employment was 15,000. The over the year change in September 2015 (+600 jobs, +4.2 percent) was 200 less when compared to September 2014 (+800 jobs, +5.9 percent). The number of jobs in this sector has been trending upward over the past six years.

Education and Health Services - In September 2015, the employment was 19,300. The over the year change in September 2015 (+700 jobs, +3.8 percent) was 200 more when compared to September 2014 (+500 jobs, +2.8 percent). The number of jobs in this sector has been trending upward for over two decades.

Leisure and Hospitality - In September 2015, the employment was 23,700. The over the year change in September 2015 (+900 jobs, +3.9 percent) was 200 more when compared to September 2014 (+700 jobs, +3.2 percent). The number of jobs in this sector has been trending upward over the past six years.

Other Services - In September 2015, the employment was 8,400. The over the year change in September 2015 (+200 jobs, +2.4 percent) was 200 less when compared to September 2014 (+400 jobs, +5.1 percent). The number of jobs in this sector has been trending upward for over two decades.

Government - In September 2015, the employment was 13,100. The over the year change in September 2015 (+200 jobs, +1.6 percent) was 100 more when compared to September 2014 (+100 jobs, +0.8 percent). The number of jobs in this sector has been fairly constant over the past five years.

## Punta Gorda MSA

Labor Force and Unemployment - The unemployment rate has declined by 1.1 percentage points over the year to 5.9 percent in September 2015. Since the trough of the Great Recession (unemployment rate = 11.9 percent), the unemployment rate has decreased by 6 percentage points. The labor force has remained fairly constant in recent years (September 2015 labor force = 66,505). In addition, the number of unemployed persons has been declining in recent years (September 2015 unemployed persons = 3,929) and the number of employed persons has remained fairly constant (September 2015 employed persons = 62,576).

Mining, Logging, and Construction - In September 2015, the employment was 3,100. The over the year change in September 2015 (+0 jobs, +0 percent) was 200 less when compared to September 2014 (+200 jobs, +6.9 percent). The number of jobs in this sector has remained fairly constant over the past year.

Manufacturing - In September 2015, the employment was 700. The over the year change in September 2015 (+0 jobs, +0 percent) was equal to September 2014 (+0 jobs, +0 percent). The number of jobs in this sector has remained fairly constant over the past three years.

Trade, Transportation, and Utilities - In September 2015, the employment was 10,100. The over the year change in September 2015 (+200 jobs, +2 percent) was 200 more when compared to September 2014 (+0 jobs, +0 percent). The number of jobs in this sector has been trending upward over the past six years.

Information - In September 2015, the employment was 400. The over the year change in September 2015 (+0 jobs, +0 percent) was equal to September 2014 (+0 jobs, +0 percent). The number of jobs in this sector has been fairly constant over the past three years.

Financial Activities - In September 2015, the employment was 1,800. The over the year change in September 2015 (+0 jobs, +0 percent) was equal to September 2014 (+0 jobs, +0 percent). The number of jobs in this sector has been fairly constant over the past four years.

Professional and Business Services - In September 2015, the employment was 4,500. The over the year change in September 2015 (+300 jobs, +7.1 percent) was 600 more when compared to September 2014 (-300 jobs, -6.7 percent). The number of jobs in this sector has been fairly constant over the past three years.

Education and Health Services - In September 2015, the employment was 10,100. The over the year change in September 2015 (+800 jobs, +8.6 percent) was 400 more when compared to September 2014 (+400 jobs, +4.5 percent). The number of jobs in this sector has been trending upward for over two decades.

Leisure and Hospitality - In September 2015, the employment was 6,000. The over the year change in September 2015 (+100 jobs, +1.7 percent) was 100 more when compared to September 2014 (+0 jobs, +0 percent). The number of jobs in this sector has been fairly constant over the past three years.

Other Services - In September 2015, the employment was 1,800. The over the year change in September 2015 (+0 jobs, +0 percent) was equal to September 2014 (+0 jobs, +0 percent). The number of jobs in this sector has been fairly constant over the past two years.

Government - In September 2015, the employment was 5,900. The over the year change in September 2015 (+0 jobs, +0 percent) was 200 less when compared to September 2014 (+200 jobs, +3.5 percent). The number of jobs in this sector has been trending upward over the past two years.

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

Emerging Industries: Health care, professional and personal services industries top the lists of emerging industries. Emerging industries tend to employ a higher percentage in professional occupations. The recently constructed Gateway Logistics and Manufacturing Training Center 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.

## Top Emerging Industries

Workforce Development Area 24 - Charlotte, Collier, Glades, Hendry, and Lee Counties

Industry		Employment		2015 - 2023 Change	
Code	Title	2015	2023	Total	Percent
5416	Management, Scientific, and Technical Consulting Services	4,248	5,916	1,668	39.3
5417	Scientific Research and Development Services	542	733	191	35.2
8129	Other Personal Services	1,268	1,696	428	33.8
5413	Architectural, Engineering, and Related Services	3,405	4,477	1,072	31.5
6215	Medical and Diagnostic Laboratories	757	986	229	30.3
6111	Private Elementary and Secondary Schools	2,715	3,475	760	28.0
6114	Business Schools and Computer and Management Training	218	271	53	24.3
6113	Private Universities	1,205	1,490	285	23.7
5419	Other Professional, Scientific, and Technical Services	2,191	2,707	516	23.6
5414	Specialized Design Services	607	748	141	23.2
5415	Computer Systems Design and Related Services	1,810	2,230	420	23.2
6112	Private Junior Colleges	427	520	93	21.8
4889	Other Support Activities for Transport	34	41	7	20.6
6214	Outpatient Care Centers	2,515	3,014	499	19.8
5239	Other Financial Investment Activities	841	1,001	160	19.0
6219	Other Ambulatory Health Care Services	375	443	68	18.1
6213	Offices of Other Health Practitioners	2,818	3,312	494	17.5
6117	Educational Support Services	84	98	14	16.7
5191	Other Information Services	435	497	62	14.3
4452	Specialty Food Stores	854	961	107	12.5
6223	Private Specialty (Except Psychiatric and Substance Abuse)	20	22	2	10.0
5112	Software Publishers	328	353	25	7.6

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

**Existing Demand Occupations:** The majority of the top 15 existing demand occupations are low-skill occupations characterized by relatively low wages and high rate of worker turnover. The top four existing demand occupations are related to customer service and hospitality. Retail Salespersons is the top existing demand occupation, with 10,950 projected total job openings between 2015 and 2023. Registered Nurses is the only top 15 existing demand occupation that requires significant technical training. The other occupations emphasize customer service or manual/clerical work. Two of the top 15 existing demand occupations are the healthcare occupations registered nurses and nursing assistants, which have a relatively high turnover rate and will continue to experience employment growth as a result of the increasing demand for healthcare services, driven by population growth and aging, expanding insurance coverage, and technological change.

## TOP 15 EXISTING DEMAND OCCUPATIONS

(ranked by total job openings)

Workforce Development Area 24 - Charlotte, Collier, Glades, Hendry, and Lee Counties

Rank	Occupation		Employment		2015 - 2023			2015 Hourly Wage (\$)		
	Code	Title	2015	2023	Level Change	Percent Change	Total Job Openings*	Median	Entry**	Exp***
1	412031	Retail Salespersons	24,434	28,571	4,137	16.9	10,950	11.11	8.90	15.08
2	353031	Waiters and Waitresses	15,853	18,015	2,162	13.6	8,381	9.21	8.79	12.11
3	353021	Combined Food Preparation and Serving Workers, Including Fast Food	11,736	14,119	2,383	20.3	6,196	9.17	8.80	10.26
4	412011	Cashiers	13,071	13,811	740	5.7	5,535	9.42	8.82	10.78
5	373011	Landscaping and Groundskeeping Workers	11,858	14,202	2,344	19.8	4,736	11.10	9.03	13.35
6	436014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	11,579	14,150	2,571	22.2	3,683	14.75	10.49	17.64
7	291141	Registered Nurses	9,364	11,362	1,998	21.3	3,405	29.49	24.20	33.75
8	472031	Carpenters	6,188	8,523	2,335	37.7	2,947	17.68	12.09	22.21
9	434051	Customer Service Representatives	7,443	8,751	1,308	17.6	2,914	14.67	10.90	17.28
10	472061	Construction Laborers	5,593	7,537	1,944	34.8	2,897	13.18	9.87	15.87
11	439061	Office Clerks, General	8,666	9,965	1,299	15.0	2,748	12.43	9.24	15.85
12	537062	Laborers and Freight, Stock, and Material Movers, Hand	6,067	7,227	1,160	19.1	2,674	10.58	8.84	12.82
13	352014	Cooks, Restaurant	6,750	8,149	1,399	20.7	2,467	11.37	9.22	13.26
14	311014	Nursing Assistants	5,865	7,454	1,589	27.1	2,464	12.61	10.37	13.64
15	411011	First-Line Supervisors of Retail Sales Workers	8,604	9,526	922	10.7	2,410	19.34	14.69	25.93

\* Job openings result from economic growth and from replacement needs. For declining occupations, all job openings result from replacement needs.

\*\* Entry Wage - The wage an entry-level worker might expect to make. It is defined as the average (mean) wage earned by the lowest third of all workers in a given occupation.

\*\*\* Experienced Wage - The wage an experienced worker might expect to make. It is defined as the average (mean) wage earned by the upper two-thirds of all workers in a given occupation.

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

**Emerging Occupations:** The majority of top emerging occupations occur in the professional services industry sector (eight of top 15). 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 LWDB 24. One of the healthcare industry sector top emerging occupations is neurodiagnostic technologists, who are imaging and scanning specialists responsible for obtaining recordings of patients' brain and nervous system function by use of complex diagnostic equipment. 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. 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. In Florida, geothermal technicians are primarily involved with the installation, testing, and maintenance of residential and commercial geothermal heat pumps.

## Top 15 Emerging Occupations

(ranked by percent growth)

Workforce Development Area 24 - Charlotte, Collier, Glades, Hendry, and Lee Counties

Rank	SOC Code	Title	Employment		2015 - 2023		Industry Sector Linkage	2015 Hourly Wage (\$)		
			2015	2023	Level Change	Percent Change		Median	Entry*	Exp**
1	131081	Logisticians	192	284	92	47.9	Professional Services	21.49	16.99	28.45
2	471011	First-Line Superv. of Construction and Extraction Workers	3,486	4,925	1,439	41.3	Construction	26.08	17.70	32.04
3	291071	Physician Assistants	386	535	149	38.6	Healthcare	48.77	37.47	56.04
4	172051	Civil Engineers	685	900	215	31.4	Professional Services	39.06	28.24	47.51
5	151121	Computer Systems Analysts	501	653	152	30.3	Professional Services	36.35	23.18	46.63
6	119041	Engineering Managers	235	305	70	29.8	Professional Services	56.60	38.65	70.53
7	171022	Surveyors	206	265	59	28.6	Professional Services	27.21	16.87	32.60
8	413099	Sales Representatives, Energy-Related	4,473	5,673	1,200	26.8	Clean Tech	25.08	14.06	39.93
9	173027	Mechanical Engineering Technicians	15	19	4	26.7	Professional Services	17.98	13.67	20.87
10	291122	Occupational Therapists	338	428	90	26.6	Healthcare	42.38	31.09	55.26
11	499099	Geothermal Technicians	1,628	2,046	418	25.7	Clean Tech	14.15	11.34	17.61
12	172199	Biochemical, Nanosystems, Photonics, and Robotics Engineers	113	140	27	23.9	Professional Services	33.62	16.65	39.48
13	172141	Mechanical Engineers	63	78	15	23.8	Professional Services	39.40	23.80	49.21
14	291069	Hospitalists, Nuclear and Preventive Medicine Physicians	479	591	112	23.4	Healthcare	94.20	63.24	124.69
15	292099	Neurodiagnostic and Ophthalmic Technologists, Surgical Assistants	456	562	106	23.3	Healthcare	18.22	13.42	26.11

\* Entry Wage - The wage an entry-level worker might expect to make. It is defined as the average (mean) wage earned by the lowest third of all workers in a given occupation.

\*\* Experienced Wage - The wage an experienced worker might expect to make. It is defined as the average (mean) wage earned by the upper two-thirds of all workers in a given occupation.

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

### **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 and partner with Florida Southwestern to offer a wide variety of topics to meet the different skill levels of

our population. 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.

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 Florida Department of Education has changed the criteria for the high school equivalency test. Our partners explain that all four sections will require a test result of 145 points instead of the 150 points to be qualified to earn the equivalency – or credential. This test score reduction will be retroactive to all individuals that have taken the General Educational Development (GED) tests since January 2014 to present. This change will increase those numbers (and percentages) of individuals who are high school graduates and are able to continue their pursuit in occupational skills training.

The 2014 American Community Survey 1-Year Estimates indicate a total working age population of the three coastal counties as 964,300. Southwest Florida is able to boast that efforts to have recent students reach higher educational attainments by the age of 25 are demonstrating success.

	<b>Charlotte County, Florida</b>	<b>Collier County, Florida</b>	<b>Lee County, Florida</b>
<b>EDUCATION ATTAINMENT by total population</b>			
<b>Population 18 to 24 years</b>	9,834	25,307	50,969
<b>Less than high school graduate</b>	16.10%	25.00%	20.20%
<b>High school graduate (includes equivalency)</b>	34.60%	35.10%	34.10%
<b>Some college or associate's degree</b>	41.40%	37.30%	38.50%
<b>Bachelor's degree or higher</b>	7.90%	2.70%	7.20%
<b>Population 25 years and over</b>	137,400	259,692	501,098
<b>Less than 9th grade</b>	3.30%	8.10%	5.60%
<b>9th to 12th grade, no diploma</b>	7.80%	7.10%	8.10%
<b>High school graduate (includes equivalency)</b>	32.50%	25.30%	30.40%
<b>Some college, no degree</b>	25.40%	18.20%	19.50%
<b>Associate's degree</b>	9.80%	6.50%	10.00%
<b>Bachelor's degree</b>	12.80%	21.20%	16.80%
<b>Graduate or professional degree</b>	8.40%	13.60%	9.70%

Each year the percentage of the population attaining a high school education has increased in each of the coastal counties. The counties of Collier and Lee continue to have increases in the population who have attained a bachelor's degree or higher. Charlotte County continues to have the highest of the three counties of population that are high school graduates or higher.

<b>EDUCATION ATTAINMENT - 2014 ACS 1-Year estimates</b>	<b>Charlotte County, Florida</b>	<b>Collier County, Florida</b>	<b>Lee County, Florida</b>
<b>Population 25 years and over</b>	137,400	259,692	501,098
<b>Percent high school graduate or higher</b>	88.90%	84.80%	86.30%
<b>Percent bachelor's degree or higher</b>	21.20%	34.80%	26.50%

**(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 LWDB 24 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 Local Government, Administrative and Support Services and most other industries include basic and advanced information technology, skills related to industry-specific credentials, and soft skills. One of the greatest areas of need for workers in Southwest Florida will be in the healthcare industry. Some of the greatest demands (nursing, radiology and for those skilled in 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. We have also successfully collaborated with educational entities to



pursue grant funding to expand training capacity. We will continue to work with businesses in demand industry groups to develop career laddering opportunities for current employees.

**(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 Educational Services, and health care and social services and 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 the CEOs of the regionally accredited (SACS) K-20 educational institutions in Southwest Florida. Utilizing this partnership CareerSource Southwest Florida and the educational leaders of the technical colleges associated with the local school districts as well as the Florida SouthWestern State College; 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 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. Youth programs are described in more detail in this section under #6.

For analysis purposes the most recent Education Attainment data (2014 ACS 1-Year Estimates) is used to indicate the great number of individuals (18,206 in the three largest of the five counties) who are the focus of these two initiatives. Note: Destination Graduation is available in all of the high schools in the two smaller counties of Glades and Hendry).

	<b>Charlotte County, Florida</b>	<b>Collier County, Florida</b>	<b>Lee County, Florida</b>
<b>EDUCATION ATTAINMENT (DROP-OUT)</b>			
<b>Population 18 to 24 years</b>	9,834	25,307	50,969
<b>Less than high school graduate</b>	16.10% or <b>1,583 people</b>	25.00% or <b>6,327 people</b>	20.20% or <b>10,296 people</b>
<b>Population 25 years and over</b>	137,400	259,692	501,098
<b>Less than 9th grade</b>	3.30% or <b>4,534 people</b>	8.10% or <b>21,035 people</b>	5.60% or <b>13,029 people</b>
<b>9th to 12th grade, no diploma</b>	7.80% or <b>10,717 people</b>	7.10% or <b>18,438 people</b>	8.10% or <b>40,589 people</b>
<b>TOTAL Individuals 25 and older</b>	<b>15,251</b>	<b>39,473</b>	<b>53,618</b>
<i>Poverty rate for the population 25 years and over for whom poverty status is determined by educational attainment level</i>			
<i>Less than high school graduate</i>	<i>12.50%</i>	<i>27.70%</i>	<i>23.40%</i>
Education Attainment 2014 American Community Survey 1-Year Estimates			

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. 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) allows 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 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.

<b>Employment Status by Disability Status</b>	<b>Charlotte County, Florida</b>	<b>Collier County, Florida</b>	<b>Lee County, Florida</b>	<b>Three county totals</b>
<b>Total:</b>	81,909	181,904	369,367	633,180
<b>In the labor force:</b>	56,104	140,327	272,438	468,869
<b>Employed:</b>	49,447	131,398	252,791	433,636
<b>With a disability</b>	3,486	5,568	8,997	18,051
<b>No disability</b>	45,961	125,830	243,794	415,585
<b>Unemployed:</b>	<b>6,657</b>	<b>8,929</b>	<b>19,647</b>	<b>35,233</b>
<b>With a disability</b>	<b>972</b>	<b>365</b>	<b>2,549</b>	<b>3,886</b>
<b>No disability</b>	5,685	8,564	17,098	31,347
<b>Not in labor force:</b>	<b>25,805</b>	<b>41,577</b>	<b>96,929</b>	<b>164,311</b>
<b>With a disability</b>	<b>9,090</b>	<b>6,258</b>	<b>24,163</b>	<b>39,511</b>
<b>No disability</b>	16,715	35,319	72,766	124,800
Civilian noninstitutionalized population 18 to 64 years per 2014 American Community Survey 1- Year Estimates				

Opportunities to serve individuals with a disability are noted in the table above. The first group is those individuals who are unemployed with the next line of the table indicating those in that group who have a reported disability. The next group is those individuals who are not in the labor force with the next line of the table indicating those in that group who have a reported disability – see highlighted lines of the table above.

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.

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

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.

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 Memorial Health Systems (LMHS) to assess its workforce needs in its nursing occupations. LMHS is in need of hundreds of Certified Nursing Assistants throughout its hospitals and ambulatory care facilities in Lee County. Lee Memorial Health Systems 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 Memorial Health Systems' 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, by telephone and/or electronically. The combination of funds from Wagner-Peyser, TANF, WIOA, and funds from other One-Stop partners will result in an expanded level of available services. 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 investment 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, and
- 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 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 activities include 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 9<sup>th</sup> 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 and other employment opportunities;
  - (ii) pre-apprenticeship programs;
  - (iii) internships and job shadowing; and
  - (iv) on-the-job training opportunities;
- occupational skill training;
- 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;
- follow-up services;
- 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

One of our most successful models of youth workforce investment activities is our Destination Graduation 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. Last year the state legislators and the governor allocated \$500,000 to expand the program. 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.

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 learning disabilities. Staff may utilize the iCareer (Individualized Career) service delivery model detailed below 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 future career ladder 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 and Goodwill Industries of Southwest Florida 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.

## LOCAL WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

**(1) Please 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) in order 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) Please 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.

To increase visibility in the local community, the Lead Instructor with the Adult Learning Center with Charlotte County Public Schools offers public speaking at events, attends Chamber of Commerce functions, works with United Way, partners with Charlotte Technical Center’s Adult Career and Technical Education (CTE) programs and meets frequently with CareerSource Southwest Florida staff in Port Charlotte.

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

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 Centers have adopted the following localized goals:

- Increase Work Based Training Enrollment
- Increase Post-Employment Job Retention
- Improve the Welfare Transition Program Participation Rate

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

With a successful Disability Navigator Program, the Centers are better prepared to assist individuals with disabilities in accessing the services they need. The 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 Disability Program Navigator. The basic online training, "At Your Service: Welcoming Customers with Disabilities" (a self-paced web course for people interested in discovering best practices for working with customers who have disabilities) will be made available to each of the Disability Specialists. 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 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 is developing curriculum and will schedule training to ensure all 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.

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

Action Plans for the first goal, “Increase Work Based Training Enrollment” include:

- closer coordination with the Communications Division and the Business Services Division to create more effective outreach strategies
- outreach to new employer registrations and new job orders to address work based training options
- on-site outreach to training providers to actively engage students,

Action Plans for the second goal, “Increase Post-Employment Job Retention” include:

- complete post-employment quarterly follow-up contacts to determine if the customer has retained employment and offer workforce services needed to retain employment or obtain new employment,
- expand use of social media to communicate with customers,

Action Plans for the third goal, “Improve the Welfare Transition Program (WTP) Participation Rate” include:

- develop unique and motivational approaches to engage WTP customers in activities leading to career pathways via an interest assessment, related work based learning and post-secondary training opportunities.
- contact customers as soon as DCF refers (before alert is received), building positive relationships from first contact,
- develop strategies for success based on customer input,
- connect customer with DEO staff early in the process,
- offer all available incentives (gas cards, child care, Walmart cards, training opportunities),
- strengthen relationships with DCF to ensure appropriate referrals, timely sanctions, exemptions, and closures.

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

Although levels of performance have not yet been negotiated with the State, the Performance Funding Model will include:

- Final Metric IDs for Short-Horizon Metrics:
  - Placement Rate
  - Time to Earnings
  - Cost per Employed Exit
  - Business Engagement
  
- Long-Horizon Metrics:
  - Earnings Per Dollar Spent
  - Average Earnings
  - Customer Satisfaction

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

The Southwest Florida Workforce Development Board, Inc. dba CareerSource Southwest Florida is the fiscal agent, the one-stop operator 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 Generally Accepted Auditing Principles (GAAP) 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 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) Please describe the definition of “self-sufficiency” utilized 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: Please describe how individualized career services will be coordinated across programs/partners in the one-stop centers, including Vocational Rehabilitation, TANF and Adult Education and Literacy activities. Specify how the local area will coordinate with these programs to prevent duplication and improve services to customers. TEGL 3-15**

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.

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 Adult Learning Center with Charlotte County Public Schools added a 10 hour per week Transitions Counselor this year. The Transitions Counselor 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, Division of Vocational Rehabilitation (VR) will be included in a Memorandum of Understanding with One-Stop Partners. VR staff assists 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. The new Memorandum of Understanding (MOU) will outline responsibilities and help 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.

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

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

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 the regionally accredited (SACS) K-20 educational institutions in Southwest Florida. Utilizing this partnership, CareerSource Southwest Florida and the educational leaders of the technical colleges/centers associated

with the local school districts as well as the Florida SouthWestern State College; 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 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.

CareerSource Southwest Florida partners with Florida SouthWestern (FSW) State College's Xcel-IT program to develop, enhance and implement career pathway

opportunities for Trade Adjustment Assistance (TAA) eligible workers and other adults (especially Veterans and long-term unemployed persons) and to provide related training and education. This local Xcel-IT program is part of the U.S. Department of Labor TAA Community College and Career Training Grant which includes eight colleges in Florida. The industry focus is on logistics, manufacturing and entrepreneurship career pathways. CareerSource Southwest Florida provides job referral and placement services and assists in conducting social media outreach, establishing work experience and internships, data collection and reporting. FSW provides career assessment, testing and counseling and assists in the development of Customized Training and Employed Worker Training.

**(4) Coordination of transportation and other supportive services: Please describe how the local board will coordinate workforce investment activities carried out under this title in the local area with the provision of transportation, including public transportation, and other appropriate supportive services in the local area. WIOA §108(b)(10)**

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

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. In the Resource Rooms, customers may complete a short partial registration form which requests information regarding the applicant's contact information employment status and purpose for visit.

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 is used for Welfare Transition participants. The Supplemental Nutrition Assistance Program (SNAP) and WTP/TANF programs have specific programmatic assessment tools; SNAP online assessment, WTP/TANF Assessment Form.

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

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. In the past, CareerSource Southwest Florida signed off on applications to provide adult education and literacy activities for the local area. Since no longer required, a courtesy copy may be provided by Adult and Career Education. 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) Cooperative Agreements: Please provide a description of the replicated cooperative agreements (as defined in WIOA section 107(d)(11)) between the local board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29U.S.C 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross-training staff, technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.**

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.

U.S. Department of Labor TAA Community College and Career Training Grant MOU – with Florida SouthWestern (FSW) State College's Xcel-IT program to develop, enhance and implement career pathway opportunities for Trade Adjustment Assistance (TAA) eligible workers and other adults (especially Veterans and long-term unemployed persons) and to provide related training and education. More details above in this section (Section 3) under Coordination of Services.

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. For example, Charlotte County Public Schools has an agreement with CareerEdge Funders to provide nine hours of ESOL training to ensure successful completion of those students attending the Commercial Driver's License (CDL) program through Suncoast Trucking Academy.

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

Yes, the following required WIOA partners are included in our one-stop delivery system:

- Job Corps (through Cornerstone)
- Migrant and seasonal farmworker (MSFW) programs
- The Vocational Rehabilitation program authorized under title I of the Rehabilitation Act of 1973
- Adult education and literacy activities authorized under title II of WIOA
- The Senior Community Service Employment Program authorized under title V of the Older Americans Act of 1965

- Career and technical education programs at the post-secondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006
- Employment and training activities 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:

- 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)
- Employment and training activities carried out under the Community Services Block Grant under 42 U.S.C. through Lee County Human Services' and its Lee Education and Employment (L.E.E.) Medical Office Skills Program

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

A meeting was held in February to gather input from the core partners. From this meeting information was added to the Plan. The draft was forwarded to the core partners for additional input. The second draft was forwarded to the core partners, 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 26, 2016. 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 into a memorandum of understanding between the local board and the one-stop partners. Please provide a copy of any executed MOUs. WIOA §108(b)(6)(D).**

Memoranda of Understanding (MOUs) will be developed with Division of Vocational Rehabilitation, Division of Blind Services and Adult Education.

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

**A. Describe how entities within the one-stop delivery system, including one-stop operators and one-stop partners, will comply with the Americans with Disabilities Act regarding physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities, including providing staff training and support for addressing needs of individuals with disabilities. WIOA §108(b)(6)(C)**

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 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
- United Cerebral Palsy of SWFL
- 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. Please describe how entities within the one-stop delivery system are utilizing 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. A recent monitoring found that employees “are sensitive to the needs of customers with disabilities.”

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

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 EFM 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 Employ Florida Marketplace (EFM) to more readily access job vacancies and labor market information.

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

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 moving toward 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 Marketplace (EFM). The local electronic document management process will begin with WIOA programs and later incorporate Welfare Transition Program (WTP) and Supplemental Nutrition Assistance Program (SNAP). 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 the steps taken or to be taken to ensure a competitive process for selection of the one-stop operator(s). WIOA §121(d)(2)(A)**

The Southwest Florida Workforce Development Board, Inc. dba CareerSource Southwest Florida is designated as the One-Stop operator through June 30, 2017.

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

Additional criteria (goals and action steps) established for the Centers is described above in Section 3 and Section 6 under Local Workforce Development Area Vision and Strategic Goals. Two of the goals respond directly to local economic conditions. To “Increase Work Based Training Enrollment” the Career Development Representatives (CDRs) in the Centers will coordinate more closely with the Communications Division and the Business Services Division, to ensure they are reaching out to new and existing businesses most in need.

Employee turnover is a constant concern for many businesses. To “Increase Post-Employment Job Retention” the CDRs will follow-up with customers who have obtained employment and offer workforce services, as needed, to assist with job retention.

## DESCRIPTION OF PROGRAM SERVICES

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

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. 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:

- 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 Jobs and Education 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 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.

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

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 Contracts Manager 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.

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

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

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 five to six 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	CleanTech / Green Technology	Building and Construction
Distribution	Back Office Operations	Tourism, Sports & Entertainment
Life Sciences	Information Technology	Marine and Related Industries
Healthcare	Corporate Headquarters	Smart Technologies
Data Centers	Aircraft and Avionics Related	Aquaculture and Related
Manufacturing	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 will identify and work with key industry partnerships where they exist within the local area, and coordinate and invest in partnership infrastructure where they are not yet developed. WIOA §134(c)(1)(A)(iv)**

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. 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.

CareerSource Southwest Florida staff continues to provide Labor Market Information, Industry Projections, STEM Occupations List and other Labor Market Statistics Center (LMS) products to the STEM partners. Reports from Florida’s Department of Economic Opportunity (DEO) are shared with the group as information becomes available. During these industry discussions of the 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.

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

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

Occupational skills training programs and local and regional demands for those linking occupations are available through our CareerSource Southwest Florida website. The user of the website is directed to “Jumpstart Your Career” webpage and to the Eligible Training Providers and Programs. 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 the Employ Florida Marketplace and 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: Please describe the strategies and services that will be used in the local area to:**

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

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 of Health care 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. 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.

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 newly formed 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 Agency Clearing House (EACH)
- Immokalee Interagency Council
- Charlotte County Collective (C3)
- Charlotte County Transportation Disadvantage
- LeeTran Transit Development Plan (TDP) Review Committee
- Punta Gorda Housing Authority
- Community Action Agency Advisory Board (CAAAB)
- Charlotte County SHRM/Work Readiness
- Charlotte County Entrepreneurial Support Organization
- Charlotte Technical Center Advisory Board

**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, EDCs/EDOs 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. 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 the local policy and procedures that have been established to give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient in the provision of individualized career services and training services in the Adult program.**

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).

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

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

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. 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 plus any time required for the completion of prerequisites for a maximum of three years.

**B. Describe any exceptions to the use of ITA**

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.

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

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 new Gateway Logistics and Manufacturing Training Center 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.

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 such as Project Innovation 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 host Summits.

The primary focus has been to align educational programs with the needs and emerging needs of business.

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

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 bring awareness to participants seeking training and/or employment. The DJBTCOA has representation on the Board's Youth Council and was an active participant on the recent Construction Workforce Connection taskforce. A representative of the Electrical Apprenticeship program has been invited to make presentations at staff meetings in the Centers and also serves on our Board and our Service Delivery Committee.

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

Our Business Services Division continues outreach efforts to educate employers about Internships, Customized Training and On-the-Job Training (OJT) opportunities for eligible individuals. 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. CareerSource Southwest Florida and the Fort Myers Regional Partnership launched a Family Relocation Assistance Program to help Hertz relocating spouses and partners find work in Southwest Florida. One of the keys to a successful relocation often hinges on the family members who will need to assimilate into a new community. Services offered to spouses and partners include job referrals, networking through the Professional Career Network (PCN), career support, résumé critique, career counseling, seminars and workshops. A portal was made available on our web site with a brief survey for family members and a request to email résumés to our Business Services Director. This also included a portal for businesses interested in hiring Hertz family members to list future openings with anticipated hire dates. The program continues to assist the relocating family members and partners and has opened doors to businesses we've never worked with before. This model will be used to assist other employers expanding or relocating to Southwest Florida.

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 EFM'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, through the system and ensure that such providers meet the needs of local employers, workers and jobseekers. 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. Committee member involvement is noted below. 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 youth programs in the local area, and how the 14 program elements required in §681.460 of the proposed WIOA regulations are to be made available within that framework. WIOA §129(c)(1).**

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:

- Tutoring;
- Study Skills instruction;
- TABE assessment;
- GED classes;
- 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 ladder opportunities.

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

Youth enrolled in the program are provided the Test of Adult Basic Education (TABE). A youth who TABE-tests as academically deficient (below a 9<sup>th</sup> 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. Definition of “requires additional assistance.” Describe how the local board defines the term “requires additional assistance” used in determining eligibility for WIOA-funded youth programs. 20 CFR §681.300**

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.

**The Workforce Innovation and Opportunity Act (WIOA) provides for a new regional planning process designed to promote alignment with economic development and education, improved services to employers, workers and job seekers, improved performance in the delivery of workforce services and more efficient delivery of services through coordinated administrative arrangements. The CareerSource Florida Network and its partners have a unique opportunity to engage in regional planning in order to meet the goals of both WIOA and, more importantly, Florida’s vision for talent development.**

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

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

CareerSource Southwest Florida (administered by Southwest Florida Workforce Development Board) is part of a larger proposed Planning Region. The analysis of the Planning Region in this Workforce Plan includes the local workforce development boards (LWDBs) of Regions 17 – CareerSource Polk, 18 – CareerSource Suncoast, 19 – CareerSource Heartland and 24 – CareerSource Southwest Florida. This Planning Region includes the counties of Charlotte, Collier, DeSoto, Glades, Hardee, Hendry, Highlands, Lee, Manatee, Polk and Sarasota.

<b>2014 Annual Labor Force by Industry</b>	<b>Region 17 Polk</b>	<b>Region 18 Manatee, Sarasota</b>	<b>Region 19 Desoto, Hardee, Highland</b>	<b>Region 24 Charlotte, Collier, Glades, Hendry, Lee</b>	<b>Combined data for LWDBs 17, 18, 19, 24</b>
<i>Full-time, year-round civilian employed population 16 and over</i>	168,960	192,471	34,023	296,865	692,319
<b>Agriculture Forestry Fishing Hunting</b>	<b>4,322</b>	<b>1,907</b>	<b>5,033</b> <b>(2)</b>	<b>7,403</b>	<b>18,665</b>
Agriculture, forestry, fishing, hunting	3,275	1,746	4,696	7,021	16,738
Mining, quarrying, oil/gas extraction	1,047	161	337	382	1,927
<b>Construction</b>	<b>12,504</b> <b>(5)</b>	<b>13,845</b>	<b>2,711</b> <b>(5)</b>	<b>27,291</b> <b>(5)</b>	<b>56,351</b> <b>(5)</b>
<b>Manufacturing</b>	<b>12,201</b>	<b>14,541</b>	<b>1,778</b>	<b>12,393</b>	<b>40,913</b>
<b>Wholesale trade</b>	<b>6,183</b>	<b>5,398</b>	<b>791</b>	<b>7,406</b>	<b>19,778</b>
<b>Retail trade</b>	<b>21,814</b> <b>(2)</b>	<b>24,562</b> <b>(3)</b>	<b>3,652</b> <b>(3)</b>	<b>38,183</b> <b>(2)</b>	<b>88,211</b> <b>(2)</b>
<b>Transportation Warehousing Utilities</b>	<b>10,774</b>	<b>7,040</b>	<b>1,601</b>	<b>13,450</b>	<b>31,865</b>
Transportation and Warehousing	8,808	5,540	1,094	10,527	25,969
Utilities	1,966	1,500	507	2,923	6,896
<b>Information</b>	<b>2,776</b>	<b>3,520</b>	<b>411</b>	<b>5,147</b>	<b>11,854</b>
<b>Finance Insurance Real Estate</b>	<b>10,884</b>	<b>16,502</b> <b>(4)</b>	<b>1,508</b>	<b>22,851</b>	<b>51,705</b>
Finance and Insurance	7,687	10,592	1,146	11,497	30,922
Real Estate and rental and leasing	3,197	5,910	362	11,354	20,823
<b>Professional, scientific, management administrative waste management services</b>	<b>17,165</b> <b>(4)</b>	<b>25,401</b> <b>(2)</b>	<b>2,382</b>	<b>37,006</b> <b>(3)</b>	<b>81,954</b> <b>(3)</b>
Professional, scientific, technical srvs	7,206	13,542	236	16,782	37,766
Mgmt. of companies & enterprises	72	121	0	247	440
Admin & support & waste mgmt.	9,887	11,738	1,495	19,977	43,097
<b>Educational Services, and health care and social services</b>	<b>36,932</b> <b>(1)</b>	<b>43,812</b> <b>(1)</b>	<b>7,569</b> <b>(1)</b>	<b>63,120</b> <b>(1)</b>	<b>151,433</b> <b>(1)</b>
Educational srvs	14,109	12,846	2,713	18,660	48,328
Health care and social srvs	22,823	30,966	4,856	44,460	103,105
<b>Arts, entertainment, and recreation; and accommodation and food services</b>	<b>17,242</b> <b>(3)</b>	<b>16,488</b> <b>(5)</b>	<b>1,928</b>	<b>31,832</b> <b>(4)</b>	<b>67,490</b> <b>(4)</b>
Arts, entertainment and recreation	6,241	4,354	485	9,311	20,391
Accommodation and food services	11,001	12,134	1,443	22,521	47,009
<b>Other services, except public administration</b>	<b>7,202</b>	<b>9,377</b>	<b>1,423</b>	<b>15,104</b>	<b>33,106</b>
<b>Public administration</b>	<b>8,961</b>	<b>10,078</b>	<b>3,218</b> <b>(4)</b>	<b>15,679</b>	<b>38,036</b>

2014 ACS, 5-Year Estimates release date 04/23/2015

This Planning Region's economy relies on the stability of five industries to provide full-time, year round employment to its citizens. The top five industries are the same as the Southwest Florida region and are: 1) Educational Services, and health care and social services which includes the two industry sub-sectors of Educational Services and Health Care and Social Services; 2) Retail trade; 3) Professional, scientific, management administrative waste management services; 4) Arts, entertainment, and recreation; and accommodation and food services; and, 5) Construction. Each of the LWDB areas relies on the seasonal residents, tourists, and agricultural activities to boost the economies with additional part-time, seasonal employment opportunities. The coastal counties rely on seasonal visitors while the rural areas rely on the seasonal agriculture demands within their communities' economies.

<b>2014</b>	Manatee	Sarasota	18 Totals	DeSoto	Hardee	Highland	19 Totals
<i>Annual - Full-time, year-round civilian employed population 16 and over</i>	92491	99980	192,471	8157	6507	19359	34,023
<b>Agriculture Forestry Fishing Hunting</b>	<b>1331</b>	<b>576</b>	<b>1,907</b>	<b>1764</b>	<b>1942</b>	<b>1327</b>	<b>5,033</b>
Agriculture, forestry, fishing, hunting	1190	556	1,746	1727	1642	1327	4,696
Mining, quarrying, oil/gas extraction	141	20	161	37	300	0	337
<b>Construction</b>	<b>6067</b>	<b>7778</b>	<b>13,845</b>	<b>776</b>	<b>689</b>	<b>1246</b>	<b>2,711</b>
<b>Manufacturing</b>	<b>8580</b>	<b>5961</b>	<b>14,541</b>	<b>479</b>	<b>369</b>	<b>930</b>	<b>1,778</b>
<b>Wholesale trade</b>	<b>3137</b>	<b>2261</b>	<b>5,398</b>	<b>91</b>	<b>165</b>	<b>535</b>	<b>791</b>
<b>Retail trade</b>	<b>11231</b>	<b>13331</b>	<b>24,562</b>	<b>844</b>	<b>518</b>	<b>2290</b>	<b>3,652</b>
<b>Transportation Warehousing Utilities</b>	<b>3706</b>	<b>3334</b>	<b>7,040</b>	<b>459</b>	<b>368</b>	<b>774</b>	<b>1,601</b>
Transportation and Warehousing	2830	2710	5,540	322	179	593	1,094
Utilities	876	624	1,500	137	189	181	507
<b>Information</b>	<b>1506</b>	<b>2014</b>	<b>3,520</b>	<b>100</b>	<b>0</b>	<b>311</b>	<b>411</b>
<b>Finance Insurance Real Estate</b>	<b>7447</b>	<b>9055</b>	<b>16,502</b>	<b>301</b>	<b>247</b>	<b>960</b>	<b>1,508</b>
Finance and Insurance	4856	5736	10,592	231	172	743	1,146
Real Estate and rental and leasing	2591	3319	5,910	70	75	217	362
<b>Professional, scientific, management administrative waste management services</b>	<b>11848</b>	<b>13553</b>	<b>25,401</b>	<b>410</b>	<b>432</b>	<b>1540</b>	<b>2,382</b>
Professional, scientific, technical svcs	5924	7618	13,542	92	144	651	236
Mgmt. of companies & enterprises	76	45	121	0	0	0	0
Admin & support & waste mgmt.	5848	5890	11,738	318	288	889	1,495
<b>Educational Services, and health care and social services</b>	<b>20805</b>	<b>23007</b>	<b>43,812</b>	<b>1278</b>	<b>961</b>	<b>5330</b>	<b>7,569</b>
Educational svcs	6951	5895	12,846	512	437	1764	2,713
Health care and social svcs	13854	17112	30,966	766	524	3566	4,856
<b>Arts, entertainment, and recreation; and accommodation and food services</b>	<b>7080</b>	<b>9408</b>	<b>16,488</b>	<b>431</b>	<b>239</b>	<b>1258</b>	<b>1,928</b>
Arts, entertainment and recreation	1690	2664	4,354	118	52	315	485
Accommodation and food services	5390	6744	12,134	313	187	943	1,443
<b>Other services, except public administration</b>	<b>4551</b>	<b>4826</b>	<b>9,377</b>	<b>339</b>	<b>235</b>	<b>849</b>	<b>1,423</b>
<b>Public administration</b>	<b>5202</b>	<b>4876</b>	<b>10,078</b>	<b>885</b>	<b>342</b>	<b>2009</b>	<b>3,218</b>

2014 ACS, 5-Year Estimates release date 04/23/2015

Analysis of this specific data reveals that LWDB 19, which includes DeSoto, Hardee and Highland Counties, is unique since the Agriculture, Forestry, Fishing, and Hunting Industry is its second strongest industry. In two of the three counties (DeSoto and Hardee) it is the industry



that ranks first in hiring the most full-time, year-round employees. Another industry that stands out in this region is that of Public Administration. This industry has an overall ranking of fourth (by number of full-time, year-round employees) which no other LWDB in this Planning Region have ranked in their top five. The addition of these two industries (Agricultural and Public Administration) supplants the industries of a) Professional, scientific, management administrative waste management services; and, b) Arts, entertainment, and recreation; and accommodation and food services.

Another anomaly of the Planning Region is recognized in the LWDB 18 Labor Force data. Within this LWDB, the industry of Finance, Insurance, and Real Estate is fourth in the top five ranking of Labor Force numbers. The construction industry is not in the top ranking (full-time, year-round labor force) in this LWDB while it is ranked in the other three LWDBs of the Planning Region. When analyzing the two counties within this LWDB, both counties rank the Finance, Insurance, and Real Estate Industry and exclude the Construction industry. The only industries that differ within the LWDB is reflected in the Manufacturing Industry (Manatee) and Arts, entertainment, and recreation; and accommodation and food services industry (Sarasota).

## **(2) Specific milestones and timelines for consultation with:**

### **A. Other local workforce development boards**

The Executive Directors of LWDBs 17, 18, 19 and 24 met in December 2015. Below is an outline of topics discussed.

1. Sharing responsibility to transfer anticipated unused funds among regional partners instead of sending back to Department of Economic Opportunity (DEO). The goal would be to ascertain the need for funds with regional partners first. If not needed, then extend to DEO to offer to all boards.
2. Reviewing cap rates for various training to determine the necessity of merging structure if appropriate.

3. Collaborating to establish a Regional Targeted Occupations List and Eligible Training Providers.
4. Reviewing opportunities to cost share or bulk-order supplies for maximum efficiency and benefit.
5. Collaborating on workforce supply for new and expanding business.

A second roundtable meeting was held in April 2016. The group discussed Performance Models, labor market information and exchanging information on what's working in the various LWDBs. Our Executive Director will be sharing information related to staffing levels developed for front-line staff in our Centers. Our Career Development Representatives (CDRs) may now progress along a career ladder based on knowledge, skills and performance from CDR-I to CDR IV. This has allowed for greater integration of services.

The Executive Directors will continue to meet on a quarterly basis. At the next meeting the group will identify two or three issues and then begin addressing them.

**B. Local elected officials;**

To be determined.

**C. Economic development organizations;**

To be determined.

**D. Core and mandatory one-stop partners for potential regional implications;**

Region 24 representatives of Blind Services, Vocational Rehabilitation, Adult Education, Department of Children and Families and CareerSource Southwest Florida met on February 12, 2016 to begin conversations on developing and implementing a combined

plan. No meetings for all of the core programs are scheduled yet for the Planning Region.

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

As the Executive Directors of the LWDBs move forward with reviewing the Planning Region concept, they will consider the factors identified by CareerSource Florida and the Department of Economic Opportunity (DEO):

- Single Labor Market
- Common Economic Development Area
- Federal and Non-Federal Resources to Carry Out WIOA Activities
- Population Centers
- Commuting Patterns
- Industrial Composition and Sector Alignment

## PUBLIC COMMENT PROCESS

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

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

The draft Plan was posted for public comment on the Board's website at [www.careersourcesouthwestflorida.com](http://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 attached public notice published to our website.)

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

A thirty (30) day period for public comment was provided. Per our Interlocal Agreement, members of the Southwest Florida Job Training Consortium (the five Boards of County Commissioners chairpersons) were provided a 60-day comment period.

- (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)**

As noted above, a 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 any other efforts to coordinate with other workforce partners to obtain input into the development of the plan.**

Prior to the March 9, 2016 Board meeting and sixty (60) days prior to the due date for the Plan, the draft Plan was emailed to our Board members, which included 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 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 that express disagreement, the LWDB's response to those comments, and a copy of the published notice. WIOA §108(d)(3).**

At the March 9, 2016 Program and Planning Committee meeting, the Committee Chairperson (and Board member), Kim Hustad, gave input stating the draft Plan did not indicate 1) both she and our Disability Navigator serve on the Community Action Agency Advisory Board to the Lee County Board of County Commissioners and 2) Lee County Human Services/Lee Medical Office provides employment and training activities carried out under the Community Services Block Grant (CSBG). These were included in the Plan. No other comments were received during the comment period.

**SIGNATURE PAGE**

This plan represents the efforts of CareerSource Southwest Florida to implement the Workforce Innovation and Opportunity Act 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**

**Chief Elected Official**



Signature



Signature

Joseph Wheeler  
President

Commissioner Michael Swindle  
Chairman of the Hendry County Board of  
County Commissioners

4-13-16  
Date

4/19/16  
Date

**WORKFORCE INVESTMENT ACT  
SECOND AMENDED AND RESTATED  
INTERLOCAL AGREEMENT  
FOR THE  
SOUTHWEST FLORIDA JOB TRAINING CONSORTIUM**

This Second Amended and Restated Interlocal Agreement (this "Agreement") is made and entered into 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, hereinafter referred to as the Act, federal Public Law 105-220, 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 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 the Workforce Investment Act; and

WHEREAS, the five participating 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 five participating counties entered into that certain Workforce Investment Act Interlocal Agreement for the Southwest Florida Job Training Consortium dated as of July 1, 2005 ("WIA Interlocal Agreement"). This Agreement is intended to be an amendment and restatement of the WIA Interlocal Agreement; and

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

WHEREAS, the Region 24 Workforce Investment Area is required to submit a Workforce Investment Act local plan pursuant to Section 118 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 parties agree as follows:**

**I. Continuation of the Southwest Job Training Consortium.**

- A. Consistent with the Original Interlocal Agreement, the participating five counties agree to accept the Governor's designation of the five county local area as Workforce Investment Area for Region 24 for purposes of programs promulgated under the Act.**
- B. Consistent with the Original Interlocal Agreement, the five 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 117, 118, and 121 of the Workforce Investment Act (the "Act") are hereby incorporated within this Agreement as if set out herein.**
- B. The Consortium shall request any change in the number of local 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 51% of the membership represent the private sector.**
- C. Each County Chair, or designee Commissioner, shall be responsible for making his/her County's private sector appointments for board members of SFWDB, in accordance with the Act, to the Board for the participating counties. The nomination process for these appointments must adhere to the following criteria:**
  - 1. 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;**



2. **Representatives of businesses with employment opportunities that reflect the employment opportunities of the local area; and**
  3. **Representatives are appointed from among individuals nominated by local business organizations and business trade associations.**
- D. The nomination process for these private sector appointments for board members of SFWDB shall be as follows:**
1. **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.**
  2. **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.**
  3. **Such nominations, and the individuals selected from such nominations, shall reasonably represent the industrial and demographic composition of the business community.**
  4. **The Chair of SFWDB is selected from the private-for-profit sector.**
- E. Ensure through its appointments that board membership of SFWDB includes required public sector representatives, as required under the Act and State of Florida definitions, regardless of County, with optimum policymaking authority within the organizations, agencies, or entities:**
1. **Representatives of local educational entities, including educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions (including representatives of community colleges, where such entities exist), selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities;**
  2. **Representatives of labor organizations, nominated by local federations, or (for a local area in which no employees are represented by such organizations), other representatives of employees;**
  3. **Representatives of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present);**

4. **Representatives of economic development agencies;**
5. **Representatives of each of the one-stop partners; and**
6. **May include such other individuals or representatives of entities as the chief elected official(s) in the local area may determine appropriate.**

**F. Share with SFWDB the responsibility for the following:**

- **Approval of the local plan or modification of the local plan described under Section 118 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 participating 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;**
- **Approval of the annual budget of SFWDB for purposes of carrying out the duties of SFWDB pursuant to Section 118 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 participating 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; and

- oversight of activities and services including designation, certification, or termination of One Stop Operators.

### **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 participating counties and shall run through June 30, 2016, which date coincides with the next local plan submittal date required under Section 118 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 participating counties.

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

PASSED AND DULY ADOPTED THIS 20th DAY OF March, 2012.

BOARD OF COUNTY COMMISSIONERS  
OF LEE COUNTY, FLORIDA

By: *J. Manning*  
Chair or Commissioner/Designee

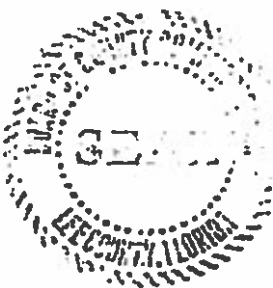
Attest:

*Inna J. Purice*  
Deputy Clerk

By: \_\_\_\_\_

APPROVED AS TO FORM AND  
LEGAL SUFFICIENCY

By: *Michael D. Hunt*



BOARD OF COUNTY COMMISSIONERS  
OF CHARLOTTE COUNTY, FLORIDA

By:   
Chair of Commissioners Designee




Attest:

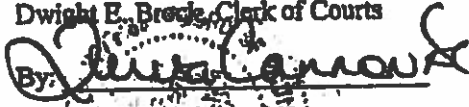
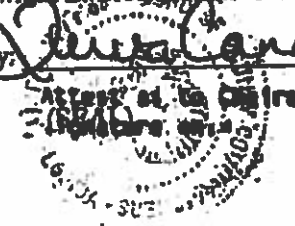
Anne L. Fuller  
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By: \_\_\_\_\_  
2nd. Amend. to AGR 2005-029  
5-8-12

APPROVED AS TO FORM AND  
LEGAL SUFFICIENCY

By:   
LR 1710 DR

ATTEST:  
Dwight E. Brode, Clerk of Courts


By:   


BOARD OF COUNTY COMMISSIONERS  
COLLIER COUNTY, FLORIDA

By:   
Fred W. Coyle, Chairman

Dated: June 12, 2012

Approved as to form and  
legal sufficiency:

  
Scott R. Teach  
Deputy County Attorney

BOARD OF COUNTY COMMISSIONERS  
OF GLADES COUNTY, FLORIDA

By: Mr. S. Jones  
Chair or Commissioner Designee

Attest: [Signature]

By: Richard W. Pringle

APPROVED AS TO FORM AND  
LEGAL SUFFICIENCY  
By: [Signature]  
Richard W. Pringle



Attest:

Anita Bischoff DC  
Anita Bischoff  
Deputy Clerk

By: \_\_\_\_\_

**BOARD OF COUNTY COMMISSIONERS  
OF HENDRY COUNTY, FLORIDA**

By: [Signature]  
Chair or Commissioner Designee

**APPROVED AS TO FORM AND  
LEGAL SUFFICIENCY**

By: [Signature]



**Southwest Florida Workforce Development Board, Inc.****Request to Extend Designation as a  
One-Stop Operator and Direct Provider of Workforce Services****June 20, 2014**

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 One-Stop operator and direct provider of certain workforce services (other than training services). In 2011, a three-year extension was requested and approved. At this time, we request an extension for the period of July 1, 2014 through June 30, 2017. 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 RWB proposed in its original request, and any proposed changes in the business model or the particular workforce services the RWB intends to provide during the extension period.**

After a six month transition period, the Southwest Florida Workforce Development Board, Inc. began provision of Workforce Investment Act (WIA) Adult and Dislocated Worker services and Temporary Assistance for Needy Families (TANF) services through staff located in the Southwest Florida Works “One-Stop” Centers throughout the Region.

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 Directors, Programs Division Director, Planning and Grants Division Director, Fiscal Division Director, Director of Business Services, Communications and Public Awareness Director, IT Division Director, Quality Assurance Program Managers, and Program Analyst. 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. Operating programs directly through the Center staff has allowed for better integration of services and a smoother flow of services.

We will continue to follow our standard procurement process to contract for WIA Youth services, which limits retention to no more than three years. Our next procurement will take place in early 2015 for the July 2015 – June 2016 program year. In the two following years, we will review youth services and make a determination whether to go out for bid or retain the provider for another year. We will continue to provide certain youth programs, such as our

Destination Graduation program directly. In some instances, we may exercise the exception to a competitive process by contracting with the local public school districts for youth programs and activities, as needed.

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

The effective date for this extension will be July 1, 2014.

**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, 2014 through June 30, 2017.

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

Prior to providing services directly, our One-Stop Centers were managed by a consortium of partners located within each Center. This initially worked well but lacked the regional structure needed to move forward with integration of services and other needed improvements. The Southwest Florida Workforce Development Board, Inc. then entered into a Memorandum of Understanding (MOU) with Florida Gulf Coast University (FGCU) as the One-Stop operator. A region-wide management team was created which included Center Directors, the designated One-Stop Operator and other workforce board staff. Most workforce services, to include Workforce Investment Act (WIA) Adult and Dislocated Worker, Temporary Assistance for Needy Families (TANF) and some WIA youth services were provided by One-Stop staff employed through a leasing agent and managed by the One-Stop Operator. This approach moved us in the direction we wanted to go by establishing greater continuity of services provided to our business and individual customers, as well as, more consistent cross-training of staff. In the next three years, the Southwest Florida Workforce Development Board, Inc. moved away from using a leasing firm for employees and operated the One-Stops and provided many services directly. 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 RWB 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 RWB, and an explanation of changes to be made to the firewall.**

Oversight – The Leadership Team includes Executive Director, Deputy Directors, Planning and Grants Division Director, Fiscal Division Director, Director of Business Services, Director of Communications, IT Division Director, Quality Assurance Program Managers, and Program Analyst. 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 Programs Division Director and 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 Investment Act (WIA) Adult
- Workforce Investment Act (WIA) Dislocated Workers
- Workforce Investment Act (WIA) Youth
- Temporary Assistance for Needy Families (TANF)
- Supplemental Nutrition Assistance Program (SNAP)

The Wagner-Peyser and Veterans program staff are employed by the 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 RWB 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. saw a reduction in costs. Annual overhead costs and profit charged by contracted service providers were estimated at \$2,477,097 by reviewing previous years’ expenses. Continuing to execute an agreement to manage the One-Stop Centers would have created additional costs of approximately \$300,000 due to the amount of time expended. Based on these figures, the reduction in costs over a period of three years is estimated to be \$2,777,097. Other reductions include costs for the bidding process for selection of service providers for workforce programs.

	<u>2011/2012</u>	<u>2012/2013</u>	<u>2013/2014</u>				<u>TOTAL</u>
<b>WIA-A&amp;DW</b>	250,000	+	250,000	+	250,000	=	750,000
<b>DG</b>	625,000	+	875,000	+	2,124,896	=	3,624,896 x 15% = 543,734
<b>TANF</b>	2,425,573	+	2,876,915	+	2,220,000	=	7,522,488 x 15% = 1,128,373
<b>SNAP</b>	145,800	+	172,800	+	48,000	=	366,600 x 15% = 54,990
<b>One-Stop</b>	100,000	+	100,000	+	100,000	=	<u>300,000</u>
<b>Estimated reduction in cost <u>previous</u> period:</b>							<b>\$2,777,097</b>

With an anticipated decrease in WIA funding for the coming year and an unsure status for TANF funding, cost savings will be more important than ever and are expected to be an estimated \$2,508,150 for the next three-year period. The \$500,000 noted below for Destination Graduation (DG) for the 2014-2015 year is from the Florida Department of Education (DOE) General Revenue funds.

	<u>2014/2015</u>	<u>2015/2016</u>	<u>2016/2017</u>				<u>TOTAL</u>
<b>WIA-A&amp;DW</b>	225,000	+	225,000	+	225,000	=	675,000
<b>WIA-Youth</b>	1,917,000	+	500,000	+	500,000	=	2,917,000 x 15% = 437,550
<b>DG-DOE</b>	500,000	+	0	+	0	=	500,000 x 15% = 75,000
<b>TANF</b>	2,220,000	+	2,220,000	+	2,220,000	=	6,660,000 x 15% = 999,000
<b>SNAP</b>	48,000	+	48,000	+	48,000	=	144,000 x 15% = 21,600
<b>One-Stop</b>	100,000	+	100,000	+	100,000	=	<u>300,000</u>
<b>Estimated reduction in cost for <u>upcoming</u> period:</b>							<b>\$2,508,150</b>

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

Improved business services – 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.

Improved continuity – Staff development and training is provided in a more consistent and even-handed way. Messages to staff, policies, and other communications are distributed quickly and consistently. Case file management, electronic as well as hard-copy case files are consistent.

Improved Communication - The Board’s SharePoint intranet system and portals have allowed staff greater communication and sharing of information. Staff is able to access forms, calendars, schedules, announcements, policies, procedures, reports, forms and documents. They are also able to upload data, and share “found” resources with each other. We envision continued enhancements to technology, which will provide staff a multitude of resources.

Improved professionalism and improved services to customers - In 2008, we began developing a new system for career laddering. Position levels with specific proficiencies were established. In 2009, front-line staff was assessed based on tests of their skills and workforce program knowledge. Test results, along with evaluations and recommendations from Center Directors/Supervisors and Board staff were used to determine staff assignments to Career Development Representatives I, II, III or IV. During the prior period this proved to be an effective means of promoting integrated services as knowledge base increases better services to customers with less staff.

Performance – Southwest Florida Workforce Development Board, Inc. has continued to meet or exceed the Common Measures with the exception of wage at placement. For the July 1, 2014 program year all Center staff, to include DEO staff, will have written expectations to ensure continued high levels of performance and customer satisfaction.

**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 a One-Stop Operator and Direct Provider of Workforce Services” was made available for more than ten days on our website at [www.careersourcesouthwestflorida.com](http://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, with a comment period of ten days. Submitted comments will be considered and attached to this extension.

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

Attachment I has been signed by the Board’s president/chair. To obtain the signature of our Chief Elected Official, we have requested this item be placed on the earliest possible agenda for consideration and signature. We are scheduled for presentation to the Hendry County Board of County Commissioners on the next available date, which will be July 22, 2014. The completed signature page will be forwarded after the signature is acquired.

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](mailto:jpaterno@sfwdb.org).



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## Notice for Public Comment – Workforce Innovation Opportunity Act (WIOA) Four-Year Plan Draft

### Notice for Public Comment – Workforce Innovation and Opportunity Act (WIOA) Four-Year Plan Draft

This is a notice for public comment for the Workforce Innovation and Opportunity Act (WIOA) Four-Year Plan Draft for the Southwest Florida Workforce Development Board, Inc. dba CareerSource Southwest Florida. Click on the following link for the full 2016 0225 R24 WIOA Local Plan DRAFT with attachments

Comments may be submitted by March 26, 2016 to Mary Anne Zurn at [mzurn@sfwdb.org](mailto:mzurn@sfwdb.org) or by mail at Southwest Florida Workforce Development Board, Inc., 9530 Marketplace Road, Suite 104, Fort Myers, FL 33912.

Mary Anne Zurn

Planning & Grants Division Director

Southwest Florida Workforce Development Board, Inc.

9530 Marketplace Road, Suite 104

Fort Myers, FL 33912

(239) 225-2500, ext. 5229 Fax (239) 225-2559

[mzurn@sfwdb.org](mailto:mzurn@sfwdb.org)