



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

Local Workforce Development Area 24

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A. ORGANIZATIONAL STRUCTURE

(1) Chief Elected Official(s)

- (a) Identify the chief local 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 Fourth Amended and Restated Interlocal Agreement for the Southwest Florida Workforce Development Consortium, one of the five chief elected officials of the five respective Boards of County Commissioners, noted in Attachment J, serves as the Chief Local Elected Official (CLEO) and the "signatory" representative for all five counties. The current Chief Local Elected Official is:

Commissioner Emma Byrd, Chairperson
Hendry County Board of County Commissioners (BOCC)
P. O. Box 1760, LaBelle, FL 33975-2340
863-675-5220 bocc1@hendryfla.net.

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

Throughout the year, the Chairpersons of the five Boards of County Commissioners (BOCC) within Local Workforce Development Area (LWDA) 24 are forwarded information pertaining to local Board activities, finances, meetings and issues. Such Chairpersons or members of their county staff periodically request meetings with the Board Chairperson, other Board members, the Executive Director or other Board staff to better understand the role of the Local Workforce Development Board (LWDB). They may also request a meeting to discuss issues or review plans. The draft Plan was emailed to the five BOCC chairpersons and the five county managers. All were invited to comment on the draft plan. Each of the chairpersons of our five BOCCs has signed the Interlocal Agreement establishing the Southwest Florida Job Training Consortium (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 CLEO and chairperson of the Consortium and to be the signatory representative for all five counties comprising the Consortium. Currently, our CLEO is the chairperson of the Hendry County BOCC. The Hendry County BOCC chairperson will be asked to sign this Two-Year Modification of the Workforce Innovation and Opportunities Act (WIOA) Local Workforce Plan on behalf of the Consortium.

(2) Local Workforce Development Board

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

Michael Biskie, HR Director
B&I Contractors
2701 Prince Street
Fort Myers, FL 33916
239-332-4646 E-mail: mbiskie@bandiflorida.com

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

Michael Dalby, President & CEO
The Greater Naples Chamber of Commerce
2390 Tamiami Trail North, Suite 210
Naples, FL 34103
239-403-2901 E-mail: michael@napleschamber.org

- (c) Describe how the LWDB members were involved in the development, review, and approval of the local 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. The Board's Program and Planning Committee members received the DRAFT as they have primary responsibility for oversight and guidance for plan development. 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. The Program and Planning Committee members reviewed and discussed the DRAFT Plan at their August 11, 2022 meeting. Public notice of this meeting was provided and this meeting was open to the public. In September 2022, the Committee will make a recommendation to the full Board of Directors. This will allow time for committee and public comments to be incorporated into the draft Plan. The Board of Directors will approve the final version of the plan in September at its meeting that is open to the public. The signed Plan will be forwarded to the CLEO for signature prior to being submitted to CareerSource Florida.

- (d) Describe how the LWDB convened local workforce development system stakeholders to assist in the development of the local plan.**

A link to the DRAFT Local Workforce Plan was emailed to Partners and to those on the Interested Parties list. This list is maintained to ensure that information is forwarded to stakeholders, partners and the general public. The notice included information about the Program and Planning Committee meeting where the Plan would be discussed. Committee meetings are open to the public in order to obtain stakeholder input. The meeting of the Board of Directors is also open to the public.

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

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

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

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

The Southwest Florida Workforce Development Board, Inc. doing business as (dba) CareerSource Southwest Florida is designated and serves as the administrative entity.

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

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

Thomas P. Miller & Associates (TPMA) was selected as One-Stop Operator through a competitive process. The current agreement began on July 1, 2021 and ends June 30, 2022. An extension of the agreement with TPMA was recently approved by the Board of Directors for one (1) additional year, July 1, 2022 through June 30, 2023.

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

To ensure a competitive process, the Request for Proposals (RFP) is posted to www.careersourcesouthwestflorida.com for thirty days, emailed to the five counties for posting, and emailed to our Board of Directors, Committee members, Board staff, interested parties and the RFP vendors' mailing list.

Upon receipt of proposals by the published deadline, staff provides the proposals to a Proposal Review Panel, which is comprised of Board and Committee members. If determined necessary, staff will provide a training session for the Reviewers. Cost analysis information is provided by fiscal staff during the review process. After reviewers have had the opportunity to review proposals independently, a public meeting is held for the Proposal Review Panel to discuss proposals and develop a recommendation to be made to the Board of Directors. The Board of Directors will make final approval at an open, publicly noticed meeting. Per the RFP and the subrecipient agreement, the Board of Directors may instruct Board staff to go out for bid annually or to renew the One Stop Operator's subrecipient agreement for up to two additional years, based on performance, organizational strategies, and/or funding availability.

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

N/A – LWDB 24 does not serve as the one-stop operator.

- (d) Describe the roles and responsibilities the LWDB has identified and assigned to the one-stop operator.**

The One-Stop Operator will facilitate coordination of one-stop center partners, including, at a minimum, the following responsibilities:

- Evaluate linkages among one-stop partners with respect to communication and

referrals that hinder optimal seamless service delivery; identify deficiencies or gaps in linkages; and recommend strategies for improvement.

- Review Memoranda of Understanding with one-stop partners relating to sharing of information; identify deficiencies or gaps that hinder optimal seamless service delivery; and recommend modifications.
 - Identify and recommend practices that encourage the one-stop center partners to provide services to individuals with barriers to employment, including individuals with disabilities who may require longer-term services including intensive employment, training and education services.
 - Conduct two site visits to each of the five full-service centers, including interviews with Center Supervisors and direct contact with partners.
 - Provide a written report no less than quarterly to the President of the Board. Reports should identify efficiencies and effectiveness related to partner cross-referral processes, in particular, follow-up activities with partners after referral.
 - Report in person to the full board at least annually.
- (e) Provide the location (address) and type of each access point, indicating whether it is a comprehensive center, affiliate site or specialized center, as described in [CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#).**

Comprehensive centers

Charlotte County - 3745 Tamiami Trail, Port Charlotte, 33953

Collier County - 3050 Horseshoe Drive North, Building A, Suite 110, Naples, 34104

Collier County - 750 South 5th Street, Immokalee, 34142

Hendry County – 215-B South Francisco Street, Clewiston, 33440

Lee County – 6800 Shoppes at Plantation Drive, Suite 170, Fort Myers, FL 33912

Specialized/satellite center

Glades/Hendry Counties – 921 Anvil Circle, Labelle, 33935

- (f) Identify the days and times when each access point is open to customers. Comprehensive career centers must be open to the general public for walk-in service a minimum of eight hours per day during regular business days, Monday through Friday.**

At a minimum, all CareerSource Southwest Florida comprehensive centers are open to customers Monday through Friday, 8:00a.m.-5:00p.m., except on approved holidays. These full-service centers are frequently open evenings and weekends to accommodate businesses and jobseekers. The specialized/satellite center may close from 12:00 pm – 1:00 pm, if there is only one person on site.

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

Staff uses a variety of methods depending on customer need and program availability. Customers may be provided access to programs, services and activities through personal contact when physically co-located, through written communications (fax, e-mail and paper referrals), by telephone or electronically through Internet systems/website referrals or other connections. Some programs may use state or locally-created forms.

Referrals will be routinely made between programs and organizations in cases where customers served initially by one organization are deemed to be able to benefit from services provided by another organization and/or the natural continuum of service is adult education leading to postsecondary career and technical education to work readiness and ultimately employment. Partners will continue to provide cross-referral to services and training as well as possible co-enrollment options whenever appropriate and practical.

Using these Center abbreviations and program acronyms, the chart below shows how customers are provided access to services:

PC - Port Charlotte (Charlotte County)	IM - Immokalee (Collier County)
NA - Naples (Collier County)	CL - Clewiston (Hendry/Glades counties)
LA - LaBelle (Hendry County)	FM - Fort Myers (Lee County)

WIOA	Workforce Innovation and Opportunities Act (WIOA) Adult, Dislocated Worker, and Youth
TANF	Temporary Assistance for Needy Families
SNAP	Supplemental Nutrition Assistance Program
DEO	Department of Economic Opportunity (DEO) - Wagner Peyser, Disabled Veterans' Outreach Program, Local Veteran Employment Representative, Trade Adjustment Assistance activities, Migrant and seasonal farmworker
Reempl	Access to Reemployment Assistance
AE	Adult education and literacy, GED – school districts
CTE	Career and technical education (CTE) programs at the post-secondary level
DVR	Division of Vocational Rehabilitation
DBS	Division of Blind Services
JC	Job Corps (through Adams & Associates)
FCDP	Farmworker Career Development Program
SCSEP	Senior Community Service Employment Program (through AARP)
DCF	Department of Children and Families
HUD E&T	Department of Housing and Urban Development employment and training
CSBG	Community Services Block Grant
SBDC	Small Business Development Center
CRA	Immokalee Community Redevelopment Agency
Avow	Avow Hospice
DBPR	Dept. of Business and Prof. Regulations – Farm Labor Contractor Registr.
RurNd	Rural Neighborhoods
DOC	Florida Department of Corrections

Program / Service	CSSWF is Direct Provider	In-person (physically co-located)	Electronic/ Internet Referrals	Telephone	Email	Other (specify)
WIOA	All	All	-	-	-	-
TANF	All	All	-	-	-	-
SNAP	All	All	-	-	-	-
DEO	-	All	-	-	-	-
Reempl	-	All	-	-	-	Use computers - Resource Rooms
AE	-	NA, FM	All	All	All	GED lab
CTE	-	-	All	All	All	-
DOE – DVR	-	IM NA-pending	All	All	All	Onsite by appt
DOE – DBS	-	-	All	All	All	Onsite by appt
Job Corps	-	FM	PC, NA, LA, IM, CL	PC, NA, LA, IM, CL	PC, NA, LA, IM, CL	Onsite by appt
FCDP	-	-	IM, CL, LA, NA	IM, CL, LA, NA	IM, CL, LA, NA	Onsite by appt
SCSEP / AARP	-	FM	PC, NA, LA, IM, CL	PC, NA, LA, IM, CL	PC, NA, LA, IM, CL	-
DCF	-	-	PC, NA, LA, IM, CL, FM	-	-	Fax
HUD E&T	-	-	All	All	All	-
CSBG	-	-	All	All	All	-
SBDC	-	-	PC, NA, LA, IM, CL, FM	PC, NA, LA, IM, CL, FM	PC, NA, LA, IM, CL, FM	-
CRA	-	IM	-	-	-	-
DBPR	-	IM	-	-	-	-
RurNd	-	-	-	IM	IM	-
DOC	-	-	-	CL	PC, CL, FM	-

The Memorandum of Understanding (MOU) with Infrastructure Funding Agreement (IFA) for the Workforce Innovation and Opportunity Act (WIOA) One-Stop Career Center System (Attachment B) also identifies services offered.

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

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

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

Business Services has established a Professional Career Network (PCN) in response to the needs of job seekers seeking professional positions. A self-directed job search workshop offers career transition services to professionals through networking, business partnerships and job referrals. The PCN will provide opportunities for professionals from various industries to exchange contacts, experiences and possible referrals. Employers provide guest presentations within these workshops including information on applicant tracking systems. Businesses have been very receptive to the CareerSource Southwest Florida staff referrals of these professionals.

Adult and Career Education programs through our local school district provides an instructor to teach basic Introduction to Computers, Microsoft Word, Microsoft Excel and QuickBooks applications in the computer lab in our Fort Myers center.

(5) Provider of Workforce Services

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

N/A - As the direct provider of workforce services, CareerSource Southwest Florida provides workforce services (except training services) within our local one-stop delivery system.

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

N/A - Workforce services are not provided by the One-Stop Operator. Roles and responsibilities assigned to the One-Stop Operator are noted above in (4) (d) of Section A., Organizational Structure.

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

As the direct provider of workforce services CareerSource Southwest Florida provides WIOA Adult, Dislocated Worker and Youth, Temporary Assistance for Needy Families (TANF), and Supplemental Nutrition Assistance Program (SNAP) services throughout the Local Workforce Development Area (LWDA). Wagner-Peyser employment services, Trade Adjustment Assistance (TAA) and Jobs for Veterans State Grants (JVSG)-LVER and DVOP are provided by Department of Economic Opportunity (DEO) staff, under the direction of CareerSource Southwest Florida.

- (d) If the LWDB serves as the direct provider of workforce services (except training services), provide the last date the CareerSource Florida Board of Directors granted approval to the LWDB to serve in this capacity and the approved duration.**

Per Attachment E, Our request for a three-year extension of designation as direct provider of workforce services was granted approval for the period of July 1, 2020 through June 30, 2023.

(6) Youth Service Provider

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

N/A - As the direct provider of workforce services, CareerSource Southwest Florida provides youth workforce investment activities (youth program services) within our local one-stop delivery system.

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

N/A – LWDB 24 provides these services.

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

N/A - LWDB 24 provides youth services.

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

As the direct provider of workforce services, CareerSource Southwest Florida delivers the required youth program elements as described below in Part (4) (b) of Section D., Description of Strategies and Program Services.

B. ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

(1) A regional analysis of:

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

Southwest Florida's economy has experienced a robust recovery and projections of greater expansion following the shut-downs ordered in response to the COVID-19 pandemic. The strong recovery has been fueled by many factors: business adaptability, extraordinary population growth, and outstanding growth opportunities to name a few.

Changes to the workforce required by national and regional industries in efforts to meet consumer needs of goods and services impacted the methodology of work and employment. As workers provided services remotely, the dynamic workforce trends allowed for workers to reside in locales with outdoor living and activities. It is reported that more than one thousand people per day have moved into Florida since January 2020. This has fueled industries while reshaping services and restructuring the workforce.

Census Bureau Data Release - May 2022 reports two Southwest Florida cities ranked nationally as cities experiencing "the most growth from July 2020 to July 2021" [Release Number CB22-90]. During this period Fort Myers experienced 6.8% population growth (ranked 6th in nation for fastest-growing by percentage) while Cape Coral ranked 6th in the nation for the largest numeric gains (8,220) in population for the same period. In 2021 it is noted that Fort Myers' total population was 92,245 while Cape Coral's was 204,510. These two cities are one of the three metropolitan statistical areas (MSAs) of Southwest Florida (LWDA 24).

As noted throughout this Plan, our sector strategies focus on those in-demand industries with the greatest projected growth that support diversifying our local and regional economies. They include:

- Construction (NAICS Code 23)
- Professional, Scientific, and Technical Services (NAICS Code 54)
- Health Care and Social Assistance (NAICS Code 62)
- Transportation and Warehousing (NAICS Code 48, 49)
- Manufacturing (NAICS Code 31, 32, 33)

Population growth fuels the **Construction** Industry throughout the region. The State of Florida reports the LWDB 24's Construction and Extraction Occupational Groups ranks first in "the largest share of employment by occupation" [Florida Department of Economic Opportunities, Bureau of Workforce Statistics and Economic Research, occupational and Industry Projections 2021-2029 – page 33 of the WIOA Unified Plan July 1, 2022 – June 30, 2024).

The **Construction** Industry ranks ninth in the Top Industries by Projected Employment Growth Rate in Florida with a 12.5% growth rate. In Southwest Florida it is projected that the Construction Industry will have a 13.8% growth rate for the same period. Two subsectors continue to be noted as Industries Gaining the Most New Jobs during the

2021-2029 period: Specialty Trades Contractors with 6,200 new jobs at a growth rate of 15.1% and Construction of Buildings with 1,408 new jobs and a growth rate of 14.0%.

The industry that is projected to have the greatest growth in Southwest Florida is **Transportation and Warehousing** with a 26.9% growth rate for the period of 2021-2029. The pandemic supported growth in over-the-road distribution. The Warehousing and Storage Subsector is projected to experience a 40.3% growth rate; evident with the creation of the Wayfair and Amazon Centers in the past two years.

The Air Transportation Subsector of the Transportation and Warehousing Industry is projected to have a 33.7% growth rate in the period of 2021-2029. The recent “end-of-season” reports from two of the regional passenger airports note passenger rates greater than the pre-pandemic’s record-breaking rates.

The Southwest Florida International (RSW) and Punta Gorda (PGD) airports are in Lee and Charlotte Counties, respectively. At RSW, the passenger activity starting in May of 2021 (following the pandemic plunge) began to outpace the passenger activity recorded in 2019. The annual freight statistics at RSW have increased on an annual basis and are projected to exceed half a billion in 2022.

At PGD, the passenger activity in May of 2021 began to outpace the 2019 activity records. The addition of another passenger airline in December of 2021, Sun Country, to its only provider at the time, Allegiant Airlines, accelerated the airports activity rate.

Activity – RSW		
	Passenger Arrivals/Departures	Annual Freight
2019	10,225,180	35,681,409
2020	5,978,414	36,764,692
2021	10,322,434	41,571,117
2022 to date	4,930,108	13,031,022

flycpa.com/statsreports

Activity – PGD	
	Passenger Arrivals/Departures
2019	1,644,916
2020	189,681
2021	1,569,836
2022 to date	778,131

flypdg.com/airport-statistics

The Punta Gorda (PGD) airport will be supported by new state funding of three million dollars for its new aviation technician facility. A combined hangar and classroom facility for Charlotte Technical College’s Aviation Airframe Mechanics program and Aviation Powerplant Mechanics program are certified by the Federal Aviation Administration (FAA). A larger training facility at PGD will be located within the airport’s new expansion area known as the PGD AviEx (<https://pgdaviex.com/>). The project is intended to meet the aviation industry’s demand for aviation mechanics regionally as well as streamline on-the-job training as the area becomes a hub for avionic and aircraft maintenance business.

In addition to the coastal counties' growth in the **Air Transportation** subsector of the Transportation and Warehousing Industry, expansion of Airglades International Airport located in rural Hendry County has plans to create a new state-of-the-art logistics complex. Airglades International Airport is expected to reshape the efficient flow of perishable goods from Latin America to consumers in Florida and nationwide. This is an excellent example of a private/public partnership by local industry leaders, Hendry County and CareerSource Southwest Florida.

The Centre for Aviation (CAPA), informs the international aviation industry that Airglades International Airport is a proposed airport development project located on the site of the existing county-owned Airglades Airport, in Clewiston, Florida. It is proposed that the site be developed into an "integrated freight logistics hub to capitalize [sic] on the trade in cut flowers, fish and other perishables flowing between the US and Central and South America. Currently, this is all channelled [sic] through Miami International Airport". The project is jointly owned by three parties: Florida Fresh Produce, aka Florida Cargo Fresh, with 49%, while the remaining 51% is split between US Sugar Corporation and Hilliard Brothers, a diversified agricultural operation. The airport is planned to feature a 4000m runway, reportedly costing USD400 million. CAPA reported in March of 2020 that Airglades International Airport commenced construction of a new US Customs and Border Protection (CBP) facility to replace the airport's general aviation terminal. The 4000 square foot facility will enable the airport to be designated as an official port of entry to the US.

(<https://centreforaviation.com/data/profiles/newairports/airglades-international-airport>)

Its completion does not include other improvements and expansion possibilities which relate to the great availability of surrounding land for future use. The Airglades initiative will add to the Transportation and Warehousing Industry growth as well as the region's prosperity with the anticipated creation of 1,400-1,700 jobs upon opening and full support of CareerSource Southwest Florida.

Professional, Scientific and Technical Services Industry ranks third in the Top Industries by Projected Employment Growth Rate as 19.9% for the period 2021-2029. (Florida Insights) This sector includes Legal Services; Accounting, Tax Preparation, and Bookkeeping; Architectural, Engineering and related; Computer Systems Design and related; and Management and Technical Consulting Services. Computer Systems Design experienced the greatest growth from April - May 2002 with 1,300 jobs added statewide.

The Employment Growth Rate for the **Health Care and Social Assistance** Industry is projected to be 18.7% for the 2021-2029 period (Florida Insights) while subsectors have much greater projected growth. The combined Social Assistance (27.6%) and Nursing and Residential Care Facilities (21.0%) project about 5,000 new job openings by 2029 while the Ambulatory Health Care Services (18.4%) anticipated 6,000 new job openings by 2029.

The **Manufacturing** Industry has four subsectors with high projected growth rates, Fabricated Metal Products (14.7%); Electrical Equipment and Appliances (18.5%); Transportation Equipment (20.3%); Furniture and Related Products(18.7%); and Plastic and Rubber Products (27.8%). Manufacturing leaders include: Kluson, BMP, AKJ Industries, Diemold Machine, GenTech Pharmaceutical, Accurate Manufacturing and Machine, Dolphin Boat Lifts, Southpointe Precision, AD&D Manufacturing, MC Johnson Co., Polygon Solutions, Earth Supplied Products, RAMM Metals, Private Label

Productions, Fortune Machinery Co., Entertainment Manufacturing, Custom Stainless and BMP Products.

The Manufacturing Industry provides many opportunities with its growth and LWDB 24 continues to work with industry and economic development leaders to support growth as well as expand apprenticeship opportunities.

Arthrex is the global medical device company and leader in new product development and medical education in orthopedics. This international leader boasts SWFL as its home and informs job seekers on its website of the advantages of life in Southwest Florida (arthrex.com/job-seeker/living-near-arthrex/fort-myers and arthrex.com/job-seeker/living-near-arthrex/arthrex-inc-naples-florida). With four locations within Collier and Lee counties, its Ave Maria site continues to be its lead manufacturing facility within the United States. Regional partnerships with technical colleges continue to address workforce education and opportunities.

Our partner, Florida Gulf Coast University (FGCU) distributes a report that includes a quarterly Industry Diversification Index (IDI) which measures the degree the Southwest Florida's regional workforce concentration in industries in comparison to the dispersed of the region's workforce into many industries. FGCU's Regional Economic Research Institute report indicates the higher the score on a 0 to 10 scale equates to a more industrially diverse workforce. Industry diversification is an important factor in a region's economy as it reacts to expansions and contractions in business cycles, or its reaction to local, regional, and national incidences and disasters – the tendency to over-accelerate or over-correct.

The third quarter of 2021 report notes the IDI for Southwest Florida at 5.28 indicating a ranking of the ninth (out of twenty-four) most industrially diverse workforce region in Florida. For the same period, Florida rated an IDI of 5.22 which ranks it as the twenty-eighth state in the nation in industry diversification which is below the national average of 5.36.

The Industry Diversification Index (IDI) supports CareerSource Southwest Florida in its strategy to focus federally and state funded resources to in-demand industries with greatest projected growth that supports diversifying our local and regional economies:

- Construction (NAICS Code 23)
- Professional, Scientific, and Technical Services (NAICS Code 54)
- Health Care and Social Assistance (NAICS Code 62)
- Transportation and Warehousing (NAICS Code 48, 49)
- Manufacturing (NAICS Code 31, 32, 33)

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

This section reviews those occupations in demand and projected to have great growth (percentage and/or numerical) that represent industry sectors and subsectors in Southwest Florida. As stated earlier, SWFL's overall projected growth of industries for the period of 2021 – 2029 is 13.6% over all industries. This equates to a projected growth of 73,234 new jobs within the same period. Those industries projected with a higher percentage of growth are:

Construction 13.8% or 7,773 new jobs (subsector Construction of Buildings at 13.8% 1,408 jobs and Specialty Trade Contractors at 15.1% with 6,200 jobs). Construction Industry new jobs of 7,773 represents more than 10.5% new jobs projected for all the Region (LWDB 24) for reporting period 2021-2029. The current State Plan indicates LWDB 24 (CareerSource Southwest Florida) leads all other Regions as the “Local Workforce Area with Largest Share of Employment, by Occupational Group.

Manufacturing subsectors with 877 new jobs having growth are Fabricated Metal Product Manufacturing at 14.7%, Electrical Equipment and Appliances at 18.5%, Transportation Equipment Manufacturing at 20.3%, Furniture and Related Product Manufacturing at 18.7%, and Plastics & Rubber Products Manufacturing at 27.8%.

Transportation and Warehousing is the subsector of the Trade, Transportation and Utilities. This sector’s overall growth of 11.5% but below the targeted growth of 13.6% of industries of SWFL. The sector growth equates to 11,060 new jobs during 2021 – 2029 while its subsector of Transportation and Warehousing projects growth at 26.9% equating to 2,306 new jobs. Those jobs are distributed throughout the Transportation and Warehousing subsector with growth projected as: Air Transportation at 33.7%, Water Transportation at 43.4%, Truck Transportation at 33.2%; Transit and Ground Passenger Transport at 26.2%; Scenic and Sightseeing Transportation at 17.6%; Support Activities for Transportation at 36.2%; and Warehousing and Storage at 40.3%. As noted above in Part (a) of this section, the Airglades initiative anticipates the creation of 1,400-1,700 jobs upon opening.

Professional, Scientific and Technical Services subsector of is projected to growth 5,182 new jobs from 2021 to 2029. These new jobs reflect more than half of its sector, Professional and Business Services, projected 10,210 new jobs. The Professional and Business Services sector has a projected growth rate of 16.4% while the subsector of Professional, Scientific and Technical Services projects 19.9% growth thus being part of LWDB 24 strategic plan.

Health Care and Social Assistance subsector is projected to have 18.7% growth which equates to 14,053 new jobs projected in the period of 2021-2029. Its subsectors that represent 13,748 of those 14,053 new jobs are: Ambulatory Health Care Services (18.4% for 5,969 new jobs); Nursing and Residential Care Facilities (21.0% for 2,765 new jobs); and Social Assistance (27.6% for 2,146 new jobs).

Other Industries and/or Industry Sectors of interest for growth and stability of Southwest Florida are:

Financial Activities Industry (NAICS 52, 53) will see a 13.1% growth equates to 3,295 new jobs with the leading subsectors for new jobs being in the Insurance Carriers and Related Activities with 1,002 new jobs and Real Estate with 1,1544 new jobs projected for 2021 through 2029.

Leisure and Hospitality Industry (NAICS 72) is projected to grow 19.1% during the period of 2021-2029 which equates to 15,020 new jobs. Its subsector, Accommodations and Food Services with a 20.1% projected growth will see the lion’s share of projected new jobs with 11,191 out of the 12,518 in the Food Service and Drinking Places businesses. While these are historically low paying

jobs, hiring announcements and event opportunities are available through CareerSource Southwest Florida to support the industry.

Government (NAICS 90) is projected to have an 11.0% growth which falls below the threshold of 13.6+% growth but the projected new jobs of 7,226 is greater than 9.8% of the total new jobs projected for the period of 2021-2029. Local Government includes each of the five counties and their city/town, new job opportunities are projected to be 6,342 for this reporting period. CareerSource Southwest Florida (LWDB 24) will continue to support this regional Local Government industry.

Fastest-Growing Industries: This first chart shows Fastest-Growing Industries, which reports by percentage of growth without necessarily being the industries gaining most new job opportunities. Industry subsectors noted in **bold** are part of the LWDB 24 industry focus due to overall growth while those noted in *italics* are observed and supported with resources to continue overall industry growth.

Rank	NAICS Code	NAICS Title	2021 Employment	2029 Employment	Employment Growth	Percent Growth
SWFL		ALL INDUSTRIES	538,465	611,699	73,234	13.6%
1	712	Museums, Parks and Historical Sites	500	772	272	54.4
2	448	Clothing and Clothing Accessories Stores	5,397	7,979	2,582	47.8
3	493	Warehousing and Storage	380	533	153	40.3
4	488	Support Activities for Transportation	1,565	2,131	566	36.2
5	481	Air Transportation	1,160	1,551	391	33.7
6	484	Truck Transportation	1,758	2,342	584	33.2
7	442	Furniture and Home Furnishings Stores	3,048	3,931	883	29.0
8	624	Social Assistance	7,789	9,938	2,149	27.6
9	<i>485</i>	<i>Transit and Ground Passenger Transport</i>	650	820	170	26.2
10	711	Performing Arts and Spectator Sports	1,790	2,235	445	24.9
11	812	Personal and Laundry Services	5,520	6,854	1,334	24.2
12	532	<i>Rental and Leasing Services</i>	2,938	3,620	682	23.2
13	518	ISPs, Search Portals, & Data Processing	446	547	101	22.6
14	722	<i>Food Services and Drinking Places</i>	51,574	62,765	11,191	21.7
15	623	Nursing and Residential Care Facilities	13,193	15,958	2,765	21.0
16	524	<i>Insurance Carriers & Related Activities</i>	4,797	5,799	1,002	20.9
17	336	Transportation Equipment Manufacturing	780	938	158	20.3
18	541	Professional and Technical Services	25,987	31,169	5,182	19.9
19	611	Educational Services	5,652	6,761	1,109	19.6
20	337	Furniture and Related Product Manufacturing	868	1,030	162	18.7

Industries Gaining the Most New Jobs: This chart shows Industries Gaining the Most New Jobs which also reports percentage of growth but is driven by the number of new job openings. Again, industry subsectors noted in **bold** are part of the LWDB 24 Industry Focus due to overall growth while those noted in *italics* are supported with resources to continue growth.

Rank	NAICS Code	NAICS Title	2021 Employment	2029 Employment	Employment Growth	Percent Growth
SWFL		ALL INDUSTRIES	538,465	611,699	73,234	13.6%
1	722	<i>Food Services and Drinking Places</i>	51,574	62,765	11,191	21.7
2	930	<i>Local Government</i>	55,003	61,345	6,342	11.5
3	238	Specialty Trade Contractors	41,041	47,241	6,200	15.1
4	621	Ambulatory Health Care Services	32,372	38,341	5,969	18.4
5	541	Professional and Technical Services	25,987	31,169	5,182	19.9
6	561	Administrative and Support Services	31,541	35,779	4,238	13.4
7	623	Nursing and Residential Care Facilities	13,193	15,958	2,765	21.0
8	448	Clothing and Clothing Accessories Stores	5,397	7,979	2,582	47.8
9	624	Social Assistance	7,789	9,938	2,149	27.6
10	713	Amusement, Gambling & Recreation Ind	13,903	15,688	1,785	12.8
11	452	General Merchandise Stores	12,857	14,543	1,686	13.1
12	531	<i>Real Estate</i>	9,445	10,989	1,544	16.3
13	236	Construction of Buildings	10,044	11,452	1,408	14.0
14	812	Personal and Laundry Services	5,520	6,854	1,334	24.2
15	721	<i>Accommodation</i>	10,723	12,050	1,327	12.4
16	423	Merchant Wholesalers, Durable Goods	8,900	10,209	1,309	14.7
17	441	Motor Vehicle and Parts Dealers	9,241	10,498	1,257	13.6
18	611	Educational Services	5,652	6,761	1,109	19.6
19	524	<i>Insurance Carriers & Related Activities</i>	4,797	5,799	1,002	20.9
20	442	Furniture and Home Furnishings Stores	3,048	3,931	883	29.0

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

CareerSource Southwest Florida has an outstanding Business Services team that proactively seeks input from business and industry leaders to determine the knowledge and skills required to meet and exceed the employment needs of our in-demand industry sectors throughout the region (in demand industry sectors noted previously). Business Services has recently focused its resources utilizing a geographic services model. Once centralized, the new model of staff located in the Collier and Lee County centers plans to build better relationships and acquire detailed knowledge of industry needs locally. While team members are in local centers, the member is assigned regional industries of high growth and growth potential allowing for a centralized effort.

Business Services continues to ascertain specific occupational knowledge and skill information from local and regional industry leaders. With this information, the team works internally with the CareerSource Southwest Florida One-Stop Leadership Team to address workforce training priorities. This information continues to be discussed with educational partners who have a positive impact with these industries and specific occupational needs.

While the preliminary Regional Targeted Occupations List (RTOL) serves as a guide to in-demand occupations throughout Southwest Florida, it does not always account for emerging occupations to meet industry demands. The RTOL utilizes the projections of 80 or more annual openings within LWDA 24. Emerging occupations to meet the needs of local employers may be initially undocumented on the RTOL. CareerSource Southwest Florida seeks information on occupational demands several times each year. Notification is electronically forwarded to all regional partners to include our educational, economic development, business, and industry representatives. The notification is included on our website (careersourcesouthwestflorida.com/public-notice/) so all in the communities are able to respond and provide documentation for occupations needed on the RTOL. The RTOL is used as a guide to fund workforce training and upskilling programs. While knowledge and skills are assessed for emerging occupations, the abilities needed for the occupation can be helped with upskilling/skill upgrading, or quick workforce training to meet industry current and near future needs. Businesses are offered opportunities to have emerging occupations added to the RTOL.

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

The counties of Charlotte, Collier, Glades, Hendry and Lee have strategically diversified economies by encouraging growth in existing and emerging industries in the regional and local areas throughout Southwest Florida. It is projected that CareerSource Southwest Florida will experience a 13.6 percent growth in jobs with 556,915 total job openings for the 2021-2029 period.

While the pandemic affected employment nationwide, the regional and county recovery was significant. Southwest Florida continues to have a robust economy with low unemployment. The region continues to be at the same rate or lower than Florida and the United States. That is due to Lee County having significantly lower unemployment and the majority of workers in the five-county region. Southwest Florida continues to have a low unemployment rate as observed in the following chart. The following chart reflects the most recent State of Florida Local Area Unemployment Statistics by County (not seasonally adjusted) and reflects a regional workforce that includes both full and part-time workers as:

06/17/2022 Release data used for table below: (with review from pre-pandemic data using September/October 2019) All counties in Southwest Florida have unemployment rates lower than the fall of 2019.

Not seasonally adjusted

	May 2022		April 2022		May 2021		October 2019		September 2019	
	Labor Force	UnEmpl Rate	Labor Force	UnEmpl Rate	Labor Force	UnEmpl Rate	Labor Force	UnEmpl Rate	Labor Force	UnEmpl Rate
Charlotte	76,049	2.6%	75,280	2.4%	72,925	4.3%	72,353	3.3%	72,009	3.5%
Collier	187,933	2.1%	187,514	1.9%	180,702	3.5%	181,234	2.9%	178,188	3.2%
Glades	5,462	2.4%	5,414	2.2%	5,124	3.9%	5,644	3.5%	6,080	3.9%
Hendry	16,834	3.4%	16,616	3.3%	15,905	5.3%	16,205	5.8%	15,524	7.1%
Lee	369,610	2.4%	367,926	2.2%	354,983	4.2%	356,622	2.8%	354,616	2.9%
FL	10,627,000	2.5%	10,561,000	2.4%	839,800	4.7%	10,565,000	3.2%	10,532,000	3.2%
US	164,157,000	3.4	163,449,000	3.3%	160,607,000	5.5%	164,576,000	3.6%	163,943,000	3.3%

Hendry County continues with higher unemployment than Florida and the other counties of Southwest Florida (LWDB24) but lower than the national employment rates for 2022 and 2021 comparison (table above). The recent growth of construction projects and manufacturing businesses has reduced the areas recent unemployment rates from the highest in the State of Florida for several years. We continue to partner with our economic development partners to attract enterprises to and fuel expansion of existing businesses of this rural area of our Region.

Attainment Level	Charlotte	Collier	Glades	Hendry	Lee	Florida
HS grad +	90.8%	88.2%	71.9%	69.1%	89.3%	88.5%
Bachelor's +	23.8%	35.9%	11.5%	8.2%	28.5%	30.5%

One factor that may affect the employment and ultimately the unemployment rate per county is the education attainment of its workforce twenty-five and older. Employers continue to have job openings but unable to hire skilled workers. For some affected by underemployment or joblessness there is a lack of workforce skills and/or those resources that support employment such as reliable transportation to the geographic areas where job

openings are located; reliable and affordable childcare; and the resources for a successful job seeking experience (available broadband).

CareerSource Southwest Florida continues to partner with community-based organizations in specific geographic areas of higher unemployment/underemployment and unskilled workforce. Partner meetings address local needs and partner of resources. These meetings are provided on-line via electronic conferencing; at one of our five comprehensive centers; or as a hybrid meeting which is a combination of conferencing and in person.

The traditional occupations which provide services to tourists and snowbirds continue to be in great demand with many job openings. These occupations are not the current choice of many job seekers, rather they seek career pathway job opportunities. Face-to-face, direct service positions have been less desirable following the pandemic. While large retailers have introduced self-checkout, five of the top seven *Occupations Gaining the Most New Jobs* for the period of 2021-2029 are direct service occupations:

- Retail Salespersons with 16.9% growth and 27,799 job openings (\$12.33/hr.)
- Waiter and Waitresses with 16.7% growth and 25,309 job openings (\$11.12/hr.)
- Fast Food and Counter Workers with 21.5% growth and 21,194 job openings (\$10.38/hr.)
- Registered Nurses with 15.0% growth and 5,806 job openings (\$34.14/hr.)
- Home Health and Personal Care Aides with 30.8% growth and 6,299 job openings (\$12.32/hr.)

(Total Job Openings of 86,407 for the period 2021-2029 for occupations above)

The two other occupations of the seven *Occupations Gaining the Most New Jobs* do not have direct contact with the public/customer:

- Cooks, Restaurant with 34.0% growth and 14,580 job openings (\$15.36/hr.)
- Landscaping and Groundskeeping Workers with 21.3% growth and 16,656 job openings (\$14.74/hr.)

Of these occupations, three require postsecondary, workforce education: Restaurant Cooks; Registered Nurses; and Home Health and Personal Care Aides. Rounding out the top ten *Occupations Gaining the Most New Jobs* are:

- Construction Laborers with 14.7% growth and 9,248 job openings (\$16.04/hr.)
- General and Operations Managers with 14.9 % growth and 6,596 job openings (\$37.67/hr.)
- Janitors and Cleaners, Except Maids and Housekeeping Cleaners with 17.7% growth and 7,754 job openings (\$14.41/hr.)

These additional occupations represent 141,241 of the 556,915 job openings projected during the period of 2021-2029, or 25.4% of the *Occupations Gaining the Most New Jobs*. Only two occupations requiring an associate degree and two more requiring postsecondary certifications.

The *Fastest-Growing Occupations* during the 2021-2029 period does not follow the trend of low-paying, lack of postsecondary, workforce education requirements for the occupation.

These occupations are mostly related to those strategic industries of Southwest Florida, LWDB 24: Construction (NAICS Code 23); Professional, Scientific, and Technical Services (NAICS Code 54); Health Care and Social Assistance (NAICS Code 62); Transportation and Warehousing (NAICS Code 48, 49); and Manufacturing (NAICS Code 31, 32, 33). Please note that included are those Industries and/or Industry Sectors of interest for the growth and stability of LWDB 24: Financial Activities Industry (NAICS 52, 53); Leisure and Hospitality Industry (NAICS 72); and Government (NAICS 90). Government provides stability with its financial offerings to the tax base in local, county and state governments through various income sources. CareerSource Southwest Florida continues to support the Leisure and Hospitality Industry and its continued development of career pathways for occupational growth within its industry. Postsecondary educational partners provide workforce education programs that promote skill development.

Southwest Florida, LWDB 24, is comprised of a five-county area (Charlotte, Collier, Glades, Hendry, and Lee) area of great diversity and talent. The counties of Charlotte, Collier, and Lee line the Gulf of Mexico and are the most populous. The counties of Glades and Hendry are interior, rural counties that are expanding workforce opportunities with new initiatives and emerging industry growth.

Population by Area	US Census Population Estimates July1 2021 (V2021)	2020 Census Total Population Decennial Census (PL 94-171)	2010 Census Total Population
Charlotte County	194,843	186,847	159,978
Collier County	385,980	375,752	321,520
Glades County	12,234	12,126	12,884
Hendry County	40,313	39,619	39,140
Lee County	787,976	760,822	618,754
LWDB 24 - SWFL	1,421,346	1,375,166	1,152,276
Florida	21,781,128	21,538,187	18,801,310
United States	331,893,745	331,449,281	308,745,538

Recent reports from the US Census Bureau indicate Florida is one of the few states in the nation with under-reported populations in the 2020 Census. It is reported that rural counties are grossly under-represented. In April of 2020, Glades County reported a 28% response rate while Hendry County reported a 34% response rate. While both counties made great efforts to increase responses, the area has very limited Wi-Fi coverage and public resources (career centers, libraries, etc.) were closed due to the pandemic lockdown. While Census data showed little growth for Hendry County between April 2020 and April 2022, the Hendry County Building Department issued 586 Certificates of Occupancy (COs) for new residential building structures, showing evidence of both current and projected future growth in Hendry County.

Industry by Civilian Employed Population 16 years and over, ACS 5-Yr Estimates - S2403

Civilian employed population 16 years and over	Charlotte	Collier	Glades	Hendry	Lee	SWFL
2016-2020 ACS, 5-Year Estimates - Census Bureau	64,605	159,715	3,798	18,765	323,278	570,161
2013-2017 ACS, 5-Year Estimates - Census Bureau	59,033	150,802	4,052	16,313	287,128	517,328
2010-2014 ACS, 5-Year Estimates - Census Bureau	33,544	86,034	2,845	9,667	164,775	296,865

The overall Civilian Employed in Southwest Florida has consistently grown in a seven-year period (see above) and nearly doubled in workers. However, the growth in Glades County was negative 254 employees overall. Please note that the Agriculture, Forestry, Fishing, and Hunting Industry lost 308 employees from the 5-Year Estimate Period of 2013- 2017 to the 5-Year Estimate Period 2016-2020. The related occupations of fieldworkers, packers, etc. are migrant, seasonal farmworkers that are not always represented in the Census nor have the ability or inclination to self-report for population counts. Reports of the continuing decline of the Citrus Industry indicate projected crop loss of nearly 8% in 2022 to 42.6 million boxes. The Irma-ravaged season (2017-2018) reported 49 million boxes. This comparison to two decades ago when the industry produced 230 million boxes demonstrates impacts to population and workforce reports.

(citrusindustry.net – May 2002 Florida Citrus Crop Forecast)

Industry by Civilian Employed Population 16 years and over, ACS 5-Yr Estimates - S2403

	INDUSTRY	Charlotte	Collier	Glades	Hendry	Lee	SWFL	
NAICS Code	Civilian employed population 16 years and over (2016-2020)	64,605	159,715	3,798	18,765	323,278	570,161	Rank
	Agriculture, forestry, fishing and hunting, and mining:	320	3,476	318	2,684	2,523	9,321	-
11	Agriculture, forestry, fishing, and hunting	278	3,381	308	2,604 (1)	2,259	8,830	17
21	Mining, quarrying, and oil and gas extraction	42	95	10	80	264	491	19
23	Construction	6,529 (3)	18,259 (2)	384 (4)	2,333 (2)	39,129 (3)	66,634	3
31	Manufacturing	2,772	5,697	424 (2)	1,208	11,198	21,299	10
42	Wholesale trade	1,824	3,116	80	674	7,313	13,007	15
44	Retail trade	9,844 (2)	19,752 (1)	585 (1)	1,981 (3)	46,949 (1)	79,111	1
	Transportation and warehousing, and utilities:	2,990	6,405	497	992	16,240	27,124	-
48	Transportation and warehousing	2,501	5,349	403 (3)	759	14,034	23,046	9
22	Utilities	489	1,056	94	233	2,206	4,078	18
51	Information	1,483	2,051	7	165	5,348	9,054	16
	Finance and insurance, and real estate and rental and leasing:	4,008	12,299	94	431	21,888	38,720	-
52	Finance and insurance	1,928	5,477	43	204	10,205	17,857	14
53	Real estate and rental and leasing	2,080	6,822	51	227	11,683	20,863	11
	Professional, scientific, and management, and administrative	6,526	25,060	335	1,658	41,406	74,985	-

	and waste management services:							
54	Professional, scientific, and technical services	3,138	11,990	79	361	19,902	35,470	7
55	Management of companies and enterprises	28	72	0	0	288	388	20
56	Administrative and support and waste management services	3,360	12,998 (5)	256	1,297	21,216	39,127	5
	Educational services, and health care and social assistance:	13,808	26,365	510	3,434	64,741	108,858	-
61	Educational services	3,936 (5)	8,719	142	1,624 (5)	21,461 (5)	35,882	6
62	Health care and social assistance	9,872 (1)	17,646 (3)	368 (5)	1,810 (4)	43,280 (2)	72,976	2
	Arts, entertainment, and recreation, and accommodation and food services:	7,858	23,743	245	1,534	39,838	73,218	-
71	Arts, entertainment, and recreation	1,632	6,514	154	370	9,516	18,186	13
72	Accommodation and food services	6,226 (4)	17,229 (4)	91	1,164	30,322 (4)	55,032	4
81	Other services, except public administration	3,483	9,285	137	1,171	16,176	30,252	8
90	Public administration/ Government	3,160	4,207	182	500	10,529	18,578	12
	ACS 5-Yr Estimates							-
219,425 employees in focus industries								
93,752 in industries of interest								
or 313,177+ of labor force in region or 55+% since local government not indicated								

Analysis of the workforce reviews the latest American Community Survey (ACS) data from the U.S. Census Bureau (US Census). The most current Civilian Employed Populations is the 5-Year Estimate Reports of 2016-2020 while Workforce Projections utilize the 2021-2029 period while reporting/narrating in 2022.

The chart above shows those Industries which LWDB 24 indicates to strategically focus on and are highlighted in yellow and detailed in earlier text. Industries of Interest, those that stabilize local economies and show continued growth, are highlighted in green. Justification for use of LWDB 24 resources for these “industries of interest” is also described in earlier text.

The five Regional Strategic Industries: Construction, Manufacturing; Transportation and Warehousing; Professional, Scientific, and Technical Services; and Health Care and Social Assistance represent 219,425 workers of the total 570,161 workers of LWDB 24, or 38.5%. The following information provides workforce representation by occupation groups. An example may be the job title of “Manager” which is represented in any of the key industries (Construction; Manufacturing; Transportation and Warehousing; Professional Scientific, and Technical Services; and Health Care and Social Assistance) and industries of interest (Finance and Insurance; Real Estate and Rental and Leasing); and Accommodations) of our LWDB 24 Region.

OCCUPATION GROUPS	Charlotte	Collier	Glades	Hendry	Lee	SWFL
Civilian employed population 16 years and over	64,605	159,715	3,798	18,765	323,278	570,161
<u>Management, business, science, and arts occupations:</u>	<u>19,747</u> [1]	<u>52,405</u> [1]	<u>954</u> [2]	<u>4,010</u> [2]	<u>103,745</u> [1]	<u>180,861</u> [1]
Management, business, and financial occupations:	9,174	25,470	514	1,719	44,356	35,158
Management occupations	6,509	18,522	290	1,484	30,980	25,321
Business and financial operations occupations	2,665	6,948	224	235	13,376	23,448
Computer, engineering, and science occupations:	1,764	4,813	31	171	10,958	17,737
Computer and mathematical occupations	992	2,486	10	59	5,627	9,174
Architecture and engineering occupations	605	1,608	0	79	3,361	5,653
Life, physical, and social science occupations	167	719	21	33	1,970	2,910
Education, legal, community service, arts, and media occupations:	4,749	13,223	240	1,663	27,580	47,455
Community and social service occupations	915	1,645	108	239	4,356	7,263
Legal occupations	469	2,332	2	37	3,228	6,068
Educational instruction, and library occupations	2,532	6,074	103	1,357	14,890	24,956
Arts, design, entertainment, sports, and media occupations	833	3,172	27	30	5,106	9,168
Healthcare practitioners and technical occupations:	4,060	8,899	169	457	20,851	34,436
Health diagnosing and treating practitioners and other technical occupations	2,566	6,563	29	243	13,249	22,650
Health technologists and technicians	1,494	2,336	140	214	7,602	11,786
<u>Service occupations:</u>	<u>14,441</u> [3]	<u>39,086</u> [2]	<u>703</u> [3]	<u>3,074</u> [5]	<u>65,246</u> [3]	<u>122,550</u> [3]
Healthcare support occupations	2,909	4,035	36	478	8,824	16,282
Protective service occupations:	2,097	3,066	114	167	5,949	11,393
Firefighting and prevention, and other protective service workers including supervisors	1,216	1,894	0	42	3,572	6,724
Law enforcement workers including supervisors	881	1,172	114	125	2,377	4,669
Food preparation and serving related occupations	5,002	13,871	135	959	23,477	43,444
Building and grounds cleaning and maintenance occupations	3,051	13,833	215	1,067	18,225	36,391

Personal care and service occupations	1,382	4,281	203	403	8,771	15,040
<u>Sales and office occupations:</u>	<u>17,266</u> [2]	<u>34,349</u> [3]	<u>685</u> [4]	<u>3,662</u> [3]	<u>82,429</u> [2]	<u>138,391</u> [2]
Sales and related occupations	9,023	19,929	347	1,671	42,841	73,811
Office and administrative support occupations	8,243	14,420	338	1,991	39,588	64,580
<u>Natural resources, construction, and maintenance occupations:</u>	<u>6,451</u> [5]	<u>21,478</u> [4]	<u>970</u> [1]	<u>5,006</u> [1]	<u>39,572</u> [4]	<u>73,477</u> [4]
Farming, fishing, and forestry occupations	276	2,797	154	2,080	1,272	6,579
Construction and extraction occupations	3,845	14,167	340	1,782	26,892	47,026
Installation, maintenance, and repair occupations	2,330	4,514	476	1,144	11,408	19,872
<u>Production, transportation, and material moving occupations:</u>	<u>6,700</u> [4]	<u>12,397</u> [5]	<u>486</u> [5]	<u>3,013</u> [4]	<u>32,286</u> [5]	<u>54,882</u> [5]
Production occupations	1,852	3,732	115	970	8,357	15,026
Transportation occupations	2,399	5,372	223	1,413	12,946	22,353
Material moving occupations	2,449	3,293	148	630	10,983	17,503
US Census Bureau American Community Survey (2016-2020) latest report - Table S2401						

The occupations of 570,161 (compared to 517,328 reported in the LWDB24 Workforce Plan 2020-2024 which represents a more than 11% increase) in Southwest Floridians are grouped within the major categories (light gray) of:

- Management, Business, Science, and Arts
- Service
- Sales and Office
- Natural Resources, Construction, and Maintenance
- Production, Transportation, and Material Moving

The occupation group of Management, business, science, and arts employed the most Southwest Floridians, 180,861 compared to 155,113 reported in previous report (an 11% increase). This is followed by the occupation group of: # 2) Sales and office with 138,391; 3) Service with 122,550; 3) Natural resources, construction, and maintenance with 73,477; and 5) Production, transportation, and material moving with 54,882 people employed throughout the region.

Lee County leads the region with 57% of the workforce and mirrors the occupational groups with great influence over this regional ranking. The Collier County occupation group ranking varies in two groups, the Service Occupations and the Sales and Office Occupations. While the regional ranking of the Service Occupations is third (of five occupation groups), Collier County's ranking elevates this group to second – reporting more employees in this group than the Sales and Office group. The Service Occupations are healthcare support, protective service, food preparation and serving building and grounds cleaning and

maintenance; and, personal care and service occupations. This is reflected in the many residential care facilities and service to the aging population and those businesses that serve the public at large.

The third coastal county, Charlotte County, representing more than eleven percent (11.3%) of the regional workforce with similar industry demands for employees has two groups, the Production, Transportation, and Material Moving Occupations and the Natural Resources, Construction, and Maintenance Occupations varying from the regional ranking. The Production, Transportation, and Material Moving Occupations has a few hundred more employees elevating it to the fourth spot over the Natural Resources, Construction, and Maintenance Occupations.

This is reflected by those industries that our partners in economic development have provided resources for growth expansion and start-up in the Industrial/Commerce Parks near the Punta Gorda Airport along interstate seventy-five (I-75).

Our rural counties of Glades and Hendry are unlike the coastal counties of Charlotte, Collier, and Lee counties in many ways but especially in the representation of the workforce by occupation groups. Both counties rank the occupation group of Natural Resources, Construction, and Maintenance Occupations first. This groups represent the Farming, Fishing, and Forestry occupations. The total number of workers within this group equates to more than one third (34.0%) of those employed throughout the region in this category of occupations. Both counties also share the same occupations group in their second ranking of Management, Business, Science, and Arts. The group that ranks third in Glades County is the Service Occupations while Hendry County is Sales and Office Occupations.

In Hendry County, projects including the planned expansion of Airglades Airport on the east side of the county and the C43 Reservoir Project (C43 West Basin) on the western side, greatly influence the Natural Resources, Construction, and Maintenance Occupations representing a great increase of construction workforce numbers and projected needs for these occupations, though conservation projects such as the reservoir outside of LaBelle are not often long-term employment opportunities. This occupation group, Natural Resources, Construction, and Maintenance Occupations, equate to about 28% of the occupations in Hendry for the reporting period. An anomaly in the analysis of occupations by occupation groups of the region is that Hendry County has the Service Occupations ranking fifth, or last of the five groupings. The two of its subgroups that do represent a significant workforce during this reporting period are those occupations of: Building and Grounds Cleaning and Maintenance and Food Preparation and Servicing related occupations. These two subgroups represent two-thirds of the workforce in this occupation group and almost eleven percent (10.8%) of the total workforce of Hendry County.

In Glades County, a greater representation of the Service Occupations Group and its subgroups can be related to one large employer, the Moore Haven Correctional Facility. This facility employs those represented in the Protective Service and Building and Grounds Cleaning and Maintenance Occupations. In Moore Haven are the shores of the Caloosahatchee River and Lake Okeechobee with many businesses in eco-tourism and cattle farming/ranching to the north and west. Our partners in economic development are targeting growth in the Manufacturing and Logistics industries to diversify the local economies and workforce opportunities. The Business and Commerce Park as well as Americas Gateway Logistics Center are "shovel-ready". This future growth will support the county's top ranking occupation group of Natural Resources, Construction, and

Maintenance Occupations which equated to about 26% of the occupations in Glades County for the reporting period.

Note - Occupation Groups show us where we have been during this five-year reporting period while projections of occupations forecasts where we may be in/throughout the next eight years. Effects of economic development, natural (and man-made) disasters, unforeseen financial phenomena and our local and regional initiatives impact workforce demands and development.

The current State initiatives to create and strengthen the rural broadband will affect workforce with remote work opportunities initiated by the pandemic. While Florida reports a statewide "households with a computer (2016-2020) of 93.1%, households in our rural counties are significantly lower: Glades County 82.8% and Hendry County 82.7% for this period. Households with broadband internet subscriptions for the same 2016-2020 statewide are 85.4%, Glades 75.8% and Hendry 65.5%. The initial effect of this initiative will be on the construction and installation/maintenance related occupations (Natural Resources, Construction, and Maintenance). This initiative will positively effect growth in the Production, Transportation, and Material Moving occupation group which are related logistics occupations in great demand and support the region's strategic industries.

Southwest Florida boasts of a robust workforce (570,161) in which the majority are employed in these Industry Sectors for the reporting period of 2016-2020. The top five sectors are projected to grow as detailed in earlier text. They are Retail Trades (79,111); Health Care and Social Assistance (72,976); Construction (66,634); Accommodations and Food Service (55,032); and, Administrative and Support and Waste Management Services (39,127). This represents a workforce of 312,880 and almost 55% of the total workforce of LWDB 24 (570,161 employed persons). These top five industry sectors do not represent the major industries in each of the five counties of Southwest Florida, but the Retail Industry is a leader in employment in each of the five counties. In ranking of employed population, Retail Industry ranks first in Collier (19,752), Glades (585) and Lee (46,949) counties; second in Charlotte County (9,844); and third in Hendry County (1,981) for a total workforce of 79,111 for the reporting period. This industry is not recognized in our strategic planning since its historically low paying, seasonal occupations provide opportunities with limited or no post-secondary education requirements.

Because Southwest Florida is a large geographic area (more than 5,400 square land miles), its industries, economies, and landscapes vary with each of the five counties having unique trends and demands. The ranking of industry sectors by workforce is considerably different in Glades and Hendry Counties, rural counties to the west and south of Lake Okeechobee, than Charlotte, Collier, and Lee Counties, coastal counties along the Gulf of Mexico.

Hendry County continues to rank the Agricultural Industry as first in its Civilian Population by Industry, but the workforce has seen reduction in that sector's workforce. Hendry County Cattlemen produce enough beef to feed 470,000 people each year at the rate of consumption of 73.4 pounds of beef per person annually with gross sales of \$17,499,069.00. While the citrus crop decline noted in earlier text has an impact, Hendry County ranks second (2nd) in the value of acreage of vegetables produced in Southwest Florida and fourth (4th) in the State of Florida in agricultural production. Hendry County is home to international headquarters of US Sugar; noting that one hundred percent (100%) of Florida's sugarcane crop growth is shared between Hendry, Glades, Martin, and Palm Beach Counties.

The other industries that comprise the top five industries of Hendry County in ranking are: Construction (#2); Retail (#3); Health Care and Social Assistance (#4); and Educational Services (#5) as noted in the table above. The Hendry County School District educates more than seven thousand (7,000) students in its K-12 system with one thousand (1,000) employees. This workforce will grow as the population growth projections and home construction totals increase. In addition, Florida Industrial Fabrication is slated to hire 50 more employees over the next two to three years.

The Construction Industry sector and its related workforce grows as the county's building permitting activity continues to increase. The issued permits from the county have grown from a few hundred annually four years ago to over a thousand annually in the past two years. The additional twenty-six (26) construction projects underway throughout Hendry County will utilize the construction workforce pipeline and have a ready skilled workforce for this large housing project in western Hendry County. The County has entered into a public/private partnership agreement to develop and increase water and sewer lines on Highway 80 between LaBelle and the Lee County line. This project, along with infrastructure improvements and expansions in both cities, as well as in Port LaBelle and along Highway 27 between Airglades and Clewiston, are anticipated to open up development and growth for the entire area.

The rural counties of Southwest Florida, Glades and Hendry counties, represent about four percent of the overall of the Civilian Employed Population. Once the Airglades International Airport is completed, thousands of job opportunities in Transportation and Warehousing industry sector will add to the workforce and commuting patterns will change for Hendry and Glades County residents traveling to other counties for employment opportunities.

While Retail ranks number one in **Glades** County, the Manufacturing, Transportation, Construction, and Health Care Industries all move into the top five (listed in order) ranked industries by workforce (Industry by Civilian Population 18 and over). These four industries (minus the Retail Industry) are industries that comprise the LWDB 24 strategic focus and local growth is anticipated due to current and future initiatives. Glades County is the home of a new technical college, Immokalee Technical College – Glades, so we anticipate much growth in workforce and workforce education opportunities in Accounting Operations, Medical Administrative Specialist, Heavy Equipment Service Technician; Heating, Ventilation, Air-Conditioning/Refrigeration; Commercial Foods and Culinary Arts; and, Practical Nursing – all relating to the LWDB 24 Strategic Plan's Industry Sectors – Focus Industry Sectors and Industries of Interest.

America's Gateway is becoming shovel ready. Roadways around the Glades Center to be widened and area prepared for prospective developer.

The rural counties of Glades and Hendry Counties have changed in the past few years since reporting for the Local Workforce Plan. Agriculture has seen workforce reductions resulting in its ranking in Glades County dropping from second to sixth this report.

The coastal county of **Charlotte** has a workforce of 64,605 Civilian Employed Population 16 years and over, the Health Care and Social Assistance sector employs the greatest number (table above). The following sectors make up the top five industry sectors for this county: Retail Trade (2); Construction (3); Accommodations and Food Services (4); and Educational Services (5).

Charlotte County Public Schools is one of the largest employers in the county with 2,250 employees with growth projected in its K-12 system and technical college requiring additional workforce (yourcharlotteschools.net/domain/15).

This county is expecting and supporting an influx in the Transportation and Warehousing industry sector with the completion of PGD AViEx, addition of a new Air Center and aircraft ramp. Thus, the focus on the growing employment in this strategic sector. Charlotte County Economic Development states that it is the “Ideal Landing Site for Aviation, Distribution, and Advanced manufacturing” on its websites landing page (cleared4takeoff.com/). This fits with the LWDB 24 strategic industry sectors and is reflected in this county’s industry and workforce numbers/data.

Charlotte County expects continued growth of workforce in the Transportation and Warehousing sector with the completion of the Punta Gorda Airport (PGD) new runway. Local and regional industry leaders of the Transportation and Warehousing sector located near the Punta Gorda Airport are: Southeastern Freightlines; Suncoast Beverage; Peace River Distribution; Southern Crane and Tractor Supply; and Cheney Brothers (CBI). As well, Suncoast Trucking Academy is strategically located within this business park. This Academy, an eligible training provider of LWDB 24, provides essential workforce training to keep supply of licensed tractor trailer drivers needed to support the growth of this critical industry and related workforce.

The main airline/ carrier of PGD, Allegiant Air, is currently the investor/builder of the Sunseeker Resort – Charlotte Harbor. The resort is slated to be “Florida’s Premier Gulf Coast Oasis” and scheduled to open in 2023. This national company states that the future of Southwest Florida, and specifically Charlotte County, is part of their company’s strategic growth plans with the purchase of local businesses, including a golf course (now named Aileron Golf Club) to upgrade which will enhance their guests’ experiences. This company’s, Allegiant/SunSeekers, new projects will provide the local and regional workforce with many opportunities in the industry sectors related to Accommodations and Food Services and its related sector of Arts, Entertainment, and Recreation as well as the Transportation while providing the Construction sector opportunities for many years. Truly a win-win relationship for Charlotte County which is investing in water taxi services in Charlotte Harbor and Peace River for their existing dock system.

Housing and Building construction continue to flourish with projects slated to provide opportunities to the current and future workforce. Charlotte County reports record growth in building permits supporting future growth in the Construction sector.

Charlotte County is the home of Babcock Ranch, America’s first solar city and now ranked number one in master planned communities based on single-family home starts per Metrostudy’s national report in January. This innovative community is powered by the largest solar-plus-storage system in the United States. The community continues to make monthly and quarterly records for home construction and resales. It has just exceeded 2,000 home sales in its community at the end of March 2022 and is on pace for another record-setting year. (<https://babcockranch.com/news/>). The continued construction of this planned community of 8,000 homes has a school for children K-8, retail establishments, restaurants, grocery store and a bank – all increasing workforce opportunities that support growth in four of the five leading industry sectors which lead in employment of the civilian employed population of the county: Retail Trade (2); Construction (3); Accommodations and

Food Services (4); and Educational Services (5). Agreements between Lee Health and Babcock Ranch supports the fifth industry, Health Care and Social Assistance. Doctor offices and clinics are open and thriving providing full-time care to the residents.

The State of Florida has granted additional Federal Emergency Management Administration (FEMA) funds to Babcock Ranch as it builds an arena to be utilized as an emergency shelter. Plans indicate that this new event center will be completed by 2023 supporting the continued demands of a skilled workforce in the construction industry in LWDB 24.

The Civilian Employed Population 16 years and over in **Collier** County introduced a new industry sector to the Region with its own top five ranked sectors with Administrative and Support and Waste Management Services (NAICS 56) in the fifth spot.

The county's leading industry sectors are Retail Trade (1); Construction (2); Health Care and Social Assistance (3); and Accommodations and Food Services (4) and Administrative and Support and Waste Management Services (5), noted above. Collier County's Civilian Employed Population 16 years and over is 159,715 and equated to about thirty percent (30%) of the Region's workforce.

The overall economic growth of Collier County relies on the stability and continued growth of those industries related to tourism. This has spurred the relocation of international and national headquarters (and its executives) in the past decade and allows for industry diversification in the county and region (Arthrex, Hertz, A-line, ACI Worldwide, ITG Holdings ASG Technologies, NewsBank).

Having Naples named "One of the Best Beach Towns in America to Live In" ranking number one overall and the best in the quality of life category drives many to this wonderful city, county, and region. (wallethub.com/edu/best-beach-towns-to-live-in/36567, 06/16/21). This widely publicized article also named cities in Collier County in this ranking of 145 Beach Towns: Bonita Springs with an overall ranking of 64th and first in the economy, and Marco Island with an overall ranking of 71st and seventh in affordability.

These types of news articles drive tourism and impact the Industry of Accommodation and Food Services Industry which ranks fourth in Civilian Employed Population 16 years and over with more than 17,000 workers in Collier county. Expansion in the industry continues with the current construction of two large resorts in Collier County, the new Naples Grande Beach Resort (unnamed currently) and Great Wolf Lodge. While the Naples Grande Beach Resort is being demolished and replaced with a larger, more room facility, Great Wolf Lodge is new to the area and has broken ground for a 550 room resort. It is slated to open in 2025. This resort is strategically located adjacent to the new Paradise Coast Sports Complex. These projects support the local workforce in the Construction Industry.

Construction Industry ranks second in Collier County in Civilian Employed Population 16 years and over – for reason! The population growth of more than 10,000 new citizen in one year's time (population table above) and the construction of buildings for homes for existing and new citizens as well as the services they need is in great demand and projected for many years.

The completion of NCH Healthcare Systems facilities located throughout Collier and South Lee Counties has contributed to the strong demand in the healthcare and social assistance

workforce as well as the expansions of senior living facilities/communities. Those that are expanding or are slated to have expansion projects are Moorings Park; Vi at Bentley Village, Summit Vista, and Discovery Village. Collier County continues to be highly ranked as healthiest counties, 14th in Florida (by US News and World Report, 06/22/2022) and with highest life expectancy out of 673 counties as reported in the Retirement report of Money Magazine. This publication continues to tout the reasons to move to Collier County and reports that one third of the population is 65 years and over is a retiree paradise. And evident by the robust growth of the workforce in the Health Care and Social Assistance and other related industries and subsectors.

The decision for the Industries of Interest for LWDB 24 (Finance, Real Estate and Local Government) is driven by the workforce representation in these industries being more than 10% of Collier's total workforce of about 160,000. This ratio is the same for Lee County workforce of more than 323,000 in the same three industry sectors. Together, Collier and Lee counties represent nearly 85% of the Region's workforce.

The Civilian Employed Population 16 years and over in **Lee** County introduced the industry sector to the Region's top five ranked sectors are Retail Trade (1); Health Care and Social Assistance (2); Construction (3); Accommodations and Food Services (4); and Educational Services (5).

As Lee County is a large county of 1,212 square miles with nearly 820,000 citizens (estimate July 2022 – 818,898), the local K-12 education system has grown and projected to grow to meet the wave of new Floridians adding to the local and regional growth. The Industry of Education Services ranks fifth in Civilian Employed Population 16 years and over and has been greatly affected by its continued population growth. From July of 2020 to July of 2021 more than 27,000 (pop table above) new citizens moved into Lee County. The School District of Lee County reported 95,647 students attending 119 schools within the district. Construction of two schools is slated to be completed for the upcoming 2023 -2024 school year. The Lee County School District continues to be the largest employer in Lee County.

The population growth has greatly impacted the demands of workforce in the Health Care and Social Assistance which is ranked second in the numbers of Civilian Employed population 16 years and older. This workforce is more than double the total workforce of Hendry and Glades Counties for the same reporting period. Lee Health (service in Lee and Collier counties) is the largest employer in Southwest Florida (not including the "big box retailers" per swflrelocationguide.com/business/top-25-employers-in-southwest-florida/). This publication (January 2021) lists Lee County School District as second and Lee County Local Government as third in employer size. NCH and Collier County School District and Collier County Local Government as fourth, fifth, and sixth respectfully. Followed by FGCU, Arthrex, City of Cape Coral and Hope Hospice to round out the top ten employers.

With the great growth in population is the great demand in Construction. While the Construction Industry reported a workforce (Civilian Employed Population 16 years and over) during this reporting period of more than 39,000, this is about 12,000 more workers than the other four counties in the region. The building of homes and businesses to meet the demand of its 818,898 citizens (estimated July 2022) and its future growth. The U.S. Census Bureau ranks Lee County the ninth fastest-growing county in the country and the second fastest growing county in Florida. (Report, 03/25/2022)

Overall Region = the Good Jobs Challenge Grants from the EDA: American Rescue Plan (Economic Development Administration that represent growing/emerging sectors in development have four of the five focus industries of our, LWDB24, strategic plan: #1 manufacturing #2 healthcare services #3 information technology (rural counties still working on Wi-Fi coverage) #4 building and construction and #5 Transportation, Distribution

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

CareerSource Southwest Florida strategically focuses resources on in-demand industries with greatest projected growth that supports diversifying the local and regional economies: Construction; Professional, Scientific, and Technical Services; Health Care and Social Assistance; Transportation and Warehousing; and Manufacturing. It is projected that the overall growth of all industries in Southwest Florida will be 13.6% for the period of 2021-2029. The intentions of CareerSource Southwest are to support the growth of occupations within these strategic industries and diversification of our local and regional economies.

As noted above in Part (1) (a) of Section (B) Analysis of Need, Arthrex is the global medical device company located in Southwest Florida. Regional partnerships with technical colleges help to address workforce education and opportunities. The CNC Machining (computer numerical control) training through a private/public partnership between Arthrex and iTECH (Immokalee Technical College) has been an excellent example of cooperation and is recognized by the State. CareerSource Southwest Florida through our Business Services and Career Development staff provides support in the workforce education program and employment recruitment and placement.

Our Business Services team partners with educational and business partners to provide access to Rapid Response Services, Quick Response Training, and Incumbent Worker Training. Rapid Response targets businesses in need of Layoff Aversion resources. Quick Response Training (QRT) targets new and expanding business to include those relocating to the area that may be eligible for grant dollars to assist in the payment for new employee trainings. Incumbent Worker Training (IWT) targets eligible for-profit small businesses for reimbursement of up to seventy-five percent of training costs.

A new technical college in Moore Haven, iTECH-Glades began offering workforce education in January of 2022 in four of its eight programs: Accounting Operations; Heavy Equipment Service Technician; Heating, Ventilation Air Conditioning; and Medical Administrative Specialist. The four additional programs scheduled to start in August 2022 are Commercial Foods and Culinary Arts; Practical Nursing; Nursing Assistant; and Welding Technology. This facility will provide greatly needed workforce programs to rural residents preparing for future jobs created by the new and expanding industries discussed above.

C. LOCAL WORKFORCE DEVELOPMENT BOARD STRATEGIC VISION AND GOALS

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

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

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

The mission of 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.

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

- Uses monitoring to ensure that both businesses and job seekers advance the economic viability of the Region by developing a quality workforce.
- Reviews performance of workforce programs.
- Evaluates Center operations including services, resource rooms, customer service, programs, etc.
- Special assignments such as review of Board member attendance.

The Service Delivery Committee reviews programmatic achievements and challenges annually. The Center Supervisors periodically present to the Service Delivery Committee. Discussion of best practices and achievements prepare the committee members to set future goals and priorities.

The localized goals, expectations and action plans are described in detail below in Part (2) of Section G., Performance and Effectiveness.

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

For the core partners listed below in Part (1) (a) of Section D., Description of Strategies and Program Services, our Center Supervisors hold partner meetings to discuss programs, services and procedures for best serving common customers. These meetings typically include the decision makers with adult education, career and technical education, Vocational Rehabilitation, Blind Services, Job Corps and other partners. This assists with continuing to align programs and ensure business and individual customers are aware of the full array of available services.

Core partners are active members of our committees and Board of Directors. Representatives include businesses, career and technical education, community college, technical college, universities, Department of Vocational Rehabilitation, Adult Education, Department of Children & Families, economic development, housing, chambers of commerce, labor union, apprenticeship, National Industries for the Blind, Human Services (CSBG program), health department and Department of Juvenile Justice. These partners assist in developing plans and strategies and review various plans, budgets, performance and proposals. These partners evaluate Center operations and are there to advise CareerSource Southwest Florida staff and partners in creating and aligning comprehensive services.

To address the education and skill needs of the workforce, CareerSource Southwest Florida seeks information on occupational demands from the community, to include businesses and business organizations. We work with local employers to document the demand and wages of emerging or other occupations not currently listed on the Regional Targeted Occupations List (RTOL). This is described in more detail above in Part (2) of Section B., Analysis of Need. With appropriate documentation and Board approval occupations are added to the RTOL. This allows staff to then connect with approved educational institutions to explore linking their programs for inclusion on the Eligible Training Provider List (ETPL). Programs on the CareerSource Southwest Florida ETPL may then be funded with workforce dollars.

As noted above in Part (4) of Section B., Analysis of Need, regional partnerships with technical colleges help to address the workforce needs of Arthrex. The CNC Machining (computer numerical control) training through a private/public partnership between Arthrex and iTECH (Immokalee Technical College), with CareerSource Southwest Florida providing financial supports for students has been an excellent example of this coordination. CareerSource Southwest Florida has also worked with many partners in the rural area to assist in making iTECH-Glades a reality this year. This new technical college will offer eight programs in the Moore Haven facility.

Also noted above in Part (4) of Section B., Analysis of Need and Available Resources, our Business Services teams partners with education and business to provide access to Rapid Response Services, Quick Response Training and Incumbent Worker Training.

D. DESCRIPTION OF STRATEGIES AND PROGRAM SERVICES

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

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

(a) All of the programs that are included in the system; and

- 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; Disabled Veterans' Outreach Program (DVOP)
- Adult education and literacy
- Career and technical education programs at the post-secondary level
- Division of Vocational Rehabilitation
- Division of Blind Services
- Job Corps
- Migrant and seasonal farmworker (MSFW)
- Farmworker Career Development Program (FCDP)
- Senior Community Service Employment Program (SCSEP)
- Department of Children and Families
- Department of Housing and Urban Development employment and training activities
- Community Services Block Grant (CSBG)
- Trade Adjustment Assistance (TAA) activities
- Ticket to Work
- Access to Reemployment Assistance

Representatives of the core programs share information to develop a better understanding of each other's programs and services. This provides a seamless continuum of services for customers and will serve to reduce duplication. Ultimately the goal of the core partners is to assist customers in becoming self-sufficient and productive. Each Center Supervisor schedules partner meetings and staffing meetings, as necessary. Partner meetings generally include decision makers with discussions of policies and procedures while staffing meetings are held with front-line staff to discuss common customers. We will continue to align our programs and ensure business and individual customers are aware of the full array of available services.

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

The Southwest Florida Workforce Development Board, Inc. dba CareerSource Southwest Florida is the administrative entity and fiscal agent for LWDB 24, comprised of Charlotte, Collier, Glades, Hendry, and Lee Counties. Services provided by the contracted One-Stop Operator are described above in Part (4) (d) of Section A., Organizational Structure. 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.

CareerSource Southwest Florida has a history of strong partnerships with local business, educators and other partners. Representatives of the core programs share information to develop a better understanding of each other's programs and services. This provides a seamless continuum of services for customers and will serve to reduce duplication. 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.

As noted in Part (1) of Section F., Coordination of Services, the Center Supervisors hold partner meetings with decision makers to discuss policies and procedures and hold staffing meetings with front-line staff to discuss common customers. We will continue to align our programs and ensure business and individual customers are aware of the full array of available services.

CareerSource Southwest Florida staff assist the five school districts and Florida SouthWestern (FSW) with data and other information for their Comprehensive Local Needs Assessment (CLNA) requirements for the Perkins V Transition Plan.

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

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

- Eligibility determinations;
- Outreach, intake including worker profiling, and orientation to the One-Stop system;
- Initial assessment of skill levels and supportive service needs;

- Job search and placement assistance, and career counseling;
- Referrals to other programs and services and coordination of these activities;
- Provision of local labor market information to include job vacancies, demand occupations, wages, job skills needed, and opportunities for advancement;
- Provision of information on:
 - eligible training providers' programs to include performance and costs (per program),
 - eligible providers of youth workforce services and activities,
 - providers of adult education,
 - providers of career and technical education activities at the postsecondary level,
 - career and technical education activities available to school dropouts,
 - providers of vocational rehabilitation services,
 - how the local area is performing on performance accountability measures,
 - availability of supportive services or assistance and referral, as appropriate,
 - filing claims for unemployment compensation (Reemployment Assistance);
- Assistance with eligibility for non-WIOA funded financial aid for education;
- Development of individual employment plan;
- Individual counseling;
- Career planning;
- Short term pre-vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance;
- English language acquisition and integrated education and training programs; and,
- Follow-up services.

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

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 Veterans, 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.

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

- A. receives, or is a member of a family that receives, cash payments under a Federal, State, or local income-based public assistance program;

- B. received an income, or is a member of a family that received a total family income, for the 6-month period prior to application for the program involved exclusive of unemployment compensation, child support payments, payments described subparagraph (A), and old-age and survivors insurance benefits received under section 202 of the Social Security Act that, in relation to family size, does not exceed the higher of –
- i. the Federal Poverty Guidelines, for an equivalent period; or
 - ii. 70% of the Lower Living Standard Income Level (LLSIL), for an equivalent period;
- C. is a member of a household that receives (or has been determined within the 6-month period prior to application for the program involved to be eligible to receive) Food Assistance Benefits pursuant to the Food Stamp Act of 1977;
- D. qualifies as a homeless individual, as defined in subsections (a) and (c) section 103 of the Stewart B. McKinney Homeless Assistance Act;
- E. is a foster child on behalf of whom State or local government payments are made;
- F. in cases permitted by regulations promulgated by the Secretary of Labor, is an individual with a disability whose own income meets the requirements of a program described in subparagraph (A) or of subparagraph (B), but who is a member of a family who does not meet such requirements. A person with disabilities may be designated as a family of one for the purposes of calculating family income.
- G. is an individual with substantial cultural or language barriers; offenders; school dropouts who are basic skills deficient and lack a GED, and substance abusers whose income meets the requirements of a program described in subparagraph (A) or of subparagraph (B).
- H. is an older individuals (55 and older) that, in relation to family size, does not exceed 185% of the Lower Living Standard Income Level (LLSIL).
- I. is a Veteran that, in relation to family size, does not exceed 185% of the Lower Living Standard Income Level (LLSIL).
- i. Veterans and Covered Persons 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.
 - ii. Veterans and Covered Persons 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.

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

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

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 may be 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, leads to a certificate, an associate degree, or baccalaureate degree, or a competency/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. 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 childcare, 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 LWDB 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 LWDAAs.

Individual Training Accounts (ITAs) are used as an agreement between the educational institution, the student and CareerSource Southwest Florida for each WIOA Adult and Dislocated Worker. When the program is not on the Eligible Training Provider List (ETPL), an Authorization for Training (Non-ITA Training Only) form may be used as a training contract for students.

ITA limitations: An ITA may be used for training for up to two years after enrollment into the core program or class. The total lifetime ITA dollar limit is established by our Board of Directors based on the availability of training funds and is currently set according to the Occupational Education Requirement Categories as defined by the Florida Department of Education:

- \$7,000 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.

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

- On-the-Job Training provided by an employer;
- Customized Training;
- Employed Worker 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.

For Temporary Assistance for Needy Families (TANF) customers, a \$3,000 limit is placed on short-term training programs which are not on the ETPL, based on the availability of funds.

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

Classroom training is provided by approved training providers on the Eligible Training Providers List (ETPL). Initial Training Provider Agreements are executed once Training Provider Applications are reviewed by staff, recommended by the Program and Planning Committee, and then approved by the full Board of Directors. These Training Provider Agreements describe the operating procedures, while the ITAs are used as an agreement between the educational institution, the student and CareerSource Southwest Florida for each WIOA Adult and Dislocated Worker student funded.

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

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/credential, 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.

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

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.

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 (RTOL). To ensure participants receive industry-recognized credentials, 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 an RTOL, it 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 RTOL. 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 solicits feedback regarding changes to the RTOL. Public Notices are posted to our website and

with each of the five county buildings. The current RTOL is forwarded to interested parties three times per year, along with criteria and instructions for requesting the addition of an occupation. These notices include a total of at least four submission dates, which fall just prior to local Program & Planning Committee and Board of Director meetings.

Information regarding occupational skills training programs and local and regional demands for those linking occupations is available on our CareerSource Southwest Florida website. The webpage includes our RTOL and ETPL. The ETPL includes important details such as certification/credential, program length, student costs, Pell eligibility and prerequisites. The ETPL also specifies program performance such as Program Completers, Found Employment Rate and Average Wage at Placement into Employment. This educates the individual allowing for more informed decision regarding provider and program choice.

Occupations in the industry priority areas provided by our economic development partners 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.

Career and Professional Education (CAPE) programs within the secondary education system of the school districts connect to in-demand occupations and require industry-recognized certifications to meet the needs of the employer. As the local school districts submit applications for CAPE industry certifications, CareerSource Southwest Florida provides Letters of Endorsement, indicating the specific business demand.

CareerSource Southwest Florida staff guides customers to use the available labor market resources available through Department of Economic Opportunity (DEO). 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.

Staff will target training for occupations that link to the local priorities listed below. These sectors were chosen after analyzing labor market data and projections, receiving input from economic development and industry organizations, and existing knowledge of expanding businesses.

23	Construction
31, 32, 33	Manufacturing
48, 49	Transportation and Warehousing
54	Professional, Scientific, and Technical Services
62	Healthcare and Social Assistance

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

Career pathways developed for participants in our WIOA Youth, Welfare Transition Program (WTP) and Supplemental Nutrition Assistance Program (SNAP) programs frequently include work-based learning via work experience, job shadowing, internships, short-term occupational skills and on-the-job training experiences. In particular, paid Work Experience helps youth attain and/or improve work readiness skills and obtain unsubsidized gainful employment. The Work-based Track for our Youth program uses a variety of paid Work Experience to help youth attain and/or improve Work Readiness Skills and obtain unsubsidized gainful employment. See detail below in Part (4) (b) of this section.

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

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

In collaboration with the school districts, our Destination Graduation program has provided intensive drop-out prevention services to WIOA-eligible, In-School Youth (ISY), with the goal of decreasing high school drop-out rates. At this time, some of our school districts are beginning to assume the roles of mentors, allowing our staff to focus on serving more Out-of-School Youth (OSY). We will, however, continue to provide mentors for two schools in our rural areas.

As a result of the successful Destination Graduation model the Destination Career\$ offers a comprehensive mentoring program for OSY. Each youth, along with their mentor, builds an individualized plan starting with the Student Cooperative Agreement. This agreement guides the youth through their iCareer pathway to success through educational and workforce activities. This program began in July of 2016 and continues to build stronger relationships with our community and educational partners. Youth with multiple barriers, to include youth with disabilities, are provided continuous support in educational attainment and opportunities for skills training in high-demand industries and occupations. Career pathway may include work-based learning via work experience, job shadowing, internships, short-term occupational skills and on-the-job training experiences.

iCareer is a web-based program provided in coordination with Metrix Learning Soft Skill Cluster Courses. The iCareer program assists job seekers develop an individualized career path while Metrix includes a common curriculum of soft skill training and soft skill industry path courses specific to an industry. These are combined with locally provided employability skills activities and workshops. The Metrix Learning My Plan Pathway work skill courses provide the opportunity to 1) select an industry path and occupation linked to a career goal; 2) complete a simple skill gap assessment; and 3) review and assign work skill courses recommended to assist with overcoming skill gaps. Both the iCareer program and the Metrix are particularly helpful with youth populations.

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

The 14 program elements are made available to youth in our WIOA Youth programs. The program design for the WIOA Youth program includes OSY services provided by our Destination Career\$ staff located in the CareerSource Southwest Florida centers and ISY services provided by our Destination Graduation staff located in high schools. Destination Graduation staff also provide services to OSY. Youth programs and activities are promoted widely throughout the five counties. Youth investment activities support youth and young adults through an integrated service delivery system that includes occupational skills exploration, pre-employment/work maturity skills training, counseling, opportunities for academic skill building, GED preparation, job development, work experience, summer youth employment, on-the-job training, job placement, and follow-up.

- Tutoring, study skills training, instruction, and evidence-based dropout prevention services are provided by our Career Development Representatives (CDRs) to assist students with completing their education. This may include onsite tutoring for our high school students, as well as, tutoring for students engaged in post-secondary education.
- Alternative secondary school services, or dropout recovery services are provided through referrals to guidance counselor or other school district official for possible placement in alternative secondary school.
- Paid and unpaid work experiences may include summer opportunities, other employment opportunities throughout the school year, pre-apprenticeship, internships, job shadowing and on-the-job training opportunities.
- Occupational skill training may be provided for training that leads to recognized postsecondary credentials and that is aligned with in-demand industry sectors or occupations in the local area. This can include Short term training not on the Eligible Training Provider List (ETPL).
- Education offered concurrently with workforce preparation for a specific occupation is offered with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
- Leadership development opportunities are identified and youth are encouraged to participate in and outside school and with local organizations e.g. Rotary Club and Kiwanis.
- Supportive services are provided to assist with needed transportation, childcare, tools, uniforms.
- Adult mentoring is provided for the period of participation and a subsequent period, for a total of not less than 12 months.
- Follow-up services are provided for all youth, for not less than 12 months after the completion of participation.

- Comprehensive guidance and counseling is made available by referral to partner programs and may include drug and alcohol abuse counseling, and mental health counseling.
- Financial literacy education is offered in partnership with local banks.
- Entrepreneurial skills training information is made available to youth who may be considering starting or operating a small business.
- Services that provide labor market information are included in discussions about in-demand industry sectors or occupations in the local area. These include career awareness, career counseling, and career exploration services. Youth are also assigned tasks in Employ Florida as a part of Work Readiness activities.
- Post-secondary preparation and transition activities provided to help youth with this transition include field trips to local colleges, universities and trade schools.

ISY and OSY with disabilities are offered the same services and activities. All youth are assessed and accommodations provided on an individual basis. Most often identified are youth with learning disabilities. Staff may utilize the iCareer service delivery model to assist youth in designing a career path and acquiring in-demand skill sets in an occupation of interest and identify future career laddering opportunities

The Youth Council of CareerSource Southwest Florida has held annual information fairs at a neighborhood center in the Dunbar neighborhood of Fort Myers. These “Career Exploration Events” have engaged employers from construction, healthcare, law enforcement, hospitality and technology. These events are different from other career fairs in that they encourage businesses to get involved in making youth more aware of the possibilities in a specific industry through displays and by demonstrating some of the daily activities in the industry. Many employers plan to return to participate in the next upcoming hiring and informational event. Future plans include moving the event to other targeted areas throughout the LWDA.

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 and Metrix Learning Soft Skill Cluster Courses
 - Work Experience – Can be in conjunction with GED. Currently for OSY – 480 hours @ the prevailing wage for that occupation. Depending on the economic climate the hours and wages may be adjusted to coincide with labor market as closely as possible to ensure youth are exposed to real life work experience.
 - 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.

Staff may utilize the iCareer (Individualized Career) service delivery model detailed above in Part (4) (a) of this Section, as well as, the program activity guide for Metrix Learning Soft Skill Cluster Courses to assist youth in designing a career path and acquiring in-demand skill sets in an occupation of interest and identify potential future career laddering opportunities.

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

Per our Youth Local Operating Procedures, "Deficient in basic literacy skills" is defined as "an individual who computes or solves problems, read, writes or speaks English at or below grade 8.9." Any assessment instrument used to determine an individual's basic literacy skills must be approved by the NRS (National Reporting System for Adult Education) and must provide results in (or can be converted to) a grade/year and grade/month format. For those individuals where, recent assessment scores are not available, the TABE will be utilized to determine basic literacy skill levels.

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

Youth enrolled in the program are provided the Test of Adult Basic Education (TABE). A youth who TABE-tests as academically deficient (below a 9th grade level for Math and/or Reading) is considered “a youth who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual’s family, or in society.”

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

Requires Additional Assistance to complete an educational program or to secure and hold employment includes any student who has difficulty functioning in the regular school program and therefore had a high probability of not succeeding. The Regional Workforce Barriers for CareerSource Southwest Florida are defined as:

In-School Youth (ISY)

- Is at risk of dropping out of High School due to grades/credits/attendance/not passing proficiency exam
- Has a currently incarcerated parent(s)/guardian
- Have been referred to or are being treated by an agency for a substance abuse related problem
- Have serious emotional, medical, or psychological problems as documented by a qualified professional
- Youth who is a Migrant Seasonal Farmworker or a member of a family considered to be Migrant Seasonal Farmworker or relationship to an MSFW family

Out-of-School Youth (OSY)

- Youth who has not held a full-time job for more than three consecutive months and lacks work readiness skills necessary to obtain and retain employment as documented by the youth objective assessment
- Has neither the work experience nor the credential required for an occupation in demand for which training is necessary and will be provided
- Has never held a job
- Has been fired from a job within the 12 months prior to application

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

CareerSource Southwest Florida follows Federal and State policies 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) Adults (distinguish if there are different definitions for unemployed individuals or employed workers); and

For Adults, the definition of Self-Sufficiency is the same for unemployed individuals and employed workers. The Poverty Guidelines as determined and adjusted annually by the United States Department of Labor is used. Those individuals determined to be eligible for program funded services may not have 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 (WIOA § 134(c)(3)(A)(xii)).

For Dislocated Workers the following definition of Self-Sufficiency is used: Those 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.

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

Self-sufficiency is not defined differently for other programs or populations served in the local area.

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

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. Caps are placed on support service spending. These caps are reviewed annually and may be adjusted as deemed necessary based on budgets.

For Workforce Innovation and Opportunity Act (WIOA) customers, the total supportive services provided to a customer per program year, July through June, will not exceed \$3,000. There are two divisions of these funded services:

- \$2,000 per program year for transportation expenses, i.e., gas cards, bus passes (cards), transport services, and childcare.

- \$1,000 per program year for support services, i.e., car repairs, auto liability insurance (6-month lifetime cap), vehicle registration, work clothing, tools, books, etc.

Per our WIOA Supportive Services Local Operating Procedure (LOP), other supportive services may be allowed within the \$3,000 cap. The LOP also details the process for requesting a waiver in the event of “extraordinary need.”

For Temporary Assistance for Needy Families (TANF) customers, the total supportive services provided to a customer per program year, July through June, will not exceed \$2,000, based upon the availability of resources, and excluding the cost of childcare. Childcare services will be coordinated with the Early Learning Coalition (ELC). Referrals may be provided to the ELC based upon the availability of resources. The providers of the ELC are responsible for determination of eligibility and authorizing actual childcare service. Note: As noted above in (3) (a) of this section, a \$3,000 limit is placed on short-term training programs not on the Eligible Training Provider List (ETPL), based on the availability of funds.

For special grants, supportive services will be provided based on available funding.

Referral of any 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, through online referrals, 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.

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

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

As described in Part (1) of Section F., Coordination of Services, partner meetings are facilitated by each of our Center Supervisors. These meetings include representation from Vocational Rehabilitation, Blind Services, AARP’s Senior Community Service Employment Program (SCSEP), Job Corps, school districts’ adult education programs, and technical colleges.

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

Supervisor level and if not mutually resolved to the customer's satisfaction they are afforded the opportunity to submit the grievance in writing to the Center Manager for further investigation. To better meet the needs of other protected groups, curriculum has been developed that includes interpretive services, complaint procedures, reasonable accommodations and social media guidelines. The training is provided during onboarding to ensure new staff is aware of the proper procedures regarding grievances and complaints. The EO Officer will provide information to the Regional Trainer regarding the different avenues in which a grievance or complaint may be filled.

Center staff also receive referrals by email from the Florida Department of Corrections as individuals are released. Staff assists with navigating the services available at our Centers and with partners. Justice-involved youth are also referred by the Florida Department of Juvenile Justice or other local organizations such as Crossroads Hope Academy in Punta Gorda.

The Inquiry Form, discussed in Part (1) of Section F., Coordination of Services, has the potential to assist individuals with disabilities in accessing our services. The Inquiry Form allows customers to connect directly with Center staff via our website.

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

Since the recent transition from the Priority Re-employment Planning Program (PREP) to the Reemployment Services and Eligibility Assessment (RESEA) program, staff members responsible for administering the program have received training, completed the process of setting up events and letters in Employ Florida, and are now managing pools for RESEA. The goal of the RESEA program is to provide the information and resources needed to help claimants become reemployed as rapidly as possible. RESEA is offered in the CareerSource Southwest Florida center in Fort Myers and may be expanded to other areas. A staff person receives the RESEA 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 RESEA Orientation and workshop which are scheduled weekly.

The group RESEA Orientation and workshop offer information on internet sites available for unassisted job search, our website for hiring events, available partner services and basic information on occupational training opportunities. Those selected for RESEA will receive, at a minimum, an assessment and orientation service. More intensive reemployment services are provided as needed on a one-to-one basis. Following are descriptions of some of the reemployment services:

- Orientation: An informational session lasting approximately one hour to explain the availability and benefit of reemployment services.
- Assessment: An analysis of your strengths and weaknesses relative to finding employment based on your educational level, work history and vocational skills.
- Labor Market Information: Information provided relative to jobs in demand and other labor market information based on your job experiences, skills and interests.

- Testing: Interest and/or vocational testing may be used to determine employment strategies.
- Counseling: Individual or group counseling to assist you in making realistic career choices.
- Job Search Workshop: A seminar to provide labor market information, application/resume writing skills, interviewing techniques, how to develop contacts and leads for job openings, and how to organize an effective job seeking strategy.
- Job Placement Services and Referrals to Employers: Services to match job seekers with employers by providing information regarding job openings and customized job development.
- Education and Training: Referral to educational and/or training service.

Documentation is made in Employ Florida (EF) indicating attendance of RESEA activities 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 EF.

Staff in all CareerSource Southwest Florida centers assists the general claimant population in registering for work and in becoming quickly reattached to the workforce. New claimants are provided an EmployFlorida Step-by-Step Guide to get them started. The guide steps them through setting up an account, building a resume, and starting a job search. 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), Supplemental Nutrition Assistance Program (SNAP) and other program services or will rapidly refer claimants to other staff specialized in these service areas.

Rapid Response activities are included below in Part (3) of Section F., Coordination of Services.

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

Veterans and Covered Persons are identified at the point of entry at each Center and given an opportunity to take full advantage of priority of service for the full array of employment, training, and placement services available under priority of service. Our Priority for Services Policy requires they are made aware of 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.

Staff will work closely with Disabled Veterans' Outreach Program (DVOP) staff, when it is determined the customer is a Veterans with significant barriers to employment (SBEs) and requires more intensive case management.

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

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

Staff has begun using Unite Us, a referral system which creates an interactive network of agencies. The system offers the ability to track and receive responses from other agencies; noting whether the agency received the referral and results.

As noted below in Part (8) of Section F., Coordination of Services, Adult Education activities are provided by our school districts either through referral to the school campus or onsite at the CareerSource Southwest Florida centers. These include General Education Diploma (GED) preparation classes, TABE testing and English for Speakers of Other Languages (ESOL).

Partners carrying out core programs often use space in each other's offices/centers to assist customers. This is particularly helpful for customers who may benefit from services from two or more core program providers. Our staff meets groups of potentially WIOA-eligible students at school campuses to provide a general orientation or specific information regarding program eligibility.

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

A list of short-term (less than one year) non-ITA training programs has been developed for use by WTP, SNAP and OSY. 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.

As detailed in Part (7) of Section F., Coordination of Services, staff is also using a locally-developed program activity guide for Metrix Learning which includes soft skills training for WT, SNAP, and WIOA TANF-Eligible ISY 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.

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

Our Eligible Training Provider List (ETPL) has been modified to include the industry-recognized credential associated with each program. Florida's Master Credential List will be used, along with other locally established criteria, to determine which programs to

include on the ETPL. Letters of endorsement have also been provided to the school districts for 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.

In the most recent (PY 2020-2021) report of the Primary Indicators of Performance, CareerSource Southwest Florida met the Credential Attainment Rate for Wagner-Peyser and exceeded the Credential Attainment Rate for WIOA Adult, Dislocated Workers and Youth. We will continue to work with our local educators to make recognized credentials available and more accessible to all customers.

As noted above in (4) (b) of this section, the enrollment process for WIOA Youth includes determining an appropriate track or tracks for the youth. Among these is the Credentialing Track, which provides training for industry-recognized credentials linked to demand occupations through career exploration, enrollment in training program and earning a certificate or credential. Center goals and expectations include Increase Credential at Exit for WIOA Adults, Dislocated Workers and Youth.

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

(a) Facilitate engagement of employers in workforce development, including small employers and employers in in-demand industry sectors and occupations; and

CareerSource Southwest Florida and its Business Services staff engage businesses in a team approach. Staff shifts 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 Business Services 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 high skilled/high wage jobs and a high growth rate are a priority. 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.

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.

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

(b) Support a local workforce development system that meets the needs of businesses in the local area.

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

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

As noted earlier under Part (2) of Section F., Coordination of Services, Business Services 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 recruiting needs.

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

- Horizon Council
- DJJ Advisory Committee
- Lee County Society for Human Resource Management (SHRM)
- HR Collier
- Aviation Advisory Committee
- FGCU's Small Business Development Center
- Early Learning Coalition
- Business Advisory Council with Goodwill Industries of SWFL
- Farmworker Career Development Program
- Immokalee Technical College Advisory Committee
- Southwest Florida Regional Planning Council
- Hendry County Economic Development Council
- Charlotte County Economic Development Partnership
- CRA Board
- Immokalee Interagency Council
- Charlotte County Collective (3C)
- Charlotte County Transportation Disadvantaged

- Punta Gorda Housing Authority
- Fort Myers Technical College, Student Advisory Committee
- Charlotte Technical College Advisory Board
- Southwest Florida Regional Technology Partnership
- Southwest Regional Manufacturers Association (SRMA)
- Florida SouthWestern State College School of Business Advisory Board
- Immokalee Chamber of Commerce
- Hendry Glades Transportation
- Hendry County FutureMakers
- Southwest Florida Career Consortium
- Florida Senior Living

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

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

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

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

For over seventeen years, our Eligible Training Providers List has included State of Florida, Department of Education (DOE) Registered Apprenticeships offered through the Donna J. Beasley Tri-County Apprenticeship Academy (DJBTCOA). Currently the ETPL includes Apprenticeships for 1) Electrician, 2) Heating Air Conditioning Installer/Service, 3) Fire Sprinkler Fitter, 4) Pipefitter and 5) Plumber. Although little or no workforce funding is generally needed, this brings awareness to participants seeking training and/or employment.

With ApprenticeshipUSA Expansion Grant funding, three pre-apprenticeships are now being offered through DJBTCAA for 1) Electrician, 2) Heating Air Conditioning Installer/Service, and 3) Plumber. These registered pre-apprenticeship programs start with a Core Curriculum Certification followed by a Craft Certification in one of the three trades and provide an avenue for adults to become qualified to enter the registered apprenticeship programs.

More recently, additional apprenticeship programs have been added to our ETPL to include Community Connection Services' Child Care Development Specialist Apprenticeship program, Trumont's Registered Nurse Resident Apprenticeship program and Lorenzo Walker Technical College's Heating and Air Conditioning Installer-Service Apprenticeship program.

A representative of an electrical apprenticeship program affiliated with the International Brotherhood of Electrical Workers (IBEW) serves on our Board and our Service Delivery Committee. The DJBTCAA has representation on the Board's Youth Council.

E. DESCRIPTION OF THE LOCAL ONE-STOP DELIVERY SYSTEM

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

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, are provided. Many services are universally provided to users of the One-Stops. The combination of Wagner-Peyser, TANF, WIOA and funds from other One-Stop partners will result in an expanded level of available services.

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

(a) Describe how required WIOA partners contribute to the LWDB's planning and implementation efforts. If any core or required partner is not involved, explain the reason.

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

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

And those administered at the local level by CareerSource Southwest Florida:

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

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

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

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

(b) Identify any optional/additional partners included in the local one-stop delivery system.

- Immokalee Community Redevelopment Agency
- Rural Neighborhoods, Immokalee: Referral source for low-cost housing and home ownership to include workforce housing initiatives
- Avow Hospice: Located in the Immokalee center
- Department of Business and Professional Regulations (farm labor)
- Small Business Development Center through Florida Gulf Coast University (FGCU)

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

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

The designated Equal Opportunity Officer guides the Region to ensure implementation of and compliance with equal opportunity and nondiscrimination regulations. Outreach and other printed materials include the following taglines: "Equal opportunity employer/program," "Auxiliary aides and services are available upon request to individuals with disabilities," and "All voice telephone numbers in this document may be reached by persons using TTY/TDD equipment via the Florida Relay Service at 711." Flyers announcing an event held at a Center include a CareerSource Southwest Florida logo and EEO tagline. Staff training will be provided on a continuing basis.

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

All Centers offer accessibility to individuals with disabilities in accordance with the Americans with Disabilities Act and Equal Opportunity guidelines. Due to the efforts of our Disability Program Navigator (DPN), the Centers are better prepared to assist individuals with

disabilities in accessing the services they need. Assistive technology devices have been made available to include additional licenses and upgrades for Zoom text/JAWS and UbiDuo, a dual keyboard with LCD monitor. The Center for Independent Living of Gulf Coast is specialized in assisting individuals with more significant barriers and advises CareerSource Southwest Florida staff on providing the most appropriate services, technology and materials, based on an individual's needs. Their equipment loan program allows for assistive technology devices to be borrowed for a short period of time.

The DPN 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 coordinated training sessions to educate One-Stop staff and partners on the numerous resources available to assist persons with disabilities. Ticket to Work addresses the re-introduction of those with disabilities to sustainable employment. A designated Board staff along with designated Center staff provides employment services with the reliance of partners. Those partners include, but are not limited to:

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

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

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

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

The local workforce system is comprised of the five comprehensive, physical One-Stop centers noted above in Part (4) (e) of Section A., Organizational Structure. These centers provide a full range of services with one supporting specialized/satellite office to meet specific needs of the communities in which they are located. The satellite office and two of the full-service centers are located in remote rural areas. Full-service centers are frequently open evenings and weekends to accommodate businesses and job-seekers.

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

The local online Inquiry Form was developed, per request of committee members representing business. Through the Partner meetings, the Inquiry Form has gone through revisions to make it more user-friendly and to provide more specific information. The Inquiry Form allows customers to connect directly with Center staff via our website. Schools and businesses direct potential students or employees to the Inquiry Form for eligibility assessment. The completed form is directed to an email contact and distributed to the appropriate Center and then to a Career Development Representative so individualized contact is made.

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.

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

Services at the CareerSource Southwest Florida centers are well integrated. Staff is either prepared to directly assist customers or will rapidly refer them to other staff specialized in these service areas. Staffing levels developed locally for front-line staff allows Career Development Representatives (CDRs) to 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. Integrated program staff has been cross trained to administer Workforce Investment and Opportunity Act (WIOA), Welfare Transition (WT), Supplemental Nutrition Assistance Program (SNAP) and other 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.

Centers have progressed with electronic document management processes. With document scanners and e-signature capability, intake and case management generate less

paper and more accessible information. Scanned documents are uploaded to the Department of Economic Opportunity (DEO) information management system, Employ Florida (EF). The local electronic document management process has been implemented with the WIOA programs, WTP and SNAP and has greatly assisted with case coordination. Farmworker Career Development Program (FCDP) staff with Immokalee Technical College (iTECH) and CareerSource Southwest Florida center staff in Immokalee and Clewiston are now better equipped to assist participants through the use of the shared database system (Employ Florida).

The Disability Program Navigator (DPN) developed strong relationships with partner agencies that serve persons with disabilities. These collaborations improved 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.

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

Procurement of services by a competitive solicitation of \$250,000 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 / RFP / Policies staff provides the proposals to a Review Panel. Cost analysis information is provided by Fiscal during the review process. If determined necessary, the Planning and Grants / RFP / Policies staff will provide a training session for the Reviewers. A Bidders' Conference may be provided to ensure potential proposers have the information necessary to write a competitive proposal. Otherwise, additional information, updates and Questions & Answers will be provided through email and/or on our website.

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

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

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

Performance information is requested from schools for programs on the Eligible Training Providers List (ETPL). The Program and Planning Committee is tasked with monitoring occupational training programs included on the 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 and the Committee recommends suspension of programs, requests for improvement plans or thanks, as determined appropriate. This program performance, such as Program Completers, Found Employment Rate and Average Wage at Placement into Employment is also made available to the public on our website.

F. COORDINATION OF SERVICES

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

Programmatic cross-training among partners will be a continuous process in order to offer a more integrated plan of service and understanding of referral methods. Partner agency staff is knowledgeable about workforce service programs and other resources available within the one-stop system and refers individuals to partners as deemed appropriate and necessary. CareerSource Southwest Florida program staff has been cross trained to administer Workforce Investment and Opportunity Act (WIOA), Welfare Transition (WT), Supplemental Nutrition Assistance Program (SNAP) and other programs. This integration of the program staff reduces duplication of services and simplifies the process of delivering services provided with by workforce development programs.

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

The Florida Department of Education's, Division of Vocational Rehabilitation (VR) and Division of Blind Services assist individuals with disabilities who are determined eligible for vocational rehabilitation services. Services include evaluation, counseling, guidance, developing job seeking skills, physical and psychological restoration, training, rehabilitation engineering, assistance in securing equipment and licenses, job placement and follow-up activities. Persons with disabilities are assisted by all staff in the CareerSource Southwest Florida centers. WIOA case management orchestrates service delivery and would therefore avoid duplication. Cross-referrals between Center staff and VR may occur in person, through online processes, by telephone or by email.

These partners are included in the Memorandum of Understanding (MOU) which outlines responsibilities and helps to eliminate duplication. In some instances, no formal agreement or MOU exists, however, information sharing and cross-training of staff, potential clients and community members occurs at interagency/community meetings, agency staff meetings or one-on-one as requested.

Partner meetings are facilitated by each of our Center Supervisors. These meetings include representation from Vocational Rehabilitation, Blind Services, AARP's Senior Community Service Employment Program (SCSEP), Job Corps, school districts' adult education programs, and school districts' technical colleges. Each partner presents changes, updates, successes and needs. These may relate to programs, staffing or systems. Information on upcoming events is shared. Recommendations for improved service delivery are discussed, to include cross referral procedures.

Referrals between partners for services and programs may be made in-person, by telephone, through written communications (fax, e-mail and paper referrals), or electronically through Internet systems or other connections. Certain programs use state or locally-created forms. Resource rooms provide information in hard copy and electronically. CareerSource Southwest Florida staff shares an automated online system with Department of Children and Families staff. Partners will continue to provide cross-referral to services and training as well as possible co-enrollment options whenever appropriate and practical. Agency referrals are based on self-disclosure, customer choice, personal interview and the significance of known impairment. The quarterly partner meetings have had a very positive affect on shared information. Core program representatives continue to discuss quicker solutions for sharing information to include providing hard copies to customers, who can then provide information to other agencies.

The locally developed online Inquiry Form allows customers to connect directly with Center staff via our website. Schools and businesses direct potential students or employees to the Inquiry Form for eligibility assessment. The completed form is directed to an email contact and distributed to the appropriate Center and then to a Career Development Representative so individualized contact is made.

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

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 LWDA. Representatives of our local economic development organizations participate in industry-specific focus groups and surveys conducted by the CareerSource Southwest Florida and are active members of our Board and Committees. We have partnered with the local economic development offices to host meetings designed to align educational programs with the needs and emerging needs of business. 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.

Our Board of Directors formed a Regional Economic Development Ad Hoc Committee which includes representatives of our five county economic development organizations, as well as, our Business Services staff. The Committee meets to discuss common concerns and solutions, and to exchange information on emerging industries in their specific communities. Other attendees and presenters may include education partners. More recently, the ad hoc Committee decided to tour the different counties for each meeting to gather and analyze future workforce needs of companies in Southwest Florida to identify gaps in the educational system and in the workforce to meet the future needs of business.

CareerSource Southwest Florida partners with Florida Gulf Coast University's Small Business Development Center (SBDC), which provides entrepreneurial workshops and assistance to small business operators or to those wishing to open new businesses in the

area. CareerSource Southwest Florida staff serves on their advisory board.

Our Business Services staff continues to work with key partners including economic development entities to meet the current and future workforce needs of local businesses. Coordination with economic development includes meeting with prospects, assisting new and expanding businesses with recruiting and hiring events, as well as, providing information on current labor force availability, wages, training programs and training funds available locally and/or through CareerSource Florida's Florida Flex program.

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

Preemptive measures are employed by the Local Rapid Response Coordinator and other CareerSource Southwest Florida staff serving on the Rapid Response team. During onsite visits/meetings with businesses, staff provides materials on available Rapid Response services and discusses layoff aversion methods. These proactive measures help to prevent potential layoffs. Programs discussed include Short Time Compensation, Incumbent Worker Training and Customized Training. Employers will be connected with support services and other local assistance programs as needed, to include the Small Business Development Center (SBDC) operated through Florida Gulf Coast University.

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.

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

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

CareerSource Southwest Florida, under the guidance of its Board and Committee members, utilizes labor market data from the Florida Department of Economic Opportunity (DEO) and the U.S. Department of Labor (USDOL) in the projection of workforce and industry demands of the LWDA. This data is organized in a manner similar to tables in Part (1) of Section B., the Analysis of Need and Available Resources, so the Board and Committee members may discern which industries employ Southwest Floridians. Annual projections of industry and occupation growth are reviewed along with reports from partners such as the local and regional chambers of commerce and Florida Gulf Coast University's Regional Economic Research Institute. Articles from publications are shared, such as Florida Trend's Business Florida and Gulfshore Business.

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

The Executive Director, Business Services Director, and Communications Director are key liaisons between regional industry, education and community leaders. CareerSource Southwest Florida utilizes the vast backgrounds of the Board of Directors and its committee members to guide the One-Stop Centers and partners through the regional sector strategies. Services delivered to business leaders and jobseekers are strategically provided to meet future demands. Strong relationships with economic development professionals throughout the region are reinforced with a shared focus on targeted industries. Additionally, information is regularly shared with post-secondary education providers.

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

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

STEM (Science, Technology, Engineering and Mathematics) are vital components in a dynamic economy. Each of these disciplines is foundational to the on-going growth of high-skill, high wage industries of Southwest Florida. Individuals who master skills in these fields of study have many opportunities available to them in the regional workforce. Southwest Florida has adopted a "home-grown" workforce initiative that

reaches into the K – 20 educational systems to cultivate interest in STEM related occupations to address the future workforce for our regional industry leaders.

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

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

A youth initiative originating from the Youth Council encourages career exploration for elementary school students. The project urges students to imagine their future career pathways and produce an individualized plan that is age appropriate. The "Picture This As A Career" initiative invites all fifth graders throughout the five school districts of Southwest Florida to complete an interest survey and compose a "power-graph" about their career interest with the goal of introducing the child to their future possibilities. The activities meet the education directives of the Florida Core Curriculum (and previously FCAT). Students utilize the interest survey and "power-graph" to create posters depicting their interests. Posters are then displayed on our website. The public votes and the winners are used in the creation of a calendar distributed to the winners and workforce partners. The first calendars were produced in 2004 for a distribution of 2005

calendars and are very much anticipated by our partners annually.

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

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

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

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

Staff are board members of the Southwest Florida Regional Manufacturer's Association (SRMA) and the SWFL Tech. Manufacturing as well as Professional, Scientific and Technical Services are two of our targeted industry sectors. Staff coordinate the annual TECHmatch event held at Florida Gulf Coast University. This event brings together businesses who employ technology professionals, educators, job seekers and students for an evening of recruiting and networking. Business Services staff coordinate annual manufacturing hiring events within our One -Stop Centers in partnership with the SRMA. In addition, the SRMA hosts their monthly roundtable within our One-Stop Centers bringing together manufacturers and educators.

In regards to healthcare, several times a year staff from healthcare providers such as Lee Heath, Hope Healthcare and Cypress Cove, the technical colleges, and CareerSource Southwest Florida hold information events about entry level healthcare careers, training opportunities and conduct an initial eligibility for WIOA services at various locations within Lee County.

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

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

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

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

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

The same five school districts partner with CareerSource Southwest Florida to offer high-demand occupational skills training programs through their technical colleges/centers and other post-secondary programs. The Regional Targeted Occupations List (RTOL) 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. Our Career Development Representatives (CDRs) provide orientation and eligibility determination onsite at our Eligible Training Provider campuses on an as needed basis. 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 has provided intensive drop-out prevention services to WIOA-eligible In-School Youth. Some school districts are assuming the roles of mentors, allowing our staff to focus on serving more Out-of-School Youth (OSY). We will continue to provide mentors for two schools in our rural areas.

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

As described above in Part (6) of Section D., Description of Strategies and Program Services, gas cards, bus passes and contracted transport services by community partners, may be issued to Workforce Innovation and Opportunity Act (WIOA) customers to assist with transportation expenses. Emergency car repairs necessary to make the vehicle safe to operate, auto liability insurance and vehicle registration may also be offered, as well as, work clothing and tools. Per our WIOA Supportive Services Local Operating Procedure

(LOP), other supportive services may be allowed, particularly ones necessary for attending training.

Childcare services may be covered for WIOA customers under supportive services, unless the individual is eligible for assistance with childcare, as determined by the Early Learning Coalition (ELC). Referrals may be provided to the ELC based upon the availability of resources.

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, through online processes 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.

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

Activities and services are coordinated and integrated into a seamless process for the benefit of the customers. Customer groups are identified through informal assessments used throughout the Centers to determine the most appropriate direction for customers. An initial assessment by the Receptionist/Greeter may identify the reason for the visit and directs customers to appropriate areas. In the Customer Service area, staff details Center services and assistance to determine a customer's next steps. Orientations to Center services are provided.

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

Although these assessments will assist in determining which services may be needed on an individual basis, there may be certain needs common to targeted populations. Dislocated workers and older workers may benefit from the direct placement services provided by Wagner-Peyser staff with some assistance with résumés. Customers with an interest in training for non-traditional employment may need additional testing and interest inventories to assess current interests and skill levels and then determine appropriate training. Persons with disabilities may need assistance with certain accommodations to return to the workforce.

We assess walk-in customers for military service at point of entry to refer appropriately. Veterans are asked to complete the Department of Economic Opportunity (DEO) Veteran's Initial Intake form which enhances efforts to give priority to those with significant barriers to employment (SBEs). Veterans with SBEs and requiring more intensive case management

may be referred to 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.

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

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) are generally administered through the local school systems. Pen and paper TABE may be administered by our Destination Graduation (DG) mentors or other staff at the One-Stop centers as needed. Currently, Adult and Career Education provides an instructor to teach basic introduction to computer classes and Microsoft Office applications in the computer labs in one of our CareerSource Southwest Florida centers. Per WIOA requirements, a CareerSource Southwest Florida staff person reviews Adult Education and Family Literacy Act (AEFLA) grant applications for the five-county area. These reviews require a determination that the application is fully aligned, partially aligned or not aligned with the local area Plan. In some cases, local MOUs or agreements may be sought, when these classes are offered onsite at the CareerSource Southwest Florida centers. Wherever activities are provided, every effort is made to maintain a seamless process for individuals to access needed services.

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

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

The locally-developed iCareer (Individualized Career) service delivery model, identified in Part (4) (a) of Section D., Description of Strategies and Program Services, is utilized with Welfare Transition Program (WTP) and Supplemental Nutrition Assistance Program (SNAP) participants. This model assists participants with designing career pathways and acquiring in-demand skills. This may include strengthening foundational skills, work-based training, acquiring a short-term certificate/credential, occupational/vocational certificate or college degree. Our well-integrated staff will plug these customers into WIOA activities as needed.

A program activity guide has recently been developed locally for Metrix Learning Soft Skill Cluster Courses to include a common curriculum of soft skill training, as well as, pathway courses specific to an industry. The guide was originally used by our staff for WTP, SNAP and WIOA In-School Youth (ISY) who are TANF eligible but is available to all customers. The Metrix Learning Soft Skills Training is combined with locally provided employability skills activities and workshops. The Metrix Learning My Plan Pathway work skill courses provide the opportunity to 1) select an industry path and occupation linked to a career goal; 2) complete a simple skill gap assessment; and 3) review and assign work skill courses recommended to assist with overcoming skill gaps.

As noted below in Part (2) of Section G. Performance & Effectiveness, Center goals and expectations include increasing WIOA co-enrollment with WTP and SNAP for training and job placement assistance.

G. PERFORMANCE & EFFECTIVENESS

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

Below are the negotiated local levels of performance.

Measures	LWDB 24 PY 2022-2023 and 2023-2024 Performance Goals
Adults:	
Employed 2nd Qtr After Exit	88.1%
Median Wage 2nd Quarter After Exit	\$7,815
Employed 4th Qtr After Exit	88.4%
Credential Attainment Rate	80.2%
Measurable Skills Gains	72.1%
Dislocated Workers:	
Employed 2nd Qtr After Exit	87.5%
Median Wage 2nd Quarter After Exit	\$8,904
Employed 4th Qtr After Exit	88.1%
Credential Attainment Rate	78.6%
Measurable Skills Gains	77.9%
Youth:	
Employed 2nd Qtr After Exit	81.6%
Median Wage 2nd Quarter After Exit	\$4,005
Employed 4th Qtr After Exit	78.2%
Credential Attainment Rate	69.3%
Measurable Skills Gains	80.0%
Wagner Peyser:	
Employed 2nd Qtr After Exit	71.8%
Median Wage 2nd Quarter After Exit	\$5,674
Employed 4th Qtr After Exit	67.9%

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

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

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

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

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

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

Additional information on monitoring is provided above in Part (5) of Section E., Description of the Local One-Stop Delivery System, to include performance of schools on the Eligible Training Providers List (ETPL).

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

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 at least every other month with the Center Supervisors to work on improving processes.

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

- A. WIOA Adults, Dislocated Workers and Youth: Increase Employed and Credentialed at Exit.
- B. Welfare Transition Program (WTP) and Supplemental Nutrition Assistance Program (SNAP): Increase WIOA co-enrollment with WTP and SNAP for training and job placement assistance.
- C. Wagner-Peyser (WP): Increase targeted populations served that exit with employment. (Formerly incarcerated, Homeless individuals, Individuals with Disabilities, Reemployment Assistance Claimants, SNAP/WT recipients, and Veteran)
- D. WP and WIOA: Ensure follow-along services to assist customers with employment needs are offered in a timely manner, when applicable.

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. These localized goals address the federal measures.

- A. Action Plan for the first goal, "WIOA Adults, Dislocated Workers and Youth: Increase Employed and Credentialed at Exit" includes:
 - Center Supervisors/Career Development Representatives (CDR) IV will review and approve all WIOA exits proposed by CDR IIs & IIIs.
 - Review staff will enter a case note in the EmployFlorida (EF) system to document case has been reviewed and approved for exit based on information provided. Review will examine evidence of employment and/or credential attained (when applicable).
 - CDRs will collaborate with Employment Security Representatives (ESR)/DVOP staff on job placement assistance for WIOA customers.
- B. Action Plan for the second goal, "Welfare Transition Program (WTP) and Supplemental Nutrition Assistance Program (SNAP): Increase the co-enrollment with WIOA and WTP for training and job placement assistance" includes:
 - CDRs will review all options available to customers and note blended services in EF to document the array of services offered. Note will include a reason why customer was not co-enrolled in WIOA, if applicable.
 - Peer reviews will be conducted quarterly to compare the number of mandatory WTP/SNAP customers co-enrolled in WIOA. Report to be discussed at Programs Meetings.

C. Action Plan for the third goal, “Wagner-Peyser (WP): Increase targeted populations served that exit with employment” includes:

- CDRs, DVOPs and ESRs will collaborate to increase the number of:
 - Formerly Incarcerated
 - Homeless Individuals
 - Individuals with Disabilities
 - Reemployment Assistance Claimants
 - SNAP/WTP recipients
 - Veterans

D. Action Plan for the fourth goal, “WP and WIOA: Improve follow-along services” includes:

- CDRs, DVOPs and ESRs will ensure that follow-along services are offered timely to assist customers with employment needs when applicable.

Measurement Process: Managers will develop a format to report a progress snapshot on a quarterly basis. The progress will be reviewed at Programs Meetings. Report will be based on Wagner Peyser; WIOA; WTP and SNAP participations, enrollments, exits and other applicable data elements collected for PY 19/20.

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

Customer feedback responses from the electronic survey on our website and from cards located throughout our One-Stop centers are compiled, analyzed and then reviewed by Center Supervisors and members of the Leadership Team. The intent of the discussion is to review the system and make necessary changes to improve services to customers. Feedback allows us to see what specific areas we are doing well in and where we need to improve. Comments are particularly revealing and are used to improve availability and accessibility of services and resources. Comments from the “Contact Us” portion of our website are received by Communications and forwarded to the appropriate staff. These may also be discussed if pertinent to customer satisfaction.

A Strategic Enhancement Committee is preparing to survey partners and jobseekers for continuous improvement.

An Employer Services Feedback form has recently been made available on our website offering employers the opportunity to provide responses to six questions and give suggestions on improving CareerSource Southwest Florida services. These are evaluated and changes implemented as needed. Business Services will also facilitate ongoing surveys with businesses, immediately following provision of services, by emailing the survey link to employers.

H SIGNATURE PAGE

This Local Workforce Plan represents the efforts of CareerSource Southwest Florida to implement the Workforce Innovation and Opportunity Act (WIOA) in the following counties:

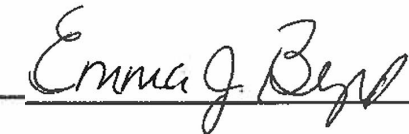
- Charlotte
- Collier
- Glades
- Hendry
- Lee

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

Workforce Development Board Chair

Chief Local Elected Official





Signature

Signature

Michael Biskie
Board Chairman

Commissioner Emma Byrd
Chairwoman of the Hendry County
Board of County Commissioners and
the Southwest Florida Job Training
Consortium

11/7/22

9-15-2022

Date

Date

I. ATTACHMENTS

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

Executed interlocal agreement that defines how parties carry out roles and responsibilities of the chief local elected official (if the local area includes more than one unit of general local government in accordance with WIOA §107(c)(1)(B).

Attachment A –Fourth Amended and Restated Interlocal Agreement for the Southwest Florida Workforce Development Consortium, valid through June 30, 2026.

Executed agreement between the chief local elected official(s) and the local workforce development board.

Attachment A –Fourth Amended and Restated Interlocal Agreement for the Southwest Florida Workforce Development Consortium, valid through June 30, 2026.

Evidence of designation of the fiscal agent by the chief local elected official(s), if other than the chief local elected official.

Attachment B –The Memorandum of Understanding (MOU) with Infrastructure Funding Agreement (IFA) for the Workforce Innovation and Opportunity Act (WIOA) One-Stop Career Center System notes “The Southwest Florida Workforce Development Board, Inc., dba CareerSource Southwest Florida has been designated by the chief elected official as the administrative entity, grant recipient and fiscal agent.” The MOU/IFA is signed by our Chief Elected Official and all required partners.

Current bylaws established by the chief local elected official to address criteria contained in 20 CFR 679.310(g) and [CareerSource Florida Administrative Policy 110 – Local Workforce Development Area and Board Governance](#).

Attachment C – Bylaws of Southwest Florida Workforce Development Board, Inc.

Current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board's vote on the local plan.

Attachment D-1 – LWDB 24 Local Board Membership Roster.

Attachment D-2 – Minutes from November 9, 2022 Board meeting.

Agreements describing how any single entity selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator, or direct provider of career services, will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any processes and procedures that clearly detail a) how functions are sufficiently separated; b) descriptions of the steps the local area has taken to mitigate risks that could lead to impropriety; c) firewalls (physical, technological, policies, etc.)

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

Attachment E – Request to Extend Designation as a Direct Provider of Workforce Services

The Request to Extend Designation as a Direct Provider of Workforce Services describes the firewall and includes assurances that 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. The Leadership Team meets at least every other month with the Center Supervisors to work on improving processes. The Board of Directors 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. Our designation as a direct provider of workforce services expires June 30, 2023 and a new extension will be requested next year for July 2023 – June 2026.

Executed Memoranda of Understanding for all one-stop partners (Section III(b)(2) of the State of Florida WIOA Unified Plan). AND Executed Infrastructure Funding Agreements with all applicable WIOA required partners (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan).

Attachment B –The Memorandum of Understanding (MOU) with Infrastructure Funding Agreement (IFA) for the Workforce Innovation and Opportunity Act (WIOA) One-Stop Career Center System is signed by all required partners. The executed Infrastructure Funding Agreement (IFA) is included with the Memorandum of Understanding (MOU) with for the Workforce Innovation and Opportunity Act (WIOA) One-Stop Career Center System.

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

Attachment B – The Memorandum of Understanding (MOU) with Infrastructure Funding Agreement (IFA) for the Workforce Innovation and Opportunity Act (WIOA) One-Stop Career Center System includes **all** mandatory partners. In addition to the MOU/IFA:

Attachment F – The Collier Farmworker Career Development Program (FCDP) Memorandum of Understanding – 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 Regional Targeted Occupations List (RTOL), job referral and placement assistance.

Attachment G – The Service Provider Agreement with Housing Authority of the City of Fort Myers, FL – Creates a working relationship between both parties for the Jobs Plus Initiative Grant. This program addresses poverty among public-housing residents by incentivizing and enabling employment through earned income disregards for working residents and sets of services designed to support work including employer linkages, job placement counseling, educational advancement and financial counseling.

Attachment H – The Memorandum of Agreement with the Healthy Start Coalition of Southwest Florida – A community-based organization that assists pregnant women and babies up to age 3 who are at-risk for poor birth or developmental outcomes. Their Coordinated Intake & Referral (Connect) program is used to help families receive the best services for their needs as well as to minimize duplication of services, ensure effective use of local resources, and collectively track what happens to each family.

Attachment I – Public Comment Process - A description of the process used to obtain input and comment by representatives of business and labor organizations for the development of the plan.

Attachment J – Chief Local Elected Officials - A list of the Chief Local Elected Officials for each of the five counties within the Local Workforce Development Area (LWDA).

**FOURTH AMENDED AND RESTATED
INTERLOCAL AGREEMENT
FOR THE
SOUTHWEST FLORIDA WORKFORCE
DEVELOPMENT CONSORTIUM**

THIS FOURTH AMENDED AND RESTATED INTERLOCAL AGREEMENT (this "**Agreement**") is made and entered into as of the Effective Date (defined below), by and between **CHARLOTTE COUNTY**, a charter county and political subdivision of the State of Florida ("**Charlotte**"); **COLLIER COUNTY**, a political subdivision of the State of Florida ("**Collier**"); **GLADES COUNTY**, a political subdivision of the State of Florida ("**Glades**"); **HENDRY COUNTY**, a political subdivision of the State of Florida ("**Hendry**"); **LEE COUNTY**, a charter county and a political subdivision of the State of Florida ("**Lee**"); and **SOUTHWEST FLORIDA WORKFORCE DEVELOPMENT BOARD, INC.**, a Florida not-for-profit corporation d/b/a CareerSource Southwest Florida ("**SFWDB**"). Charlotte, Collier, Glades, Hendry and Lee are sometimes referred to herein as the "**Counties**". The Counties together with SFWDB are sometimes referred to individually herein as a "**Party**" or collectively as the "**Parties**".

WHEREAS, SFWDB is a local workforce development board created under Section 445.004, Florida Statutes and is subject to Chapters 119 and 286, Florida Statutes, as well as Section 24, Article I of the State Constitution; and

WHEREAS, Charlotte, Collier, Glades, Hendry and Lee collectively comprise a local workforce development area ("**LWDA**") under the Workforce Innovation and Opportunity Act of 2014, 29 U.S.C. §3101 - §3361, United States Public Law 113-128 ("**WIOA**"), and Chapter 445, Florida Statutes, known as the "Workforce Innovation Act of 2000" ("**Workforce Innovation Act**"), and which implements WIOA (collectively referred to herein as the "**Authority**"); and

WHEREAS, the Authority establishes a program to prepare youth and unskilled adults for entry into the labor force and to afford job training to those economically disadvantaged individuals and other individuals facing serious barriers to employment, who are in special need of such training to obtain productive employment; and

WHEREAS, the Authority creates a partnership among state and local governments, and the private sector, with primary emphasis upon the coordination of workforce development programs operating within the LWDA and that are administered by SFWDB (the "**Programs**"); and

WHEREAS, WIOA requires the designation of local workforce development areas to promote the effective delivery of workforce development programs; and

WHEREAS, WIOA requires that where a local workforce development area is comprised of more than one unit of local government, those various governmental units must enter into an agreement that specifies the respective roles of the individual chief elected officials of each general-purpose unit of government; and

WHEREAS, the Counties have been designated by the Governor as the LWDA for the Southwest Florida Region, Region 24 pursuant to 29 U.S.C. §3121; and

WHEREAS, Section 163.01, Florida Statutes, provides for 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 to provide services and facilities 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 through an Interlocal agreement; and

WHEREAS, the Parties previously entered into that certain Third Amended and Restated Interlocal Agreement dated as of June 30, 2018 ("**Prior Agreement**"); and

WHEREAS, the Parties desire to amend and replace the Prior Agreement with this Agreement.

NOW THEREFORE, in consideration of the mutual promises and the conditions herein set forth, and pursuant to Section 163.01, Florida Statutes, the Parties agree as follows:

1. **Recitals/Definitions**. The foregoing recitals are true and correct and incorporated herein by reference. Except as otherwise expressly provided herein, any capitalized term not otherwise defined herein shall have the definitions set forth in 29 U.S.C. §3102, which are hereby adopted and incorporated by reference herein.

2. **Purpose**. The purpose of this Agreement is to establish the authorities and responsibilities of the Parties required for the implementation of Programs in accordance with the Authority and such other workforce federal, state, and other non-governmental workforce grants and revenues which may be awarded to any entities created under this Agreement or providing goods or performing services under this Agreement, and to ensure compliance with the rules and regulations applicable to such Authority, grants, and awards. Upon the Effective Date of this Agreement, this Agreement shall supersede and replace, in its entirety, the Prior Agreement.

3. **Identification of Parties to this Agreement and Notice**. Except as otherwise provided in this Agreement, any notice required or permitted to be given hereunder shall be in writing from the Party giving notice and sent/delivered as follows: (i) hand delivered; (ii) sent by next-business day commercial courier or delivery service; (iii) email; or (iv) regular U.S. mail, addressed to the other Parties at the addresses set forth below (or to such other place as any party may by notice to the others specify from time to time). All notices sent to the Counties shall also be copied to County Manager or County Administrator, as applicable.

The Parties and their addresses for notice purposes are more particularly described as follows:

Charlotte:

Charlotte County, Florida
Attn: Hector Flores, County Administrator
18500 Murdock Circle, Suite 536
Port Charlotte, FL 33948
Email: (Email addresses for the current Chief
Local Elected Official and County Administrator)
(County Administrator's email is currently
hector.flores@charlottecountyfl.gov)

Collier:

Collier County, Florida
Attn: Amy Patterson, County Manager
3299 Tamiami Trail East, Suite 303
Naples, FL 34112
Email: (Email addresses for the current Chief
Local Elected Official and County Manager)
(County Manager's email is currently
Amy.Patterson@colliercountyfl.gov)

Glades:

Glades County, Florida
Attn: Montes De Oca Marcos, County Manager
P.O. Box 1527
Moore Haven, Florida 33471
Email: (Email addresses for the current Chief
Local Elected Official and County Manager)
(County Manager's email is currently
marcos@mvgldes.com)

Hendry:

Hendry County, Florida
Attn: Jennifer Davis, County Administrator
P.O. Box 2340
LaBelle, FL 33975
Email: (Email addresses for the current Chief
Local Elected Official and County Administrator)
(County Administrator's email is currently
JDavis@hendryfla.net)

Lee:

Lee County, Florida
Attn: Roger Desjarlais, County Manager
2115 Second St., 4th Floor
Fort Myers, FL 33901
Email: (Email addresses for the current Chief
Local Elected Official and County Manager)
(County Manager's email is currently
rdesjarlais@leegov.com)

SFWDB:

Southwest Florida Workforce Development
Board, Inc.
Attn: Peg Elmore, Executive Director
6800 Shoppes at Plantation Drive, Suite 170
Fort Myers, FL 33912
Email: pelmore@careersourcesouthwestflorida.com

with a copy of notices to:

Coleman, Yovanovich & Koester, P.A.
Attn: Gregory L. Urbancic, Esq.
4001 Tamiami Trail North, Suite 300
Naples, Florida 34103
Email: gurbancic@cyklawfirm.com

4. **LWDA - Geographical Area to be Served under this Agreement.** The LWDA is comprised of the geographical area of the Counties, each of which is legally described in Chapter 7, Florida Statutes, which legal descriptions are incorporated herein by reference. This geographical area represents the area to be served under this Agreement.

5. **Continuation/Establishment of the Consortium.**

a. **Acceptance of Designation.** Consistent with the Prior Agreement, the Counties agree to accept the Governor's designation of the five-county local area as LWDA for Region 24 for purposes of Programs promulgated under the Authority.

b. **Continuation/Establishment of Consortium.** The Counties further agree to continue the board to be known as the "**Consortium**", which had been previously established pursuant to the Prior Agreement and which shall collectively constitute, and act as, the chief elected official pursuant to the Authority. The Consortium shall be comprised of five (5) members, which members shall be the chief local elected official from each County (each, the "**Chief Local Elected Official**"). The Chief Local Elected Official from each County will be the Chair of the Board of County Commissioners, or the designee of such Chair, who shall be an elected County Commissioner. To the extent a County Commissioner other than the Chair will serve as the chief local elected official for the County, the County shall provide written notice to the Parties.

6. **Consortium Procedures.**

a. **Chair of the Consortium.** One of the five (5) Chief Local Elected Officials on the Consortium will serve as the Chair of the Consortium (“**Consortium Chair**”). The Consortium Chair will have such duties as set forth in this Agreement. The position of the Consortium Chair will rotate among its members on an annual basis as of each July 1. As of the Effective Date of this Agreement, the Chief Local Elected Official of Hendry shall be the Consortium Chair and shall serve until June 30, 2023. The Consortium Chair will thereafter rotate alphabetically annually (with the Chief Local Elected Official of Lee being next) in the following repeating order: Charlotte, Collier, Glades, Hendry and Lee.

b. **Meetings.** The Consortium will endeavor to meet at least once per fiscal year of SFWDB (July 1st through June 30th). The Consortium Chair shall preside over Consortium meetings and shall perform all duties incident to that office. In the absence of the Consortium Chair, the chair pro tempore shall be the Chief Local Elected Official next in line to become the Consortium Chair under the annual rotation described above and such person shall exercise the duties of the Consortium Chair. Except as otherwise provided herein, meetings shall be held at the discretion of the Consortium Chair. Meetings shall be noticed and declared public meetings, open to the public, in accordance with the Government in the Sunshine Law, Section 286.011, Florida Statutes. A quorum at any Consortium meeting shall consist of any three (3) members. A quorum is required to transact Consortium business. At all meetings of the Consortium at which a quorum is present, all matters shall be decided by the majority vote of said members.

7. **Consortium Duties and Responsibilities.**

a. **Generally.** Sections 107, 108, and 121 of WIOA (codified as 29 U.S.C. § 3122, § 3123 and § 3151), as may be amended from time to time, are hereby incorporated within this Agreement as if set out herein. Any reference herein to a provision or section of the Authority or any other applicable law shall be deemed to include a reference to the applicable successor provision, section or law that may be adopted from time to time.

b. **Specific Duties.** Acting as the chief elected official pursuant to the Authority, the Consortium shall have the following authority, duties, and responsibilities:

i. Requesting LWDA designation from the State of Florida (“**State**”).

ii. Requesting certification from the State that SFWDB shall be the local workforce development board pursuant to WIOA.

iii. Appoint and reappoint representatives of the private sector as members of SFWDB pursuant to the provisions of Section 8, below, within ninety (90) days after a SFWDB member has resigned, been removed pursuant to the bylaws of SFWDB or otherwise removed for cause so as to maintain the minimum number of business members required by the bylaws of SFWDB and the Authority. The Consortium may request any change in the number of members of SFWDB that will represent each county, identify which sector they will represent and request certification from the Governor should any changes to the current representation be required, ensuring that board membership of SFWDB meet the requirements of Section 107 of WIOA.

iv. Remove appointed members of SFWDB for cause. “For cause” shall have the meaning set forth in Section 445.002, Florida Statutes.

v. Provide oversight of the Programs necessary to ensure the effective and efficient delivery of all services as required by the Authority.

vi. Select a grant recipient and Fiscal Agent (defined herein) to administer WIOA and other applicable statutes/programs/funds. As used herein, "**Fiscal Agent**" means the individual or entity designated with the responsibilities and functions described in 20 CFR § 679.420. SFWDB is designated as such pursuant to Section 11, below.

vii. Together with SWFDB, review and approve the Four-Year Local Plan required under WIOA (the "**Local Plan**"), modifications thereto, and submit to the Governor pursuant to the procedures in Section 11, below.

viii. Together with SWFDB, review and approve the One-Stop Operator (defined herein) required under WIOA pursuant to the procedures in Section 11, below. As used herein, the "**One-Stop Operator**" means the single entity or consortium of entities described in 20 CFR § 678.600.

ix. Approve Memorandum of Understanding and Infrastructure Funding Agreements between SFWDB and One-Stop partners pursuant to the procedures in Section 11, below.

x. Approve SFWDB's annual budget for carrying out its duties pursuant to the procedures in Section 11, below.

xi. In coordination with SFWDB, negotiating and reaching agreement on local workforce development board local performance measures with the State.

xii. In coordination with SFWDB, establishing bylaws and codes of conduct for the members of SFWDB, the Executive Director and staff of SFWDB.

xiii. Establish rules for the conduct of Consortium business.

xiv. Perform any other appropriate duties necessary for the accomplishment, and consistent with the purposes, of this Agreement, WIOA and Florida's workforce development initiative.

xv. Accept responsibility for compliance and accountability for State and Federal funds.

xvi. Take prompt corrective action deemed necessary and appropriate in their reasonable discretion to comply with the Authority or to assure that performance standards are met.

xvii. Maintain communication with SFWDB necessary to carry out the objectives of this Agreement.

xviii. Exert every necessary and reasonable effort to resolve disagreements between the Counties and SFWDB.

8. **SFWDB - Composition, Selection of Members, and Term.**

a. **Composition.** As provided in 29 U.S.C. §3122, and subject to any additional criteria established by the Governor of the State and CareerSource Florida ("**CSFL**"), SFWDB shall be composed of members meeting the following criteria:

i. **Business Representatives.** A majority (51%) of the members of SFWDB shall be representatives of business in the LWDA (each, a "**Business Representative**"), who:

(a) Are business owners, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;

(b) Represent businesses, including small businesses, or organizations representing businesses that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the LWDA; and

(c) Are appointed from among individuals nominated by local business organizations and/or business trade associations.

ii. Labor/Training Representatives. Not less than twenty percent (20%) of the members of SFWDB shall be representatives of the workforce within the LWDA (each, a "**Labor/Training Representative**"), who:

(a) Shall include representatives of labor organizations who have been nominated by local labor federations; if no employees in the LWDA are represented by labor organizations, other representatives of employees;

(b) Shall include a representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program; if no such joint program exists in the LWDA, a representative of an apprenticeship program in the LWDA, if such a program exists;

(c) May include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and

(d) May include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

iii. Educational Representatives. Include representatives of entities administering education and training activities in the LWDA (each, an "**Educational Representative**"), who:

(a) Shall include a representative of eligible providers administering adult education and literacy activities under WIOA;

(b) Shall include a representative of institutions of higher education providing workforce investment activities, including community colleges; and

(c) May include representatives of local education agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

iv. Government/Economic Development Representatives. Shall include representatives of governmental and economic and community development entities serving the LWDA (each, a "**Government/Economic Development Representative**"), who:

(a) Shall include a representative of economic and community development entities;

(b) Shall include an appropriate representative from the State employment service office under the Wagner-Peyser Act (29 U.S.C. § 49 et seq.) serving the LWDA;

(c) Shall include an appropriate representative of the programs carried out under title I of the Rehabilitation Act of 1973 (29 U.S.C. § 720 et seq.), other than section 112 or part C of that title (29 U.S.C. § 732, 741), serving the LWDA;

(d) May include representatives of agencies or entities administering programs serving the LWDA relating to transportation, housing, and public assistance; and

(e) May include representatives of philanthropic organizations serving the LWDA.

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

b. Selection of Business Representatives. Each Chief Local Elected Official shall be responsible for making his/her County's Business Representative appointment(s) from nominations received pursuant to this subsection to be members of SFWDB in accordance with WIOA. The nomination process for an appointment as a Business Representative to be a member of SFWDB shall be as follows:

1. A Business Representative shall be selected from among individuals nominated by a local business organization or business trade association (i.e. Economic Development organization, Chamber of Commerce, or similar entity) after consulting with and receiving recommendations from other business organizations in the LWDA.

2. Nominations, and any individual selected from such nominations as a Business Representative, shall reasonably represent the industrial and demographic composition of the business community.

Each appointee proposed by the Chief Local Elected Official shall be presented to, and approved by, the Board of County Commissioners of his/her County prior to being seated as a member of SFWDB.

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

d. Selection of Educational Representatives. A nominee meeting the criteria for an Educational Representative shall be presented by SFWDB to the Consortium Chair for approval by the Consortium Chair prior to being seated as a member of SFWDB.

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

f. Applicable Term and Term Limits.

i. A member of SFWDB shall be appointed for fixed and staggered terms. No member of SFWDB shall serve for more than eight (8) consecutive years, unless such member is a representative of a governmental entity. The staggering of terms shall be initially established by the Board of Directors of SFWDB. Pursuant to Section 445.007(2)(a), Florida Statutes, service as a member of SFWDB prior to July 1, 2021 shall not count toward the eight (8) consecutive year limitation.

ii. The members of SFWDB will serve as its Board of Directors. The Board of Directors of SFWDB shall make all policy decisions for SFWDB pursuant to the authorizing legislation under which grants are made available and awarded to SFWDB as grantee recipient and Fiscal Agent for the Programs.

iii. The members of SFWDB will appoint a Chair pursuant to the bylaws of SFWDB. As required by the Authority, the Chair of SFWDB shall be a representative of business in the LWDA and shall be selected by the members of the SFWDB to serve for a term of no more than two (2) years and shall serve no more than two (2) terms.

9. SFWDB Powers, Duties and Responsibilities. In addition to other powers, duties and responsibilities specified by CSFL or applicable, law, the powers, duties and responsibilities of SFWDB shall include, without limitation, the following:

a. Employ personnel to carry out the effective and efficient operation of the Programs, as defined in the Local Plan, and to provide necessary technical assistance to any sub-grantees providing services under the oversight of the SFWDB.

b. Hire an Executive Director ("Executive Director") who shall be of sufficient competence and experience to organize and train personnel as necessary to conduct the functions and operations of SFWDB as provided in this Agreement.

c. Adopt a committee structure consistent with the Authority and policies established by the CSFL.

d. Adopt procedures and administrative rules to effectively carry out SFWDB's policies and decisions in a manner that does not conflict with the Authority and other applicable federal and State laws, rules, and policies.

e. As the Fiscal Agent, perform accounting and funds management including the following functions:

i. Receive Program funds.

ii. Ensuring sustained fiscal integrity and accountability for expenditures of Program funds in accordance with Office of Management and Budget (OMB) circulars, WIOA, corresponding federal regulations, State law, and State policies.

iii. Ensure an independent audit is performed annually of all Programs.

iv. Responding to any audit financial findings.

v. Maintaining proper accounting records and documentation.

- vi. Preparing applicable financial reports.
 - vii. Providing technical assistance to any sub-recipients regarding fiscal issues.
 - viii. Procure necessary contracts or written agreements relating to the Programs.
 - ix. Conduct financial monitoring of any service providers.
- f. Develop, submit, ratify, or amend the Local Plan pursuant to the Authority, subject to the procedures in Section 11, below.
- g. Develop an annual budget for the purpose of carrying out the duties of SFWDB as enumerated in this Section and the Authority, subject to the approval of the Consortium pursuant to the procedures in Section 11, below. Submit the annual budget for review to the CSFL no later than two (2) weeks after the Consortium approves the budget.
- h. Select the One-Stop Operator for the LWDA subject to procedures in Section 11, below.
- i. Conducting workforce research and regional labor market analysis.
- j. Convening local workforce development system stakeholders to assist in the development of the Local Plan and identify expertise and resources to leverage support for workforce development activities.
- k. Leading efforts to engage a diverse range of employers and other entities in the region.
- l. Leading efforts to develop and implement career pathways.
- m. Leading efforts in the local area to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers, and jobseekers.
- n. Conducting oversight of the Programs and the entire workforce delivery system, ensure the appropriate use and management of WIOA funds, and ensure the appropriate use, management, and investment of funds to maximize performance outcomes.
- o. In coordination with the Consortium, negotiating and reaching agreement on local workforce development board local performance measures with the State;
- p. In coordination with the Consortium, establishing bylaws and codes of conduct for the members of SFWDB, the Executive Director and staff of SFWDB.
- q. Establishing additional monitoring and reporting requirements if one entity fulfills multiple functions to ensure SFWDB is compliant with WIOA, final rules and regulations, OMB circulars, and the State's conflict of interest policy.

r. To do all acts and things necessary or convenient for the conduct of its business in order to carry out the powers and duties provided in this Agreement.

10. **Meetings of the Board of Directors of SFWDB.**

a. All meetings of the Board of Directors of SFWDB shall be subject to requirements of, and in compliance with, Chapter 286, Florida Statutes, and Section 445.007(1), Florida Statutes.

b. The Chair, or Vice Chair in the absence of the Chair, shall preside over meetings of the Board of Directors of SFWDB.

c. A quorum at any meeting of the Board of Directors of SFWDB shall consist of at least one-third (1/3) of the SFWDB members.

d. Except as otherwise required by law, matters coming before the Board of Directors of SFWDB shall require the affirmative vote of at least a majority of the voting members present. However, prior to entering into any contracts with an organization or individual represented on the Board of Directors of SFWDB, the contract must be approved by a two-thirds (2/3) vote of the Board of Directors of SFWDB, and the SFWDB director that could benefit financially from the transaction must abstain from voting on the contract in accordance with applicable law.

11. **Specific Provisions Relating to SFWDB and the Consortium.**

a. **Fiscal Agent.** SFWDB is hereby designed as such grant recipient and the Fiscal Agent for the Programs in the LWDA.

b. **Four-Year Local Plan Approval Process.** Pursuant to WIOA and in accordance with the requirements established by the Governor of the State, SFWDB shall develop and present the Local Plan to the Consortium for review and approval pursuant to this subsection. Upon approval and execution of the Local Plan when required by the Authority, SFWDB will submit the Local Plan to the CSFL and the Florida Department of Economic Opportunity. Approval of the Local Plan or modification of the Local Plan described under Section 108 of WIOA for Region 24 shall follow the following procedure. SFWDB shall prepare and adopt the proposed Local Plan (or modification, as applicable) as required by the Authority and transmit the same to the Consortium for its approval prior to submission of the Local Plan to the Governor pursuant to the Authority and Florida law. Transmission of the Local Plan shall be by sending or delivering a copy of the Local Plan to both the Chair and the county administrator or county manager, as applicable, for each of the Counties. The Local Plan submitted to the Consortium for approval under this section shall be deemed approved by the Consortium at the end of the sixty (60) day period beginning on the date upon which the proposed Local Plan is received by the Consortium ("**Local Plan Review Period**") unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the Local Plan Review Period of either an objection to the Local Plan or that it has requested a meeting of the Consortium to review the Local Plan. If any member of the Consortium provides such written notice to SFWDB, a meeting of the Consortium shall be called for the purpose of reviewing the Local Plan within thirty (30) days after the Consortium member's correspondence ("**Requested Plan Review Period**"). In the event the Consortium does not take action to approve or disapprove the Local Plan for any reason prior to the expiration of the Requested Plan Review Period, the Local Plan shall be deemed approved by the Consortium.

c. **Annual Budget Approval Process.** Approval of the annual budget of SFWDB for purposes of carrying out the duties of SFWDB pursuant to Section 108 of WIOA shall follow the following procedure. SFWDB shall prepare and adopt an annual budget as may be required by law and transmit the

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

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

e. One-Stop Operator Approval Process. Approval of a one-stop operator or the termination for cause of a one-stop operator pursuant to Section 108 of WIOA ("**One-Stop Operator Action**") shall follow the following procedure. In the event SFWDB shall require One-Stop Operator Action, SFWDB shall provide notice of the same ("**One-Stop Operator Notice**") to the Consortium for its approval. Transmission of the One-Stop Operator Notice shall be by sending or delivering a copy of the notice to both the Chair and the county administrator or county manager, as applicable, for each of the Counties. The One-Stop Operator Action submitted to the Consortium for approval under this section shall be deemed approved by the Consortium at the end of the sixty (60) day period beginning on the date upon which the proposed One-Stop Operator Action is received by the Consortium ("**One-Stop Action Review Period**") unless one or more members of the Consortium notifies SFWDB in writing prior to the expiration of the One-Stop Action Period of either an objection to the One-Stop Operator Action or that it has requested a meeting of the Consortium to review the One-Stop Operator Action. If any member of the Consortium provides such written notice to SFWDB, a meeting of the Consortium shall be called for the purpose of reviewing the One-Stop Operator Action within thirty (30) days after the Consortium member's correspondence ("**Requested One-Stop Action Review Period**"). In the event the Consortium does not

take action to approve or disapprove the One-Stop Operator Action for any reason prior to the expiration of the Requested One-Stop Action Review Period, the One-Stop Operator Action shall be deemed approved by the Consortium. SFWDB may serve as the One-Stop Operator if permitted by applicable law and approved by the Consortium.

12. **Financial Responsibility for the Programs.** No funds will be provided from the treasuries of any of the Counties for implementation of the Programs, it being the intent hereof that all funding of the Programs shall be accomplished entirely by grants pursuant to the WIOA and any other available State or Federal grants. Notwithstanding the same, as provided in WIOA, the Counties through the Consortium, as the chief elected official pursuant to the Authority, are not relieved of liability for the misuse of grant funds by the designation of SFWDB as grantee and Fiscal Agent as provided herein. However, as authorized by WIOA, to provide assurances to and protection for the Counties and the Consortium, SFWDB agrees to the following:

a. **Indemnification.** Unless determined to be contrary to applicable law, SFWDB shall indemnify, defend, and hold harmless the Consortium and the Board of County Commissioners of each of the Counties, from all claims, suits, judgments or damages caused by SFWDB, its agents or employees' negligent act or omission in the performance of its obligations under this Agreement. SFWDB shall not, however, indemnify, defend or hold harmless the Board of County Commissioners of each of the Counties from any claims, suits, judgments or damages resulting solely from the negligence of any tortfeasor County, its agents and employees.

b. **Disallowed Cost Liability.** In the event SFWDB is determined to be responsible for any disallowed costs, through whatever means, SFWDB and the Counties will mutually work to resolve all such disallowed costs. In the event that repayment of funds is demanded by the funding source, SFWDB will have first responsibility for repayment, through its insurance, and grant or non-grant funds such as unrestricted funds as allowed by the Authority. If such insurance, grant or non-grant funds are insufficient for the demanded repayment, then any repayment obligation shall be determined as provided by the Authority.

13. **Term and Termination.**

a. **Term.** This Agreement shall become effective and commence as of July 1, 2022 (the "**Effective Date**"), and shall continue through June 30, 2026, unless otherwise terminated as provided herein. This Agreement shall automatically renew for additional one-year terms commencing on July 1 and ending in June 30 of each year, unless any party provides written notice of its intent not to renew on or before March 1 of any extension period.

b. **Termination for Convenience.** The Counties or SFWDB may terminate this Agreement, without cause, by giving one hundred eighty (180) days prior written notice of the termination.

c. **Termination for Default.** Each of the following shall constitute an Event of Default:

i. The failure or refusal by any of the Parties to substantially fulfill any of its obligations in accordance with this Agreement; provided, however, that no such default shall constitute an Event of Default unless and until one of non-defaulting Parties has given prior written notice specifying that a default or defaults exist which will, unless corrected, constitute a material breach of this Agreement, and the defaulting Party has either not corrected such default or has not cured the defaults, as determined by the non-defaulting Parties within thirty (30) days from the date of such notice or within such longer period of time, not exceeding an additional sixty (60) days, as may be reasonably necessary to cure such

default if the defaulting Party is diligently and with continuity of effort pursuing such cure and the default is susceptible of cure within an additional sixty (60) day period.

ii. The written admission by SFWDB that it is bankrupt, or the filing of a voluntary petition under the Federal Bankruptcy Act, or the consent by SFWDB to the appointment by a court of a receiver or trustee or the making by SFWDB of any arrangement with or for the benefit of its creditors involving an assignment to a trustee, receiver or similar fiduciary regardless of how designated, of all or a substantial portion of SFWDB's property or business, or the dissolution or revocation of its corporate charter.

Upon the occurrence of an Event of Default, the non-defaulting Parties shall have the right to immediately terminate this Agreement upon written notice to the Parties in default.

d. Termination of Funding. In the event that sufficient budgeted federal formula funds are not available for a new fiscal period, the Counties shall notify SFWDB of such occurrence, and the Agreement shall terminate on the last day of the current fiscal period without penalty or expense to the Counties.

14. Modification. This Agreement may be modified in writing by the mutual consent of the Parties, consistent with the Authority and any applicable regulations or rules promulgated thereunder. Any alterations, amendments, modifications or waivers in the terms and conditions of this Agreement shall not be effective unless reduced to writing, approved by all Parties, signed by their duly authorized representatives and filed with the Clerks of the Circuit Courts of the Counties.

15. Resolution of Disagreements. To facilitate the timely and effective resolution of any controversy or dispute that may arise under this Agreement, the Chair of SFWDB and the County Manager or County Administrator, as applicable, of each of the Counties shall undertake negotiations to resolve the matter. To the extent the controversy or dispute cannot, after good faith effort, be resolved, any of the Parties may refer the matter to non-binding mediation. The dispute will be mediated by a mediator chosen jointly by SFWDB and the Counties within thirty (30) days after written notice demanding non-binding mediation. None of the Parties may unreasonably withhold consent to the selection of a mediator, and the Parties will share the cost of the mediation equally. The Parties may also, by mutual agreement, replace mediation with some other form of non-binding alternate dispute resolution procedure. In the event that any claim, dispute, or demand cannot be resolved between the Parties through negotiation or mediation as provided herein within sixty (60) days after the date of the initial demand for non-binding mediation, then any of the Parties may pursue any remedies as provided by law.

16. Severability. In the event any terms or provisions of this Agreement or the application to any of the Parties hereto, person, or circumstance shall, to any extent, be held invalid or unenforceable, the remainder of this Agreement, or the application of such terms or provision to the Parties, persons or circumstances other than those held invalid or unenforceable, shall not be affected thereby and every other term and provision of this Agreement shall be valid and enforced to the fullest extent permitted by law.

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

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

PASSED AND DULY ADOPTED THIS 20th DAY OF October, 2022.

ATTEST:
KEVIN KARNES, CLERK

By: Melina Butler
Deputy Clerk

BOARD OF COUNTY COMMISSIONERS
OF LEE COUNTY, FLORIDA

By: Cecil Pendergrass
Cecil Pendergrass, Chairman



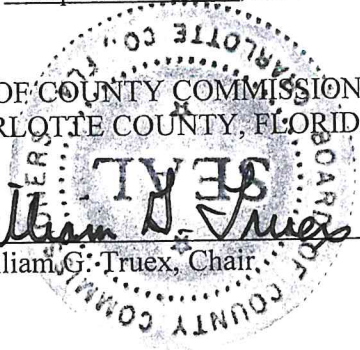
APPROVED AS TO FORM FOR THE
RELIANCE OF LEE COUNTY ONLY

Andrea R. Jones
County Attorney's Office

PASSED AND DULY ADOPTED THIS 13th DAY OF September, 2022.

BOARD OF COUNTY COMMISSIONERS
OF CHARLOTTE COUNTY, FLORIDA

By: William G. Truex
William G. Truex, Chair



Attest:

Roger D. Eaton, Clerk of the
Circuit Court and Ex-officio
Clerk of the Board of County
Commissioner

By: R. Eaton
Deputy Clerk
A.A.G.R. 2005-039

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

By: Janette S. Knowlton
Janette S. Knowlton, County Attorney
LR22-0520

PASSED AND DULY ADOPTED THIS 27th DAY OF September, 2022.

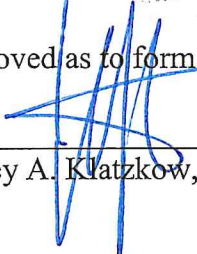
Attest:

Crystal K. Kinzel, Clerk

By:

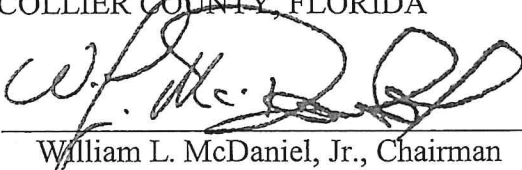

signature of Deputy Clerk

Approved as to form and legality:


Jeffrey A. Klatzkow, County Attorney

BOARD OF COUNTY COMMISSIONERS
OF COLLIER COUNTY, FLORIDA


By:

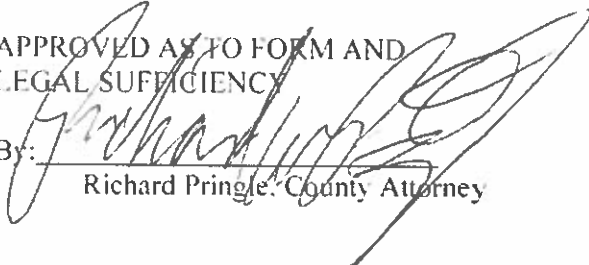

William L. McDaniel, Jr., Chairman

PASSED AND DULY ADOPTED THIS 9 DAY OF August, 2022.

BOARD OF COUNTY COMMISSIONERS
OF GLADES COUNTY, FLORIDA

By: 
Tim Stanley, Chairman

Attest:

Clerk of Court
By: Tami P. SIMMONS

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY
By: 
Richard Pringle, County Attorney

PASSED AND DULY ADOPTED THIS 11th DAY OF October, 2022.



BOARD OF COUNTY COMMISSIONERS
OF HENDRY COUNTY, FLORIDA

By: Emma J. Byrd
Emma Byrd, Chairperson

Attest:

By: Kimberley Barrineau
Kimberley Barrineau, Clerk

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY

By: Mark F. Lapp
Mark F. Lapp, County Attorney

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

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

Local Workforce Development Board (LWDB): **CareerSource Southwest Florida, LWDB-24**

Chief Elected Official (CEO) Name, Title: **Mitchell Wills, Commissioner**

Required Partners with Programs Available in LWDB-24

Partner Name	Required Program	Program Authority
CareerSource Southwest Florida	WIOA Adult, Dislocated Worker, and Youth Programs; Wagner-Peyser Employment Service; Trade Adjustment Assistance (TAA) Activities; Temporary Assistance for Needy Families (TANF) program; Jobs for Veterans State Grants (JVSG)-LVER & DVOP; Unemployment compensation programs.	WIOA Title I – Adult, Dislocated Worker, and Youth Programs; Wagner-Peyser Act (29 U.S.C. 49 et seq.) as amended by WIOA title III; Chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.); Part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), under 20 CFR 678.405(b); Chapter 41 of title 38, U.S.C. / WIOA 121(b)(1)(B)(viii); State unemployment compensation laws (in accordance with applicable Federal law).
FLDOE / Division of Vocational Rehabilitation	State Vocational Rehabilitation (VR) Services program	Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.) as amended by WIOA title IV, (other than section 112 or part C of title I of such Act (29 U.S.C. 732, 741)
FLDOE / Division of Blind Services	State Blind Services	Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.) as amended by WIOA title IV, (other than section 112 or part C of title I of such Act (29 U.S.C. 732, 741)
Charlotte County Public Schools Collier County Public Schools Glades County School District Hendry County Schools The School District of Lee County	Adult Education and Family Literacy Act (AEFLA) programs	Adult Education and Literacy (WIOA 121(b)(1)(B)(iii)) – Title II
Charlotte County Public Schools Collier County Public Schools Glades County School District Hendry County Schools The School District of Lee County	Career and Technical Education programs - post-secondary level	Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV), (20 U.S.C. 2301 et seq.)
AARP Foundation	Senior Community Service Employment Program (SCSEP)	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)
Adams & Associates, Inc.	Job Corps	WIOA Title I – Job Corps (29 USC 2881-2900, 29 USC 2901)
Lee County Department of Health and Human Services Immokalee Multicultural Multipurpose Community Action Agency Inc. (IMMCAA)	Employment and training activities under CSBG programs	Community Services Block Grant (CSBG) (42 USC 9901 et seq.)
Collier County Public Schools/ Immokalee Technical College (iTECH) - Farmworker Career Development Program (FCDP)	National Farmworker Jobs Program (NFJP) - Migrant and seasonal farmworker programs	WIOA Title I – Migrant and Seasonal Farm Worker Programs (29 USC 2912, 29 USC 2919)

These partners are collectively referred to as the "Parties" to this MOU. This MOU will be in effect from July 1, 2020, through June 30, 2023, unless an extension is granted.

The purpose of this MOU is to describe the cooperative workforce training, employment and economic development efforts of CareerSource Southwest Florida and the Partners and the actions to be taken by each to assure the coordination of their efforts in accordance with state issued requirements in order to establish and maintain an effective and successful "One-Stop" delivery system. This agreement is intended to coordinate resources and to prevent duplication and ensure the effective and efficient delivery of workforce services in Southwest Florida. In addition, this agreement will establish joint processes and procedures that will enable the Partners to integrate with the current one-stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons within Southwest Florida.

The Parties to this document agree to coordinate and perform the activities and services described herein within the scope of legislative requirements governing the Parties' respective programs, services, and agencies. The Southwest Florida Workforce Development Board, Inc., dba CareerSource Southwest Florida has been designated by the chief elected official as the administrative entity, grant recipient and fiscal agent. All Local Workforce Development Boards (LWDBs) are required to establish and operate local service delivery systems in accordance with WIOA Section 121, with the WIOA State Plan, and with the WIOA Local Plan for their respective local areas. WIOA Section 134(c) lists the services and activities that must be provided through the delivery system. WIOA Section 107(d) gives the LWDBs the responsibility for oversight of the delivery system in each local area and requires the LWDBs to describe the activities and functions of the service delivery system and to prescribe the guidelines for carrying out these responsibilities in the Local WIOA Plan.

Partner Responsibilities

- A. WIOA Section 121 (b) lists the minimum responsibilities of all required Partners under WIOA. For consistency, all Partners will assume the responsibilities identified below, unless inconsistent with the federal law and regulations that authorize the Partner program.
1. Make career services provided under the Partner's program available to individuals through the area's delivery system in accordance with this MOU.
 2. Participate in infrastructure cost-sharing activities as described in this MOU and use a portion of funds made available to each partner's program, to the extent not inconsistent with the federal law that authorizes each partner program to:
 - a. create and maintain the delivery system; and
 - b. provide career services per WIOA Section 134(c)(2).
 3. Remain as a party to this MOU throughout the Agreement period in order to participate as a partner per WIOA Section 121(c).
 4. Participate in the operation of the system in accordance with the terms of this MOU and with the requirements of authorizing laws per WIOA Section 121(b)(1)(B).

5. Required Partners may be asked to provide representation on the area's LWDB per WIOA Section 121 (b)(1). Additional partners may participate on the Area's LWDB with the agreement of the Area's LWDB members and CEO. However, when a program is administered by more than one entity in the area, it is not necessary that every entity provide representation on the LWDB. One entity may provide representation on the LWDB for the program.
 6. Coordinate to ensure the needs of workers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials available through the One-Stop system.
- B. In addition to the minimum responsibilities required under WIOA as identified in Section A, Partner responsibilities include:
1. Providing priority of service to veterans and covered spouses for any qualified job training program pursuant to the Jobs for Veterans Act as prescribed in 38 USC 4215.
 2. Compliance with WIOA and all federal, state, and local laws, regulations, rules, policies and plans applicable to Parties in their respective roles under this MOU and as consistent with the rules that govern each partner's respective program. Each partner expressly agrees to notify LWDB of any changes to the rules governing its respective program that impact the partner's performance under this MOU. LWDB will communicate the changes to the operators and any other affected partners.
 3. Each partner ensuring compliance by its staff members who work in the One-Stop center with CareerSource Southwest Florida policies and procedures. Should a conflict exist between the CareerSource Southwest Florida personnel policies and a partner's personnel policies, the partner's policies will prevail.
 4. Use of common practices and procedures; forms and documents; software systems or applications; and other forms of media as agreed to by all Parties in the performance of One-Stop center services and activities and functions that support the service delivery system.

Programs, Services, & Activities

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

Career Services offered include:

1. WIOA Adult, Dislocated Worker, and Youth
2. Temporary Assistance for Needy Families (TANF)

3. Supplemental Nutrition Assistance Program (SNAP)
4. Employment services authorized under the Wagner-Peyser Act
5. Vocational Rehabilitation
6. Blind Services
7. Migrant and seasonal farmworker (MSFW)
8. Senior Community Service Employment Program (SCSEP)
9. Ticket to Work
10. Jobs for Veterans State Grants (JVSG) - LVER & DVOP

Training Services offered include:

1. Adult Education and Family Literacy
2. Job Corps
3. Florida Farmworker Career Development Program (FCDP)
4. Career and technical education programs at the post-secondary level
5. Community Services Block Grant (CSBG) employment and training activities
6. Trade Adjustment Assistance (TAA) activities

Employer Services offered include:

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

Method of Referral

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

- Referrals will be routinely made between programs and organizations in cases where customers served initially by one organization are deemed to be able to benefit from services provided by another organization and/or the natural continuum of service is adult education leading to postsecondary career and technical education to work readiness and ultimately employment.
- Referrals between partners for services and programs will be made in person, by telephone, through written communications (fax, e-mail and paper referrals), or electronically through Internet systems or other connections. Some programs will use state or locally-created forms. Partners will continue to provide cross-referral to services and training as well as possible co-enrollment options whenever appropriate and practical.
- Internal cross-referral procedures continue to be developed and reassessed based upon availability of funding, services and program need to ensure that high quality and convenient services are available to customers of the One-Stop system.

Resource Sharing/Infrastructure Funding

A. One-Stop Resource Sharing/Infrastructure Requirements:

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

B. One-Stop Operating Costs:

1. The shared operating costs, the projected cost amounts, and each party's method of funding its fair share of those costs are identified in the Infrastructure Funding Agreement (IFA), which is included in this MOU and hereby incorporated. The methodologies that will be used to determine each party's fair share of operating costs and to allocate each party's fair share are as follows:
 - a. Identification of Shared Costs;
 - b. Shared Costs Budget;
 - c. Proportionate Share and Cost Allocation;
 - d. Resource Sharing (may include cash contributions, contributions of staff time, equipment and other resources; and
 - e. Resource Sharing Agreements.

C. Program Costs/Services:

Costs allowable under and allocable to more than one partner program may be considered shared costs that are allocated among the eligible partner programs provided that such action is not prohibited by the partner programs' governing statutes. The manner(s) in which the Parties agree to address

costs chargeable to more than one partner program are described in the Section IV., Cost Allocation Methodology, of the IFA. All Parties expressly agree to use this methodology.

D. Budget Tracking:

1. All Parties expressly understand and agree that the initial costs listed in the IFA will be subject to change as actual costs are incurred and paid throughout the effective period of this MOU. 29 CFR 97.20 requires a comparison of actual costs to budgeted costs. Actual costs will be determined in accordance with local procedures and actual expenditures will be submitted to all partners annually.
2. Updates to the IFA will not require an amendment to this MOU.

Termination/Separation

A. MOU Termination: This MOU will remain in effect until the end date specified unless:

1. All Parties mutually agree to terminate this MOU.
2. Funding cuts by one or more federal programs are so substantial that operations cannot continue as specified herein and a new MOU must be negotiated.
3. WIOA regulations or statute is repealed.
4. Local area designations are changed.

B. Partner Separation: WIOA Section 121(c) mandates the execution of this MOU between the LWDB and partners. However, any single partner may terminate its participation as a party to this MOU upon thirty (30) days written notice to the LWDB. In such an event, the LWDB will provide written notice to all remaining partners and will amend this MOU. The termination of one or more partner's participation as a party will not result in a termination of this MOU unless the number or contribution of the terminating partner(s) is so substantial (50%) that it necessitates the negotiation of a new MOU.

C. Effect of Termination: Per WIOA Section 121, any partner that terminates its role as a party to this MOU is no longer eligible to participate as a partner in the system and will not be permitted to serve on the LWDB as a partner representative.

D. Partner Disqualification: An entity identified as a required partner at the time of execution of this MOU that subsequently loses federal funding or the authority to administer the federal program in the area and therefore no longer qualifies as a required partner under WIOA Section 121(b)(1) must send written notice of the change in status to the LWDB as soon as possible. In such an event, a formal amendment to this MOU will be required. The entity may continue as an additional partner if mutually agreed by the LWDB, CEO, and the remaining partners.

Amendments

This MOU may not be changed, waived, discharged or terminated orally but only by an instrument in writing signed by each of the Parties in this agreement.

Confidentiality

All Parties expressly agree to abide by all applicable federal, state, and local laws regarding confidential information. Each party will ensure that the collection and use of any information, systems, or records that contain personally identifiable information will be limited to purposes that support the programs and activities described in this MOU as part of the service delivery system. Parties shall not be liable for disclosure of Confidential Information if made in response to a valid order of a court, authorized agency of government, or in compliance with Chapter 119, Florida Statutes.

Impasse - Dispute Resolution

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

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

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

Limitation of Liability

To the extent permitted by law, each party agrees to be responsible for any liability that directly relates to any and all of its own acts or omissions or the acts or omissions of its employees. In no event will any party be liable for any indirect or consequential damages caused by actions or omissions of another party or by the employees of another party. Nothing in this Agreement shall be deemed a waiver of a Party's sovereign immunity pursuant to Florida Statute 768.28, as applicable.

General Provisions

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

- A. Jobs for Veterans Act.** To the extent permitted by law, each party agrees to provide priority of service to veterans and covered spouses for any qualified job training program pursuant to 38 USC 4215 and its implementing regulations.
- B. Americans with Disabilities.** Each party, its officers, employees, members, and subcontractors hereby affirm current and ongoing compliance with all statutes and regulations pertaining to The Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973.
- C. Pro-Children Act.** If any activities call for services to minors, each Party agrees to comply with the Pro-Children Act of 1994, 20 USC 7183 and its implementing regulations, that requires smoking to be banned in any portion of any indoor facility owned, leased, or contracted by an entity that will routinely or regularly use the facility for the provision of health care services, day care, library services, or education to children under the age of eighteen (18).
- D. Drug-Free Workplace.** Each Party, its officers, employees, members, subrecipient(s) and/or any independent contractors (including all field staff) associated with this MOU agree to comply with 29 CFR 94, 41 USC 702 et seq, 2 CFR Part 182 and all other applicable state and federal laws regarding a drug-free workplace and to make a good faith effort to maintain a drug-free workplace. Each party will make a good faith effort to ensure that none of its officers, employees, members, and subrecipient(s) will purchase, transfer, use, or possess illegal drugs or alcohol or abuse prescription drugs in any way while working or while on public property.
- E. Ethics Laws.** Each party certifies that by executing this MOU, it has reviewed Florida Statute, Chapter 112, and knows and understands Florida's ethics and conflict of interest laws. Each party further agrees that it will not engage in any action(s) inconsistent with laws.
- F.** All Parties shall comply with all applicable Federal and State laws and regulations, and Local laws to the extent that they are not in conflict with State or Federal requirements regarding Non-Discrimination and Equal Opportunity; Lobbying; Debarment and Suspension; Buy American Provision; Salary Compensation and Bonus Limitation; and Non-Assignment of the MOU.

Partial Invalidity

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

Infrastructure Funding Agreement Workforce Innovation and Opportunity Act One-Stop Career Center System Partners of the American Job Center Network

I. PARTIES

This Infrastructure Funding Agreement (“IFA”), is made pursuant to the Workforce Innovation and Opportunity Act of 2014 (“WIOA”), and is entered into by CareerSource Southwest Florida (hereafter referred to as “CSSWF”) and the required partners listed below in Section III (hereafter referred to as the “Partners”).

II. PURPOSE

The Workforce Innovation and Opportunity Act of 2014 is an affirmation of the work that has been done in Florida to build the workforce development system. The cornerstone of the Act is its one-stop customer service delivery system. The one-stop system assures coordination between the activities authorized in and linked to this Act. The purpose of this IFA is to describe the infrastructure cost responsibilities of the Parties to provide for the maintenance of an effective and successful one-stop system. The law requires an IFA for one designated comprehensive center; therefore this IFA is intended to demonstrate the coordination of resources for workforce services in the Immokalee center. The Parties to this document agree to coordinate and perform the responsibilities described herein within the scope of legislative requirements governing the Parties’ respective programs, services, and agencies.

III. INFRASTRUCTURE COST BUDGET

The infrastructure and career services costs for the CareerSource Southwest Florida designated comprehensive center in Immokalee are shown below. A new budget estimate will be provided annually.

Organization – Required Partners	Required Program	Square Feet	Infrastructure + Career Services Rate *	Annual
CareerSource Southwest Florida	WIOA (Adult, Dislocated Worker & Youth); Wagner-Peyser, TAA, TANF, JVSG - (LVER, DVOP)	11,932	35.16	\$419,551.56
FLDOE / Vocational Rehabilitation (VR)	State Vocational Rehabilitation (VR)	618	35.16	21,730.04
FLDOE / Blind Services	State Blind Services	100	35.16	3,516.19
Collier County Public Schools	Adult Education and Literacy Act (AEFLA)	100	35.16	3,516.19
Collier County Public Schools	Career and Technical Education	100	35.16	3,516.19
Collier County Public Schools - Farmworker Career Development Program (FCDP)	National Farmworker Jobs Program (NFJP) - Migrant and seasonal farmworker programs	100	35.16	3,516.19
AARP Foundation	Senior Community Service Employment Program (SCSEP)	100	35.16	3,516.19
Adams & Associates	Job Corps	100	35.16	3,516.19
Immokalee Multicultural Multipurpose Community Action Agency Inc. (IMMCAA)	Employment and training activities under CSBG	100	35.16	3,516.19

* Infrastructure (31.07) + Career Services Rate (4.09)

IV. COST ALLOCATION METHODOLOGY

Square footage utilized by entity will be used as the allocation bases to determine overall Partner contributions for those who have elected to have their representatives in the One-Stop on a part-time or full-time basis. The contribution will be calculated at the square feet times the current estimated cost per square foot, which will include both the infrastructure and the career services rates. For Direct Linkage Partners, those who have elected not to have their representatives in the One-Stop center but offer a technology option to serve customers, the contribution will be calculated at 100 square feet times this same cost per square foot. This will be done in an effort to remedy the imbalance of non-physically represented Partners, and to comply with the requirement of Partners' contributions having to be in proportion to the Partners' use of the one-stop center(s) and relative benefit received.

V. COST RECONCILIATION AND ALLOCATION BASE UPDATE

All Parties agree that an annual reconciliation of budgeted and actual costs and update of the allocation bases will be completed. CSSWF will prepare an updated budget document showing cost adjustments and will prepare an invoice for each Partner with the actual costs allocable to each Partner for the year. CSSWF will submit the invoices to the Partners and send a copy of the updated budget to all Parties no later than forty-five (45) days after the end of the year. Funding for the required contribution of the IFA costs may be in the form of cash, non-cash or third party in-kind.

VI. STEPS UTILIZED TO REACH CONSENSUS

The involvement of each Partner at the CSSWF Centers and the allocation bases included in this IFA were agreed upon as the most appropriate. CSSWF proposed the initial Partner contribution amounts as described above and the Partners concurred with their proposal. The mechanisms by which to review and reconcile actual expenses in the future were also agreed upon and included in the Cost Reconciliation and Allocation Base Update section above.

VII. DISPUTE AND IMPASSE RESOLUTION

All Parties will actively participate in local IFA negotiations in a good faith effort to reach agreement. Any disputes shall first be attempted to be resolved informally. Should informal resolution efforts fail, then the following Dispute Resolution process must be followed.

1. Should informal resolution efforts fail, the dispute resolution process must be formally initiated by the petitioner seeking resolution. The petitioner must send a notification to the CSSWF Chair (or designee) and all Parties to the MOU regarding the conflict within 10 business days.
2. The CSSWF Chair (or designee) shall place the dispute on the agenda of a special meeting of CareerSource's Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute. Disputes shall be resolved by a 2/3 majority consent of the Executive Committee members present.
3. The decision of the Executive Committee shall be final and binding unless such a decision is in contradiction of applicable State and Federal laws or regulations governing the Partner agencies.
4. The Executive Committee must provide a written response and dated summary of the proposed resolution to all Parties to the MOU.
5. The CSSWF Chair (or designee) will contact the petitioner and the appropriate Parties to verify that all are in agreement with the proposed resolution.

If Partners in a local area have employed the dispute resolution process and have failed to reach consensus on an issue pertaining to the IFA, then an impasse is declared and the State Funding Mechanism (SFM) is triggered and the IFA will be appealed through the process established by the governor for this purpose.

VIII. MODIFICATION PROCESS

This IFA may be amended or modified with review and consent of all Parties. Amendments and modifications must be issued in writing to all Parties and sent certified U. S. Mail. All Parties must be given a minimum of 30 days to comment prior to the inclusion of any amendment or modification. Oral amendments or modifications shall have no effect.

IX. EFFECTIVE PERIOD

As part of the Memorandum of Understanding (MOU), this Infrastructure Funding Agreement (IFA) will be in effect from July 1, 2020 through June 30, 2023.

**MEMORANDUM OF UNDERSTANDING /
INFRASTRUCTURE FUNDING AGREEMENT (IFA)**

**Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24**

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

Signature Page

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

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

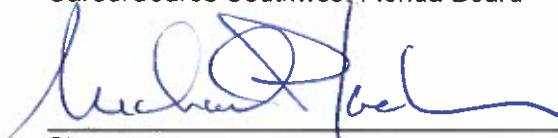


Signature



Date

**Michael P. Jackson, President
CareerSource Southwest Florida Board**



Signature



Date

Signature Page

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

Richard Corcoran, Commissioner
Florida Department of Education

Signature  _____
J. Alex Kelly
Child Support

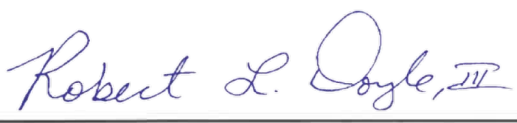
Date 9/24/20

Allison Flanagan, Director
Florida Department of Education,
Division of Vocational Rehabilitation

Signature  _____

Date 10/08/2020

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

Signature  _____

Date 09/29/2020

!

**MEMORANDUM OF UNDERSTANDING /
INFRASTRUCTURE FUNDING AGREEMENT (IFA)**

**Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24**

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

Signature Page

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

Richard Corcoran, Commissioner
Florida Department of Education

signature on previous page

Signature

Date

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

signature on previous page

Signature

Date

**MEMORANDUM OF UNDERSTANDING /
INFRASTRUCTURE FUNDING AGREEMENT (IFA)**

**Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24**

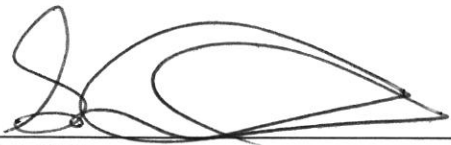
**One-Stop Career Center System
Partners of the American Job Center Network**

Signature Pages

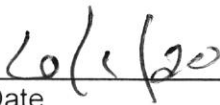
By signing below, all parties mutually agree to the terms prescribed herein.

Stephen Dionisio, Superintendent

Charlotte County Public Schools
Adult Education and Family Literacy Act (AEFLA)
and Career and Technical Education



Signature



Date

**MEMORANDUM OF UNDERSTANDING /
INFRASTRUCTURE FUNDING AGREEMENT (IFA)**

**Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24**

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

Signature Page

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

Kamela Patton, Superintendent

Collier County Public Schools
Adult Education and Family Literacy Act (AEFLA)
and Career and Technical Education



Signature

Reviewed: J. Fishburne



Date

**MEMORANDUM OF UNDERSTANDING /
INFRASTRUCTURE FUNDING AGREEMENT (IFA)**

**Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24**

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

Signature Page

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

Kim Jordan, Interim Superintendent
Glades County School District
Adult Education and Family Literacy Act (AEFLA)
and Career and Technical Education

Kimberly A. Jordan
Signature

June 18, 2020
Date

**MEMORANDUM OF UNDERSTANDING /
INFRASTRUCTURE FUNDING AGREEMENT (IFA)**

**Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24**

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

Signature Page

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

Paul K. Puletti, Superintendent

Hendry County Schools
Adult Education and Family Literacy Act (AEFLA)
and Career and Technical Education



Signature



Date

**MEMORANDUM OF UNDERSTANDING /
INFRASTRUCTURE FUNDING AGREEMENT (IFA)**

**Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24**

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

Signature Page

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

Gregory K. Adkins, Superintendent

The School District of Lee County
Adult Education and Family Literacy Act (AEFLA)
and Career and Technical Education



Signature

2/24/2021

Date

APPROVED

FEB 23 2021

SCHOOL BOARD OF
LEE COUNTY

Approved as to Form

By: 

School Board Attorney

**MEMORANDUM OF UNDERSTANDING /
INFRASTRUCTURE FUNDING AGREEMENT (IFA)**

**Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24**

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

Signature Page

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

Demetri Antzoulatos, VP, Finance, Grants, Operations

AARP Foundation

Senior Community Service Employment Program (SCSEP)

DocuSigned by:

Demetri Antzoulatos

6/9/2020

Signature

Date

**MEMORANDUM OF UNDERSTANDING /
INFRASTRUCTURE FUNDING AGREEMENT (IFA)**

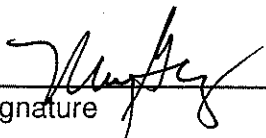
**Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24**

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

Signature Page

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

Mary Geoghegan, Center Director
Adams and Associates, Inc., Job Corps

Signature 

Date 6/4/2020

**MEMORANDUM OF UNDERSTANDING /
INFRASTRUCTURE FUNDING AGREEMENT (IFA)**

**Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24**

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

Signature Page

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

No infrastructure or career services costs for this entity as it is a required partner for the CareerSource Southwest Florida center in Lee County only and not the CareerSource Southwest Florida designated comprehensive center in Immokalee.

Roger Mercado, Executive Director

Lee County Department of Human and Veteran Services
Community Services Block Grant (CSBG)



Signature



Date

**MEMORANDUM OF UNDERSTANDING /
INFRASTRUCTURE FUNDING AGREEMENT (IFA)**

**Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24**

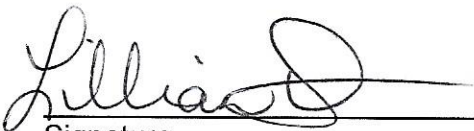
**One-Stop Career Center System
Partners of the American Job Center Network**

Signature Page

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

Lillian Dimas, Executive Director

Immokalee Multicultural Multipurpose Community Action Agency Inc. (IMMCAA)
Community Services Block Grant (CSBG)



Signature



Date

2/25/21 May no longer be in
business; unable to contact.

**MEMORANDUM OF UNDERSTANDING /
INFRASTRUCTURE FUNDING AGREEMENT (IFA)**

**Workforce Innovation and Opportunity Act (WIOA)
Local Workforce Development Area 24**

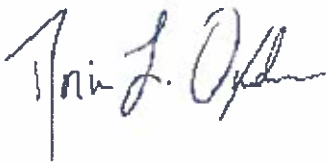
**One-Stop Career Center System
Partners of the American Job Center Network**

Signature Page

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

Dorin Oxender, Director

Collier County Public Schools, Immokalee Technical College (iTECH)
Farmworker Career Development Program (FCDP)



06-10-2020

Signature

Date

BYLAWS
OF
SOUTHWEST FLORIDA WORKFORCE DEVELOPMENT BOARD, INC.
A FLORIDA NOT-FOR-PROFIT CORPORATION

ARTICLE I

NAME; LOCAL WORKFORCE DEVELOPMENT AREA;
PURPOSE; POWERS; FUNCTIONS

Section 1. Name. The legal name of the organization shall be Southwest Florida Workforce Development Board, Inc. (the “**Corporation**”). The Corporation shall operate under the fictitious name “CareerSource Southwest Florida” and/or such other fictitious names as may be determined by the Corporation from time to time.

Section 2. Local Workforce Development Area. Charlotte, Collier, Glades, Hendry and Lee Counties have been designated by the Governor of the State of Florida as the local workforce development area for the Southwest Florida Region, Region 24 (“**Region 24**”) pursuant to the provisions of the Workforce Investment and Opportunity Act (codified as 29 U.S.C. § 3101 et seq.) (“**WIOA**”). The Corporation shall operate as the local workforce development board for Region 24 and serve the population of Region 24, which is composed of Charlotte, Collier, Glades, Hendry and Lee Counties. The Corporation functions, in part, pursuant to WIOA, Chapter 445, Florida Statutes and that certain Fourth Amended and Restated Interlocal Agreement for the Southwest Florida Workforce Development Consortium dated as of July 1, 2022 by and among the Corporation and Charlotte, Collier, Glades, Hendry and Lee Counties, as may be amended and/or restated from time to time (the “**Interlocal Agreement**”). Any reference in these Bylaws to a provision or section of WIOA or any other applicable law shall be deemed to include a reference to the applicable successor provision, section or law that may be adopted from time to time.

Section 3. Purpose. The purposes for which the Corporation is formed, and its business goals and objectives include, without limitation, the following:

(1) To carry out those purposes set forth in the Articles of Incorporation of the Corporation (the “**Articles**”);

(2) To serve as the local workforce development board for Region 24, as certified by CareerSource Florida.

(3) Together with the Consortium (as defined in the Interlocal Agreement) to oversee the creation of a comprehensive and high-quality workforce delivery system in Region 24 and to maximize and continue to improve the quality of services, customer satisfaction, and effectiveness of the services provided.

(4) To deliver customer-focused, value-added workforce solutions designed to meet the specific needs of employers and job seekers.

(5) Together with the Consortium to provide policy and oversight over the Corporation and the one-stop system within Region 24.

(6) To enhance the provision of workforce development services; increase the involvement of the business community, including small and minority businesses, in workforce development activities; to increase private sector employment opportunities; and to ensure the economic health of the community.

Section 4. Powers.

(1) General Powers. Except as limited by the Articles or these Bylaws, the Corporation will have, and may exercise, all rights and powers in furtherance of its purpose now or hereinafter conferred upon not-for-profit corporations under the laws of the State of Florida.

(2) Workforce Powers. The Corporation will have, and may exercise, all rights and powers granted to local workforce boards under WIOA, the laws of the State of Florida and all other applicable federal and state workforce laws, rules and regulations. The Corporation shall always exercise its rights and powers in compliance with all state and federal governing laws. To the extent that the application of any provision of the Articles or these Bylaws would conflict with any applicable state or federal laws, such applicable state or federal law shall control and supersede such provision.

Section 5. Functions. The duties and functions of the Corporation shall include, without limitation, those duties and functions set forth in the Interlocal Agreement.

Section 6. Fiscal Year/Program Year. The fiscal year and program year (“**Program Year**”) of the Corporation will be from July 1st to June 30th.

ARTICLE II

MEMBERS

Section 1. Membership. Members shall be those persons appointed to serve as members of the Corporation pursuant to the provisions of the Interlocal Agreement and otherwise in a manner consistent with Section 445.007, Florida Statutes and Section 107 of WIOA (codified as 29 U.S.C. § 3122), all as may be amended from time to time.

ARTICLE III

BOARD OF DIRECTORS

Section 1. Consists of All Members. All members of the Corporation are on the board of directors of the Corporation (“**Board**”). Each individual on the Board is referred to herein as a “**Director**”. As used herein, the use of the terms “Board” and “members” are equivalent, and the terms “member” and “Director” are equivalent.

Section 2. Number of Directors. The number of Directors on the Board shall be consistent with the requirements of WIOA and Section 445.007, Florida Statutes; provided, however, the number of Directors shall never be less than three.

Section 3. Terms.

(1) The term of a Director shall be four (4) years and the terms of Directors shall be staggered. A Director may not serve for more than eight (8) consecutive years, unless such Director is a representative of a governmental entity. Pursuant to, and consistent with, Section 445.007(2)(a), Florida Statutes, service of a term as Director that commenced before July 1, 2021, shall not count toward the eight (8) year limitation. The term of a Director appointed and approved in accordance with the Interlocal Agreement shall be deemed to have commenced as of July 1 of the Program Year in which the new Director is appointed and approved.

(2) Notwithstanding subsection (1) and in order to implement the term limitations provided in the Reimagining Education and Career Help Act codified as Chapter 2021-164, Laws of Florida, contemporaneous with the initial adoption of this Section, the Board shall, by resolution, establish initial staggered terms and fix the remaining initial term length for the existing Directors of the Corporation.

(3) Upon the expiration of the initial term of a Director, the Director may be eligible for a second term as provided herein. A second term will not be automatic but instead the granting of a second term will be determined by the Board in its discretion. Prior to the Board's regular board meeting in March in the final year of the Director's initial term, the Director shall submit a written statement to the Corporation expressing the Director's interest and intent to serve a second term ("**2nd Term Request**"). Such 2nd Term Request must include the Director's credential information in order to confirm compliance with WIOA and other applicable laws and also include such other information as may be required by the Board. The 2nd Term Request will be presented to the Board for review and consideration at the regular meeting of the Board in May of the same year. The Board will consider the Director's eligibility, qualifications, attendance, engagement and such other matters deemed appropriate by the Board. A Director that is granted a second term will fill the same category of membership as the Director's original appointment.

Section 4. Meeting Schedule.

(1) The Corporation shall hold meetings every other month or as otherwise determined by a majority vote of the Board.

(2) The annual meeting shall be the meeting designated as such by the Board.

(3) Special meetings may be called by the President/CEO, or by the Chair of the Corporation.

Section 5. Notice of Meetings. Written notice of the date, time, and place of regular and special meetings together with an agenda of the business to be conducted shall be sent to all Directors at least seven (7) days in advance of such meetings. If the Chair, or President/CEO, determines that an emergency situation requires that a special meeting be called, the seven (7) day notice requirement

may be waived. All notice of meetings shall meet the requirements of Section 286.011, Florida Statutes (“**Sunshine Law**”).

Section 6. Location of Meetings. All meetings shall be at a location open and accessible to the general public, in accordance with the requirements of the Florida Sunshine Law. Meeting locations shall be within the geographic area that comprises Region 24.

Section 7. Use of Telecommunications. Pursuant to the authority contained in Section 445.007(1), Florida Statutes, 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. The Board may adopt a policy by resolution to implement the provisions of this Section, which policy may address situations when telecommunications will be used by the Board and such other procedural matters as may be determined by the Board.

Section 8. Quorum and Voting.

(1) A quorum of a Board shall consist of one-third of the whole number of Appointed Directors (defined herein). As used herein, “**Appointed Directors**” means those Directors actually seated pursuant to Article II and does not include any Director seats that have not been filled at the applicable time pursuant to Article II.

(2) Except as otherwise provided herein, the affirmative vote of a majority of Directors present at a meeting where a quorum of the Board is present shall be the act of the Board.

(3) A Director of the Corporation who is present at a meeting of the Board or a committee of the Board when corporate action is taken is deemed to have assented to the action taken unless:

(a) The Director objects, at the beginning of the meeting or promptly upon the Director’s arrival, to holding the meeting or transacting specified actions at the meeting; or

(b) The Director votes against or abstains, in accordance with Sections 112.3143 and 286.012, Florida Statutes, from the action taken.

(4) Voting and voting conflicts shall be determined in accordance with Chapter 112, Part III, Florida Statutes (Code of Ethics for Public Officers and Employees) and other applicable law. Additionally, for reference, pursuant to 29 U.S.C. § 3122(h), no Director or member of a Standing Committee may vote on a matter under consideration by the Corporation (a) regarding the provision of services by such Director (or by an entity such Director represents) or (b) that would provide a direct financial benefit to such Director or the immediate family of such Director. Further, the Corporation shall comply with the requirements Section 445.007(11), Florida Statutes before contracting with a Director; a relative, as defined in Section. 112.3143(1)(c), Florida Statutes of a Director; an organization or individual represented on the Board; or an employee of the Corporation.

Section 9. Procedure at Meetings.

(1) Robert's Rules of Order shall govern the procedures of Board meetings, except when inconsistent with the provisions of these Bylaws.

(2) All business shall be conducted in accordance with the agenda, as may be amended by the Board.

Section 10. Compensation of Directors. The Board shall serve without compensation.

Section 11. General Standards for Directors.

(1) A Director shall discharge his or her duties as a Director, including his or her duties as a member of a committee, in good faith, with the care of an ordinarily prudent person in a like position would exercise under similar circumstances, and in a manner he or she reasonably believes to be in the best interests of the Corporation.

(2) In discharging his or her duties, a Director may rely on information, opinions, reports, or statements, including financial statements and other financial data, if prepared or presented by:

(a) One or more officers or employees of the Corporation whom the Director reasonably believes to be reliable and competent in the matters presented;

(b) Legal counsel, public accountants, or other persons as to matters the Director reasonably believes are within the persons' professional or expert competence; or

(c) A committee of the Board of which he or she is not a member if the Director reasonably believes the committee merits confidence.

(3) A Director is not acting in good faith if he or she has knowledge concerning the matter in question that makes reliance on information, opinions, reports or statements by others unwarranted.

(4) A Director shall not be liable for any action taken as a Director, or any failure to take any action, if he or she performed the duties of his or her office in compliance with this section.

Section 12. Sunshine Law Compliance. A Director must comply with the requirements of the Sunshine Law.

Section 13. Removal.

(1) Generally. Directors may be removed with or without cause from office by the affirmative vote of a majority of the Board at a meeting at which a quorum is present. Prior to any action by the Board to remove a Director, the Corporation shall provide notice to the applicable Director and include the matter on the Board agenda for the meeting at which the removal is to be considered.

(2) Special Provision Relating to Attendance. Regular attendance at meetings of the Board is critical to the successful functioning and operation of the Corporation. As such, any Director who is not present for fifty percent (50.0%) or more of the meetings of the Board in any Program Year may be subject to removal from office at the discretion of the Board. The President/CEO or the President/CEO's designee shall present the name(s) of any such Director(s) to the Board for its consideration. Removal of a Director shall be by the affirmative vote of a majority of the Board at a meeting at which a quorum is present.

(3) Notice. Written notice of any removal by action of the Board shall be provided to the removed Director by email, hand delivery, commercial delivery service or first-class mail to the last email address or address of the removed Director shown on the records of the Corporation. The action to remove the Director shall also automatically include termination of the individual's membership in the Corporation and the removal of the individual from any and all committee(s) on which he or she may serve.

Section 14. Automatic Resignation. Pursuant to certain federal and state laws including, without limitation, 29 U.S.C. § 3122(b)-(d), the Board is required to have certain members who are representatives of specific entities or organizations in order to meet the legal requirements for Board composition. In the event a Director has been appointed to the Board because of his or her representation of an entity or organization pursuant to applicable federal or state law, and thereafter such Director's employment with said entity or organization ceases or is terminated, then such Director shall automatically be deemed to have resigned his or her position on the Board as well as any officer position he or she holds in the Corporation immediately upon the Corporation receiving notice of the cessation or termination of the Director's employment with the applicable entity or organization.

Section 15. Financial Disclosure. Pursuant to Section 445.007(1), Florida Statutes, each Director who is not otherwise required to file a full and public disclosure of financial interests pursuant to Section 8, Article II of the State Constitution or Section 112.3144, Florida Statutes shall file a statement of financial interests pursuant to Section 112.3145, Florida Statutes.

Section 16. Indemnification. Each Director of the Corporation, now or hereafter serving as such, shall be indemnified by the Corporation against any and all claims and liabilities to which he or she has or shall become subject by reason of serving or having served as Director or by reason of any action alleged to have been taken, omitted or neglected by him or her as such Director; and the Corporation shall reimburse each such person for all legal expenses reasonably incurred by him or her in connection with any such claim or liability; provided, however, that no such person shall be indemnified against or be reimbursed for any expense incurred in connection with any claim or liability arising out of his or her willful misconduct, recklessness or gross negligence.

The amount paid to any Director by way of indemnification shall not exceed his or her actual, reasonable and necessary expenses incurred in connection with the matter involved, and any determination so made shall be binding on the indemnified Director.

The right of indemnification hereinabove provided for shall not be exclusive of any rights to which any Director may otherwise be entitled by law.

Section 17. President and Chief Executive Officer. The Board shall have the power to employ and terminate a President and Chief Executive Officer (“**President/CEO**”) who shall be responsible for the operational and administrative functions of the Corporation as outlined in the President/CEO’s job description, including assisting in carrying out the functions of the Corporation under WIOA. The President/CEO will fill the role of the “director” as contemplated under 29 U.S.C. § 3122(f) of WIOA and “executive director” as contemplated under Section 445.007(1), Florida Statutes. The President/CEO shall report to the Board and shall be responsible for the employment of such other staff as required to carry out the duties of the President/CEO. The President/CEO will be required to file a statement of financial interests as required by Section 445.007(1), Florida Statutes. The Board, based upon the recommendation of the Executive Committee, shall establish and apply a set of objective qualifications for the position of President/CEO that ensures that the individual selected has the requisite knowledge, skills, and abilities, to meet identified benchmarks and to assist in effectively carrying out the functions of the Corporation. The President/CEO will be nominated by the Executive Committee and confirmed by the Board. The President/CEO will be an employee of the Corporation and not a member of the Board or the Executive Committee.

ARTICLE IV

OFFICERS

Section 1. Enumeration of Offices. The officers of the Corporation shall be a Chair, Vice Chair, Secretary, and Treasurer. The Chair shall be elected from those Directors representing the private sector in accordance with the provisions of Section 2 of this Article.

Section 2. Qualification. To qualify to be an officer of the Corporation, a person must be a Director of the Corporation. In the event an officer for any reason ceases to be a Director of the Corporation, then such person shall automatically be deemed to have resigned his or her officer position immediately upon his or her cessation or termination as a Director.

Section 3. Election of Officers. 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.

Section 4. Term. Officers shall be elected bi-annually at the annual meeting of the Board and shall serve a two-year term commencing the day of the election and ending upon the election of a replacement at the annual meeting of the Board. 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.

Section 5. Resignation and Removal. Any officer may be removed from office with or without cause by the affirmative vote of a majority of the Board at a meeting at which a quorum is present. Any officer may resign at any time giving written notice to the Board, the Chair, Vice Chair, Secretary, Treasurer or President/CEO. Such resignation shall take effect on the date of receipt of such notice or at any later time specified therein, and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make such resignation effective.

Section 6. Vacancies. A vacancy in any office may be filled by majority vote of the Board at a meeting which a quorum is present. The officer appointed to such vacancy shall serve for the remainder of the term of the officer he or she replaces.

Section 7. Multiple Offices. The same individual may not simultaneously hold more than one officer position.

Section 8. Duties. The duties of the officers are as follows:

(1) Chair. The Chair shall preside, and act as chair, at all Board and Executive Committee meetings; shall see that orders and resolutions of the Board are carried out; perform such duties as are assigned to the Chair under these Bylaws; and perform all duties incident to the office of the Chair as may from time to time be assigned by the Board.

(2) Vice Chair. The Vice Chair shall act in the place of the Chair in the event of his or her absence, inability or refusal to act, and, when so acting, shall act with all of the powers of and be subject to all of the restrictions on, the Chair; shall serve as a member of the Executive Committee; perform all duties incident to the office of the Vice Chair as may from time to time be assigned by the Board.

(3) Secretary. The Secretary shall serve as a member of the Executive Committee; and perform all the duties incident to the office of Secretary as may from time to time be assigned by the Board.

(4) Treasurer. The Treasurer shall serve as a member of the Executive Committee; and perform all the duties incident to the office of Treasurer as may from time to time be assigned by the Board.

Section 9. Contract Rights. The appointment of an officer does not in itself create contract rights. No officer shall serve the Corporation pursuant to contract.

Section 10. Indemnification. Each officer of the Corporation now or hereafter serving as such shall be indemnified by the Corporation against any and all claims and liabilities to which he or she has or shall become subject by reason of serving or having served as such officer, or by reason of any action alleged to have been taken, omitted or neglected by him or her as such officer; and the Corporation shall reimburse each such person for all legal expenses reasonably incurred by him or her in connection with any such claim or liability; provided, however, that no such person shall be indemnified against, or be reimbursed for any expense incurred in connection with, any claim or liability arising out of his or her own willful misconduct, recklessness or gross negligence.

The amount paid to any officer by way of indemnification shall not exceed his or her actual, reasonable and necessary expenses incurred in connection with the matter involved, and any determination so made shall be binding on the indemnified officer.

The right of indemnification hereinabove provided for shall not be exclusive of any rights to which any officer may otherwise be entitled by law.

ARTICLE V

COMMITTEES

Section 1. Types of Committees/Composition.

(1) Types of Committees. The Corporation hereby establishes the following three (3) types of committees: Corporate Committees, Standing Committees and Special Purpose Committees.

(2) Corporate Committees. Corporate Committees are those committees that are established for the purpose of general corporate governance and shall have such duties and functions as specified by the Board. Except as specifically provided herein, all members of Corporate Committees must be Directors. The Executive Committee shall be a Corporate Committee.

(3) Standing Committees. Standing Committees are established not for corporate governance, but rather to assist the Corporation in carrying out the programs and services of the Corporation contemplated under federal law, including WIOA. The Corporation shall have the Standing Committees set forth in Section 3 of this Section.

(4) Special Purpose Committees. Special Purpose Committees are those limited or special purpose committees established for specific functions. The Nominating Committee and Ad Hoc Committees shall be Special Purpose Committees.

(5) Composition. Unless otherwise stated, committee members are not required to be members of the Corporation. It is the intent of the Corporation that Standing Committee membership reflect participation that represents Region 24, whenever possible. The Board shall appoint all members of Standing Committees (as defined herein). No Standing Committee shall have two members representing the same organization. No employees of the Corporation shall serve as a member of a committee.

Section 2. Executive Committee. The Executive Committee shall be a Corporate Committee (as defined below) composed of the Chair, Vice Chair, Secretary, Treasurer, Immediate Past Chair (for the time period referenced herein) and Chairpersons of Standing Committees. The Immediate Past Chair's term on the Executive Committee will be one year from the conclusion of his/her term as Chair. The Immediate Past Chair is not required to be a Director to serve on the Executive Committee for such one-year term. The Executive Committee shall serve as a management committee with administrative oversight responsibilities including, without limitation, financial, governance, membership and general administrative. The Executive Committee is empowered to act and take necessary interim action to implement the plans and programs of the Board between meetings of the Board. When such interim action occurs, the Executive Committee will report on such action at the next Board meeting, at which time the action(s) of the Executive Committee shall be reviewed and ratified by the Board. In addition to the foregoing, the Executive Committee shall conduct an annual review of the President/CEO and shall set the salary and any bonus of the President/CEO.

Section 3. Standing Committees. There shall be the following Standing Committees: (1) Career Services, (2) Youth Committee and (3) Business and Economic Development Committee. The Standing Committees shall have such duties and functions as specified by the Board. The

membership of Standing Committees shall, whenever possible, have participation which reflects the division of members of the Corporation as set forth in Article II hereof. The Chair shall serve as an ex-officio member of all Standing Committees. The Chair shall have the same rights and privileges of other Standing Committee members, including, the right to vote; provided, however, the Chair shall not be included when determining the number of committee members needed for a quorum but, when in attendance, the Chair is counted when determining if a quorum of committee members is present.

Section 4. Special Purpose Committees.

(1) Nominating Committee. A Nominating Committee shall be appointed by the Board no later than the last Board meeting preceding the annual meeting of the Board during a Program Year in which an election of officers is scheduled. The Nominating Committee shall consist of no less than three (3) members. The Nominating Committee shall present a recommended slate of officers for election to the Board at the annual meeting. A Nominating Committee may also be appointed and convened at the discretion of the Board to the assist the Board in filling a vacancy pursuant Article IV, Section 6.

(2) Ad Hoc Committees. Ad Hoc Committees may be formed by the Chair or the Board and shall terminate upon completion of the matter of concern for which the committee was appointed. Members of any such Ad Hoc Committee shall be appointed by the Chair or Board, whichever formed the committee.

Section 5. Committee Chairpersons. The chairperson of the Executive Committee shall be the Chair. The chairpersons of the Standing Committees or any other Corporate Committee shall be members of the Board. The chairperson of an Ad Hoc Committee need not be a member of the Board.

Section 6. Location and Notice of Committee Meetings. All committee meetings shall be held at a location open and accessible to the general public, in accordance with the requirements of the Sunshine Law. Location of committee meetings shall be determined by the membership of the committee, or the Corporation staff member(s) assigned to that committee. All committee meetings shall be noticed in accordance with the Sunshine Law.

Section 7. Quorum. Except as to Executive Committee meetings, for purposes of committee meetings, the presence of one-third (1/3) of all members appointed to the committee shall constitute a quorum for conducting the committee's business. For purposes of Executive Committee meetings, the majority of all members appointed to the Executive Committee shall constitute a quorum for conducting the Executive Committee's business.

Section 8. Use of Telecommunications. Pursuant to the authority contained in Section 445.007(1), Florida Statutes, any one or more committee members may participate in a committee meeting 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 committee members. A committee member 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. The Board may adopt a policy by resolution to implement the provisions

of this Section, which policy may address situations when telecommunications may be used by a committee and such other procedural matters as may be determined by the Board.

ARTICLE VI

AMENDMENTS TO BYLAWS

These Bylaws may be altered, amended or repealed and new Bylaws adopted by the affirmative vote of two-thirds (2/3) of the Directors present at a regular or special meeting with a quorum present, provided that any proposal to alter, amend or repeal Bylaws be submitted to each Director at least seven (7) days prior to the meeting at which the proposal is to be considered.

ARTICLE VII

MISCELLANEOUS

Section 1. Annual Report for Department of State. The Corporation shall deliver to the Department of State for filing a sworn annual report each year by May 1, on such form as the Department of State prescribes, all in compliance with the Florida Not-For-Profit Corporation Act, as may be amended from time to time.

Section 2. Corporate Seal. The seal of the Corporation shall have inscribed on it the name of the Corporation, the year of its organization and the words “corporation not for profit.” The words “corporate seal” or their equivalent may be used as a facsimile of or as the seal.

Section 3. Prohibited Activities. The Corporation shall not engage in any act which is prohibited by the Florida Not-For-Profit Corporation Act, as may be amended from time to time. The Corporation shall also not engage in any act which could give rise to it losing its tax-exempt status under the Internal Revenue Code of 1986, as may be amended from time to time.

Section 4. Conflict. In the case of any conflict between the Articles and these Bylaws, the Articles shall control.

Section 5. Amendments to Articles of Incorporation. Except as otherwise provided by law, amendments to the Articles shall be made in accordance with the procedure set forth in the Articles of Incorporation.

Section 6. Corporate Records. The Corporation shall keep as permanent records correct and complete books and records of account and shall keep minutes of the proceedings of its Directors in accordance with the Sunshine Law and other applicable provisions of law. The Corporation shall also keep at its registered office in this state a copy of its Articles and its Bylaws and any amendments thereto and a record of the names and addresses of its Directors. All books and records of the Corporation must be kept in written form or in another form capable of conversion into written form within a reasonable time and may be inspected by any Director, or his or her agent or attorney, for any proper purpose at any reasonable time.

CareerSource Southwest Florida - LWDB24 List of Board of Directors

Date Completed: 4/12/2022

Name of Board Member	Position on Board	Term of Appointment	Appointment Date	Name of Member's Business, Company, or Employer and Title or Position	Representation ****	Additional Representation
<p>Complete the Board of Directors template below. Include current board members at the time this document is completed including vacant seats from each Sector, if applicable. In the Representation column, you must choose an option from the drop-down menu. If a board member has more than one affiliation, select the additional representation category from Column F. <i>Once the Board of Directors template has been completed, check the table located at the bottom of the page. The table calculates both Business and Workforce percentages, as well as the required board roles.</i></p> <p>Please note: <u>Providing a reference to website will not satisfy this request</u>. The template holds up to 36 board members. If you have more than 36 members on your board reach out to your Programmatic Monitor Unit directly.</p>					<p>Sector & Description (See 20 CFR 679.320)</p> <p>Choose Sector and Description from the drop down menu</p>	<p>Sector & Description (See 20 CFR 679.320)</p> <p>Choose Sector and Description from the drop down menu</p>
Diana Bello	Director	7/1/2021	12/1/2014	Comprehensive Housing Resources, Inc.	Other: Governmental and economic and community development entities who represent transportation, housing, and public assistance programs	Workforce: Community based organization with experience and expertise in addressing the employment, training or education need of individuals with barriers to employment
Mike Biskie	Chairman	7/1/2021	3/1/2020	B&I Contractors	Business: Other Business Sector	
Curtis Brown	Director	7/1/2021	12/1/2019	Ace Hardware Corporation	Business: Other Business Sector	
B.J. Brundage	Director	7/1/2021	1/1/2012	Deangelis Diamond Construction	Business: Other Business Sector	
Drummond Camel	Director	7/1/2021	1/1/2012	Lee FP, Inc. c/o Cypress Cove	Business: Other Business Sector	
James Coalwell	Director	7/1/2021	8/1/2015	Charlotte State Bank & Trust	Business: Other Business Sector	
Michael Dalby	Vice Chairman	7/1/2021	3/1/2017	The Greater Naples Chamber of Commerce	Business: Other Business Sector	
Keitha Daniels	Director	7/1/2021	12/1/2018	Hendry County Economic Development Office	Business: Other Business Sector	Other: Economic and community development entity
Bill Diamond	Treasurer	7/1/2021	3/1/2018	The Carlisle Naples	Business: Other Business Sector	
Dave Gammon	Director	7/1/2021	1/1/2019	Charlotte County Economic Development Office	Workforce: Organization with experience and expertise in addressing the employment, training, or education needs of eligible youth	Other: Economic and community development entity
Brian Hirsch	Director	Mandated Seat	2/1/2012	Vocational Rehabilitation	Workforce: Organization which provides or supports competitive integrated employment for individuals with disabilities	Other: Program carried out under title I of the Rehabilitation Act of 1973, other than sec.112 or part C of that title
Kim Hustad	Director	7/1/2021	12/1/2009	Lee County Department of Human Services	Other: Governmental and economic and community development entities who represent transportation, housing, and public assistance programs	Workforce: Organization that serves veterans
Mike Jackson	Director	7/1/2021	10/1/2008	Jackson P.R.	Business: Member of Small Business	
Adrian Kerr	Director	2/1/2022	2/1/2022	Florida Southwestern State College	Other: Institution of higher education providing workforce investment activities	Other: Training provider administering adult education and literacy activities under WIOA title II
Brent Kettler	Secretary	7/1/2021	11/1/2017	Ensite, Inc.	Business: Other Business Sector	
Jim Lamb	Director	7/1/2021	9/1/2011	Summit Broadband	Business: Other Business Sector	
Brad Myers	Director	Mandated Seat	8/1/2019	Immokalee Technical College	Workforce: Labor organization in the local area	Workforce: Organization with experience and expertise in addressing the employment, training, or education needs of eligible youth

Mike Nagle	Director	Mandated Seat	7/1/2005	International Brotherhood of Electrical Workers	Workforce: Union affiliated registered apprenticeship program	Workforce: Labor organization in the local area
Aaron Stitt	Director	Mandated Seat	11/1/2012	Florida Department of Children and Families	Other: State Employment Service Office under Wagner Peyser Act (29 U.S.C. 49) serving the local area	
Carl Stringer	Director	3/1/2022	3/1/2022	US Sugar	Business: Other Business Sector	
John Talmage	Director	7/1/2021	2/1/2019	Lee County Economic Development Office	Workforce: Organization with experience and expertise in addressing the employment, training, or education needs of eligible youth	Other: Economic and community development entity
Dr. Amy Teprovich	Director	7/1/2021	8/1/2020	Keiser University	Other: Institution of higher education providing workforce investment activities	Other: Training provider administering adult education and literacy activities under WIOA title II
Joe Wheeler	Director	7/1/2021	10/1/2002	Wheeler Capital Partners, LLC	Business: Member of Small Business	
Michael Wukitsch	Director	7/1/2021	12/1/2019	Lee Health	Business: Other Business Sector	

**** Please note that this column is solely used to calculate compliance with the 50% business and 20% workforce membership requirement. For members that serve multiple roles, please select *business* or *workforce* sector in the first column and the secondary role in the second column.

	Member Count	Member Percentage	
Board Members in Business Sector	14	58%	Total must 50% or greater
Member of Small Business	2	Meets Minimum	Minimum of 2 business representatives
Other Business Sectors	12		Remaining business representatives
Vacant Business Sector seats	0		Vacant Seats
Board Members in Workforce Sector	5	21%	Total must be 20% or greater
Labor organization in the local area	2	Meets Minimum	If in existence, must include 2 or more Workforce representatives
Joint labor-management organization	0		If in existence, must include 1 or more Workforce representatives from these three categories
Union affiliated registered apprenticeship program	1		
Non-union affiliated registered apprenticeship program	0		
Community-based organization with experience and expertise in addressing the employment, training or education needs of individuals with barriers to employment	1		May include 1 or more Workforce representatives
Organization that serves veterans	1		May include 1 or more Workforce representatives
Organization which provides or supports competitive integrated employment for individuals with disabilities	1		May include 1 or more Workforce representatives
Organization with experience and expertise in addressing the employment, training, or education needs of eligible youth	3		May include 1 or more Workforce representatives
Vacant Workforce Sector Seats	0		Vacant Seats
Board Members in Other Sectors	5	21%	Remaining Percentage
Training provider administering adult education and literacy activities under WIOA title II	2	Meets minimum	Must include 1 representative
Institution of higher education providing workforce investment activities	2	Meets minimum	Must include 1 representative
Economic and community development entity	3	Meets minimum	Must include 1 representative

<i>State Employment Service Office under Wagner Peyser Act (29 U.S.C. 49) serving the local area</i>	1	Meets minimum	<i>Must include 1 representative - DEO realizes that this position may not be filled.</i>
<i>Program carried out under title I of the Rehabilitation Act of 1973, other than sec.112 or part C of that title</i>	1	Meets minimum	<i>Must include 1 representative</i>
<i>Other Entity that administers education and training activities, represents local educational agencies or community-based organizations that have expertise in addressing the education or training needs for individuals with barriers to employment</i>	0		<i>May include representatives</i>
<i>Governmental and economic and community development entities who represent transportation, housing, and public assistance programs</i>	2		<i>May include representatives</i>
<i>Philanthropic organizations serving the local area</i>	0		<i>May include representatives</i>
<i>Other appropriate individuals as determined by the chief elected official</i>	0		<i>May include representatives</i>
<i>Vacant Other Seats</i>	0		<i>Vacant Seats</i>
Member Count	24	100%	
Representation Count	34		

**CAREERSOURCE SOUTHWEST FLORIDA
BOARD OF DIRECTOR ANNUAL MEETING
November 7, 2022
9 a.m.**

Attachment D-2

MINUTES

Directors Present:

Mike Biskie
Drummond Camel
Keitha Daniels
Brian Hirsch
Adrian Kerr
Carl Stringer
Dr. Amy Teprovich
Michael Wukitsch

B.J. Brundage
Michael Dalby
Dave Gammon
Brent Kettler
Jim Lamb
John Talmage
Joe Wheeler

Directors Absent:

Curtis Brown
Kim Hustad
Aaron Stitt

Bill Diamond
Brad Myers – attempted call in

Guests Present :

Danny Aguirre, Blue Waters Dev.

Greg Urbancic, Board Attorney

Staff Present:

Peg Elmore
Barb Short

Benita Richards
Mary Anne Zurn

I. CALL TO ORDER

The meeting was called to order by Mike Biskie, Chair, 9 a.m., at The Luminary Hotel & Co., 2200 Edwards Drive, Fort Myers. Welcome and introductions were made by those present.

II. APPROVAL OF MINUTES

Michael Dalby made a **motion** to approve the July 13, 2022, minutes; Michael Wukitsch seconded, and the motion was unanimously approved by the Board.

III. PUBLIC COMMENT

State Law, Right to be Heard: 286, will be offered following each motion. Public Comment: N/A

IV. TWO-YEAR MODIFICATION OF THE LOCAL WORKFORCE PLAN

Drummond Camel reported the Plan was emailed to the Board for review, discussed at the 11/4/22 Program and Planning Committee meeting, and the Committee recommends Board approval. In addition, the Plan has been signed by the Consortium.

Drummond Camel made a **motion** to approve the Two-Year Modification of the Local Workforce Plan; Michael Wukitsch seconded, and the motion was unanimously approved by the Board.

Public Comment – N/A

V. BOARD STRUCTURE AD-HOC COMMITTEE

Greg Urbancic shared the Board approved an Ad-Hoc Committee to commence and complete the task required by the Reimaging Education and Career Help (REACH) Act regarding Board membership term dates. Three Committee meetings occurred over the summer, chaired by Greg, and included John Talmage, Michael Wukitsch, Keitha Daniels, Adrian Kerr, and Mike Nagle. Benita Richards provided the Committee the SFWDB/DEO Composition which outlines all the requirements and included current Board representation; Business, Labor/Training, Educational, Government/Economic Development. The Committee reviewed and discussed the current Board representation and identified eligibility, attendance, and tenure. In addition, the Committee reviewed and discussed the necessity of industry diversity, geographic diversity, and membership ethnicity diversity.

The Committee is recommending specific term limits; two(2) four (4) year terms, which equal the REACH Reaach Act maximum eight (8) consecutive years. Each Board of Director has already completed one (1) year (began July 1, 2021). Second terms would not be guaranteed. At the end of designated first term, a member is required to provide a letter of intent, to include credentials, prior to the March Board meeting in the year the member's term is expiring. The Board will review each member individually based on eligibility, qualifications, attendance, engagement, etc., and present a motion at the May Board meeting to approve/not approve second term continuance. The Committee also discussed Board size and the consensus of the Committee was that a Board size of eighteen (18) would be the ultimate recommended target to the Board of Directors. Please note, 'Government' representation is exempt from term dates, which includes Vocational Rehabilitation and Department of Children and Families.

VI. BOARD BY-LAWS

Greg Urbancic shared the Board By-Laws were emailed to the Board for review and approval and are also included in the Board packet. The By-Laws have been revised/updated to reflect the all the REACH Act and DEO mandates, including Board membership/terms previously discussed. In addition, Sunshine Law, Board Orientation, Title Changes, and Committee Re-structure.

The Finance Committee, Program and Planning Committee, Public Relations Committee, Service Delivery Committee and ad hoc Economic Development Committee will be replaced as follows:

The Corporate Committee (Board members only) is: EXECUTIVE COMMITTEE ~ This Committee will be comprised of Board Officers, Committee Chairs, and previous Board Chair up to one year. Peg Elmore will be the Staff Liaison.

The Standing Committees are: BUSINESS AND ECONOMIC DEVELOPMENT COMMITTEE, CAREER SERVICES COMMITTEE, AND YOUTH COMMITTEE.

There will be an Executive Committee meeting in December to discuss roles, responsibilities, membership, and staff liaisons.

John Talmage made a **motion** to approve By-Laws; Adrian Kerr seconded, and the motion was unanimously approved by the Board.

Public Comment – N/A

- Board Orientation – Greg reported all Board members completed their on-line annual orientation.
- Sunshine Law – Greg provided a brief reminder to all Board members they are mandated to follow the Federal/State Sunshine Laws. A couple points to remember is NO commencing amongst each other on board-related matters unless it is a posted meeting. This is not just limited to face to face, this includes all electronic methods, not limited to, social media, texting, email, etc. Another point is not to keep any public records regarding Board business; keep Board/public/personal business separated. All Board business is public record and should be submitted to the Administration office for record/filing.

VII. BOARD RESOLUTION 2022-01

Greg Urbancic shared Resolution 2022-01 was emailed to the Board for review/approval and included in Board packet. Resolution 2022-01 identifies the Board membership/term dates in reference to the By-Laws.

Adrian Kerr made a **motion** to approve Resolution 2022-01; Keitha Daniels seconded, and the motion was unanimously approved by the Board.

Public Comment – N/A

VIII. BOARD ARTICLES OF INCORPORATION

Greg Urbancic shared the Board Articles of Incorporation were emailed to the Board for review and included in Board packet. The Articles have not been revised for many years and are now updated to include the REACH Reach Act/DEO requirements. Per Law, the Articles are for review only today and will be presented to the Board of Directors to adopt at the January Board meeting. This will require two separate Agendas/meetings.

IX. BOARD RESOLUTION 2022-02

Greg Urbancic shared Resolution 2022-02 is required to be approved at today's meeting to adopt the Articles of Incorporation at the January meeting. Resolution 2022-02 was emailed to the Board for review/approval and also included in the Board packets.

Michael Dalby made a **motion** to approve Resolution 2022-02; Jim Lamb seconded, and the motion was unanimously approved by the Board.

Public Comment – N/A

X. REACH ACT

- Credentialing Committee – Mike Biskie shared Labor Market data is now available, and the Committee can now begin making recommendations.
- Board Alignment – Mike Biskie shared he, Peg Elmore, Keitha Daniels, and Dave Gammon, traveled to Sarasota for a focus group held by Ernst & Young regarding the Board Alignments. The REACH Act requires reducing local workforce boards. Round Table/Focus Group discussions are scheduled for 11/16/22 for EDCs, Education, and Board members. Ernst & Young (EY) wants your opinion of what is important in aligning the Boards, and what is needed for our communities, employers, rural areas, etc. Peg Elmore will send out the data points EY is considering.. Local Officials' meetings will be scheduled following elections. Right now, our role is to educate the Local Officials and make them aware of these meetings once they are scheduled. Ernst & Young final report is not expected until February 2023.

- Letter Grade – Peg Elmore shared State and Region 24 letter grades were emailed to the Board for review and in the Board packet. Region 24 received a B+. We were not provided any grading criteria prior to receiving the letter grade; now we know and have a target.

XI. DWG GRANT

Peg Elmore shared Region 24 received a \$6.125 Million Dislocated Worker Grant (DWG) for Hurricane Ian recovery. A grant application will be submitted for additional funds as this is expected to be a 2-4 year process. We also have \$2.7 Million in Dislocated Worker funds; however, these funds have different definitions and allowable uses. We can not double dip DWG grant funds with projects funded by FEMA, but we can allocate to different projects.

Disaster Workforce Grant funds are restricted to those impacted by the Hurricane OR those who have not worked 6 out of the past 13 weeks. The goal is to put people to work doing clean-up, restoration and/or humanitarian type jobs for a non-profit or government organization. To date we have 27 worksite agreements, 14 workers, 60 more individuals cleared to begin work, and approximately 200 individuals in the pipeline. We are paying a maximum of 2,080 hours or 1 year. The work is temporary, and the goal is long-term employment and/or training. We need more non-profit worksites; referrals are encouraged.

Three staff have been hired, under this Grant, to manage the worksites and employees; staff are in Fort Myers, Naples, and Port Charlotte.

XII. COMMITTEE REPORTS

Regional Economic Development Ad-Hoc – John Talmage, Chair, shared the Committee has one more tour to complete in Lee County. Thank you to everyone who participated and facilitated all the tours. We are estimating \$80 Billion coming to the coastal area to rebuild from Hurricane Ian.

Finance – Greg Urbancic shared the Addendum to Exclusive Right of Sale/Listing Agreement for Commercial Property and Exclusive Right of Sale Listing Agreement for Commercial Property, for the CareerSource Southwest Florida Immokalee Center, were emailed to the Board for review/approval and included in the Board packet. This has been reviewed and approved by the Finance Committee as well.

Joe Wheeler made a **motion** to approve the Addendum to Exclusive Right of Sale/Listing Agreement for Commercial Property and Exclusive Right of Sale Listing Agreement for Commercial Property, for the CareerSource Southwest Florida Immokalee Center; Michael Dalby seconded, and the motion was unanimously passed by the Board.

Public Comment – N/A

Program and Planning – Drummond Camel, shared the Committee reviewed and recommend Board approval of the Two-Year Modification of the Local Workforce Plan. In addition, the Committee reviewed and recommend Board approval to add three schools to the Eligible Training Provider List (ETPL) and one occupation to the Regional Targeted Occupations List (RTOL); all emailed and included in Board packet.

Michael Wukitsch made a **motion** to approve adding Galen Health Institutes, Inc., dba Galen College of Nursing (Sarasota Campus) to our Eligible Training Provider List (ETPL); Brent Kettler seconded, and the motion was unanimously passed by the Board.

Public Comment – N/A

Joe Wheeler made a **motion** to approve adding Fleetforce Truck Driving School (Fort Myers) to our Eligible Training Provider List (ETPL); Michael Wukitsch seconded, and the motion was unanimously passed by the Board.

Public Comment – N/A

Joe Wheeler made a **motion** to approve adding Fleetforce Truck Driving School (Venice) to our Eligible Training Provider List (ETPL); Jim Lamb seconded, and the motion was unanimously passed by the Board.

Public Comment – N/A

Michael Dalby made a **motion** to approve adding Motorboat Mechanics to our Regional Targeted Occupations List (RTOL); Keitha Daniels seconded, and the motion was unanimously passed by the Board.

Public Comment – N/A

Service Delivery – Brian Hirsch reported 9/14/22 was Mike Nagle’s final Committee meeting as he is retiring end of the year and resigned from the Board/Committee. The Committee reviewed status reports provided by staff identifying increased job orders/decreased job seekers, met 16 out of 18 performance measures, and reviewed unemployment and industry leaders. Staff provided a presentation on leadership change in the Region.

XIII. OPEN FORUM

Mike Biskie recognized Joe Wheeler for his many years of service on the Board. This would be Joe’s final Board meeting as identified in Resolution 2022-01.

Mike Biskie recognized B.J. Brundage, Drummond Camel, and Aaron Stitt, for 10 years of service as a Board of Director.

XIV. ADJOURNMENT

The meeting adjourned at 10:35 a.m.

CareerSource Southwest Florida

Request to Extend Designation as a Direct Provider of Workforce Services

February 26, 2020

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) dba CareerSource Southwest Florida requested and received authorization to be designated as a direct provider of workforce services (other than training services). In 2011, 2014 and 2017, three-year extensions were requested and approved. At this time, we request an extension for the period of July 1, 2020 through June 30, 2023. Upon approval the following modifications will be incorporated into our Workforce Services Plan.

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

During the prior period CareerSource Southwest Florida has been the provider of Workforce Innovation and Opportunity Act (WIOA) Adult, WIOA Dislocated Worker, some WIOA Youth services, Temporary Assistance for Needy Families (TANF) services and Supplemental Nutrition Assistance Program (SNAP) services through staff located in the CareerSource Southwest Florida “One-Stop” centers throughout the Region.

Throughout the years our Leadership Team has developed and now includes the Deputy Director, Planning and Grants Division Director, Programs Division Director, Fiscal Division Director, Director of Business Services, Communications Director, IT Division Director and Quality Assurance Program Managers. The Leadership Team meets with the CareerSource Southwest Florida Center Supervisors at least every other month and has effectively provided oversight and guidance to the One-Stop Centers.

We continued to follow our standard procurement process to contract for Workforce Innovation and Opportunity Act (WIOA) Out-of-School Youth services for the July 2015 - June 2016 Program Year. However, in March 2016, it was decided, with State approval, that all WIOA Youth services would be provided directly through Center staff. The change occurred in April 2016 and has allowed for better integration of services and a smoother flow of services.

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

The effective date for this extension will be July 1, 2020.

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, 2020 through June 30, 2023.

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

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

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

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

Operational Services – The Center Supervisors provide the direct supervision and are responsible for the day-to-day operations and performance outcomes of the One-Stop centers. The Center Supervisors report to the Leadership Team at least every other month to review the system and make necessary changes to improve services to customers. This system has proven an effective means of separating oversight from operational activities.

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

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

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

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

By providing services directly, CareerSource Southwest Florida saw a reduction in costs. Annual overhead costs and profit charged by contracted service providers were estimated by reviewing previous years' expenses. Based on these figures, the reduction in costs over a period of three years is estimated to be \$3,792,712. WIOA also includes NEG monies received. Destination Graduation (DG) included in TANF & WIOA. Other reductions include costs for the bidding process for selection of service providers for workforce programs.

	<u>2017/2018</u>		<u>2018/2019</u>		<u>2019/2020</u>		<u>TOTAL</u>
WIOA Adult,							
DW & Youth	9,425,398	+	8,363,996	+	8,443,000	=	26,232,394
						x 10%	= \$2,623,239
TANF	1,891,494	+	1,763,544	+	2,154,000	=	5,809,038
						x 18%	= \$1,045,627
SNAP	264,796	+	227,235	+	196,000	=	688,031
						x 18%	= <u>\$123,846</u>

Estimated reduction in cost previous 3-year period: \$3,792,712

Based on initial allocations for the coming year, cost savings will be more important than ever and are expected to be an estimated \$3,097,200, at a minimum, for the next three-year period.

	<u>2020/2021</u>		<u>2021/2022</u>		<u>2022/2023</u>		<u>TOTAL</u>
WIOA-Adult	2,050,000	+	2,000,000	+	1,950,000	=	6,000,000
						x 10%	= \$600,000
WIOA-DW	2,100,000	+	2,000,000	+	1,900,000	=	6,000,000
						x 10%	= \$600,000
WIOA-Youth	1,900,000	+	1,850,000	+	1,800,000	=	5,550,000
						x 15%	= \$832,500
TANF	2,000,000	+	1,800,000	+	1,600,000	=	5,400,000
						x 18%	= \$972,000
SNAP	190,000	+	175,000	+	150,000	=	515,000
						x 18%	= \$92,700

Estimated reduction in cost for upcoming 3-year period: \$3,097,200

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

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

A single, region-wide approach to business, media and community outreach has resulted in greater coordination of services to employers and the business community. This has helped to reduce duplication of business services i.e. reduce the instances of multiple contracted providers contacting

business and business organizations with same or similar objectives. Restructuring of Business Services included the addition of Account Executives to improve the job referral process, relationships with employers and our employer penetration rate. The Account Executives have worked with Center staff to increase the number of job orders, internships and on-the-job (OJT) opportunities.

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

Our career laddering system, originally implemented in 2008, continues to allow front-line staff to progress through Career Development Representatives levels I through IV. Levels are based on workforce program knowledge and have proven to be an effective means of promoting integrated services. At least one other Local Workforce Development Board (LWDB) has adopted the system and another is considering implementing a similar structure.

The Board's SharePoint intranet system and portals have allowed staff greater communication and sharing of information. Staff is able to access calendars, schedules, announcements, policies, procedures, reports, forms and documents. They are also able to upload data, and share "found" resources with each other. Centers continue to move toward more electronic document management processes. With document scanners and e-signature capability, intake and case management generates less paper and more accessible information. Staff is making strong headway with WIOA programs as DEO is able to use the files in Document Manager. Using electronic files is speeding up processes, saving paper, and more importantly, resulting in a better use of staff time. We envision continued enhancements to technology, which will provide staff a multitude of resources.

An online Inquiry Form was developed locally per request of committee members representing business. The Inquiry Form allows customers to connect directly with Center staff via our website. Schools, businesses and other agency partners direct potential customers to the Inquiry Form for eligibility assessment. By being the Direct Provider of Workforce Services we are able to then forward the completed form to an email contact and distribute it quickly to the appropriate Center and then to a Career Development Representative so individualized contact is made.

CareerSource Southwest Florida has continued to meet or exceed the Common Measures. At 60.17%, our Individual Training Account (ITA) Expenditure Rate for WIOA Adults and Dislocated Workers continues to exceed the required 50%. Since 2014, all Center staff, to include DEO staff, now has written expectations to ensure continued high levels of performance and customer satisfaction. This has helped in maintaining high levels of performance.

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

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

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

See attached signature page.

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

SIGNATURE PAGE

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

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

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

The Local Workforce Development Board seeks to extend its designation as a direct service provider of certain services by agreement of the Chief Elected Official and the Governor. This extension to the designation of the Local Workforce Development Board as a direct service provider of certain services is to be effective for the period July 1, 2020 through June 30, 2023.

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

Chief Elected Official

Chairman, Local Workforce Development Board

Commissioner Mitchell Wills
Name (printed or typed)

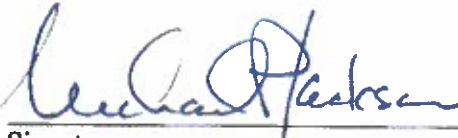
Mr. Michael P. Jackson
Name (printed or typed)

Chairman, Southwest Florida Job Training Consortium
Title

President / Chairman
Title



Signature



Signature

5-13-20

Signature Date

February 26, 2020

Signature Date

Contract #22-15 approved 1/6/2022 per M. Massey

**Memorandum of Understanding between CareerSource Southwest Florida
and
Farmworker Career Development Program of Collier/Hendry County**

This Memorandum of Understanding (MOU) sets forth the terms of the agreement for cooperation and collaboration between CareerSource Southwest Florida (hereinafter referred to as "CSSWF") and Farmworker Career Development Program of Collier/Hendry County (hereinafter referred to as "FCDP") for the delivery of services provided by both entities as outlined in the Workforce Innovation and Opportunity Act (WIOA - Section 167) and the (Florida) Workforce Innovation Act of 2000, and to establish standards of performance through Federal, State, and locally required guidelines.

I. Purpose of this Agreement

- a. Establish the organizational framework to integrate the delivery of program services delivered by the FCDP into the CSSWF system.
- b. Satisfy the requirements contained in the Workforce Innovation and Opportunity Act (WIOA) for a Memorandum of Understanding between CSSWF and the FCDP to provide program career services in a coordinated, seamless, and customer-friendly manner within the locally established CSSWF service delivery system.
- c. Support the Migrant/Seasonal Farmworkers in obtaining training, financial support, and career development or placement in a career.

II. Services

CSSWF maintains centers throughout Local Workforce Development Area (LWDA) 24, which provide services in Collier, Lee, Hendry, Charlotte, and Glades counties. FCDP has two centers, one in LaBelle, Hendry County and one in Immokalee, Collier County. FCDP has space available at the CareerSource Southwest Florida center in Clewiston. Services will include the following:

a. CareerSource Southwest Florida

- Referral of qualified candidates to the FCDP, and access to other programs, activities, and support services provided by various partners.
- Referrals for more intensive training and support services may be extended to individuals with special needs and barriers to employment.
- FCDP customers may explore work preparation and career development services and have access to information on a range of employment, training, and adult and occupational education programs both on-site and through electronic systems such as the Employ Florida (EF).
- FCDP customers have access to career, skill, employment, and training information to obtain the services and skills they need to enhance their employment opportunities, based on their individual needs. CSSWF will provide placement support opportunities for FCDP participants when appropriate.
- CSSWF will provide one member to serve on the FCDP Advisory Board.
- Other services include resume preparation/interview techniques, job placement assistance, workshops, and access to computers, fax, copier, and phones for job search.

**Memorandum of Understanding between CareerSource Southwest Florida
and
Farmworker Career Development Program of Collier/Hendry County**

b. Farmworker Career Development Program

Provides services through Immokalee Technical College by offering:

- Outreach, intake, orientation, eligibility determination, assessment, and counseling, as well as emergency services and referrals for farm workers to CSSWF.
- Assessments of customer using various means—TABE, My Career Shines and CASAS.
- Career determination and development of an individual employment plan for eligible farm workers.
- Support for training services, which may include ESOL, GED, or Post-Secondary Certificate programs, will be made available through the most appropriate facility in the LWDA 24 area.
- Provide CSSWF quarterly with FCDP participant list of those who will exit a PSAV or GED program and are ready for employment.

c. Joint Services

- CSSWF and FCDP staff will work together to build training and placement plans for co-enrolled participants.
- CSSWF and FCDP have created/developed a referral process to share participants and resources and to better communicate between each organization's programs.
- CSSWF and FCDP will use EF as the shared database system.

Both the CSSWF and the FCDP are governed by their respective legislative mandates under WIOA, specific program mandates and directives and the parameters of the subsequent funding received from third party sources to benefit the participants. Either party may make changes to these arrangements within 30 days via written notice.

In WITNESS WHEREOF, the Board and the Partners have made this Agreement on December 3, 2021. The term for this MOU is January 1, 2022 to June 30, 2024.

SOUTHWEST FLORIDA WORKFORCE DEVELOPMENT BOARD, INC.
dba CareerSource Southwest Florida

By: Joseph Paterno
Joseph Paterno, Executive Director

12-3-2021
Date

FARMWORKER CAREER DEVELOPMENT PROGRAM

By: Dorin Oxender
Dorin Oxender, Director

1/6/22
Date

SERVICE PROVIDER AGREEMENT

THIS AGREEMENT, made this 1st day of December, 2021 by and between **Southwest Florida Workforce Development Board, Inc.**, d.b.a CareerSource Southwest Florida, organized and existing under the laws of the State of Florida whose address is **6800 Shoppes at Plantation Drive, Suite 170 Fort Myers, FL 33912** (hereinafter the "Service Provider"), and the **Housing Authority of the City of Fort Myers, FL** whose address is 4224 Renaissance Preserve Way, Fort Myers, Florida 33916 (hereinafter the "Housing Authority");

RECITALS

WHEREAS, Housing Authority's mission is to provide affordable housing for the low-income individuals and families who cannot afford housing in the private market. The Housing Authority intends to comply with its mission by:

- Engaging community stakeholders;
- Providing sustainable housing solutions and self-sustaining Community Support Services programs;
- Ensuring organizational excellence; and
- Creating and meeting prioritization plans.

WHEREAS, The Service Provider serves the workforce development initiatives in the five-county region of Charlotte, Collier, Glades, Hendry, and Lee. Workforce development boards are tasked with administering state and federal funding designated for employment and training services for individuals and new or expanding businesses. Workforce board members represent a balance among private sector businesses (51%), organized labor, and public institutions, including government, education, and community services. CareerSource Southwest Florida (CSSWFL) delivers a variety of employment and training programs through a network of full-service centers in Port Charlotte, Immokalee, Naples, Clewiston, and Fort Myers with satellite offices in Cape Coral and Labelle.

WHEREAS, The purpose of this Service Provider Agreement is to create a working relationship between both parties for the Jobs Plus Initiative Grant.

WHEREAS, The Jobs Plus Program develops locally based, job-driven approaches that increase earnings and advance employment outcomes through work readiness, employer linkages, job placement, educational advancement, technology skills, and financial literacy for residents of public housing. The place-based jobs plus program addresses poverty among public-housing residents by incentivizing and enabling employment through earned income disregards for working residents and set of services designed to support work including employer linkages, job placement counseling, educational advancement, and financial counseling. Ideally, these incentives will saturate target public housing projects (refer to as "projects" hereafter), building a culture of work and making working residents the norm. The Job Plus Program comprises these three core components: Employment-Related Services, Financial/ Rental Incentive- Jobs Plus Earned Income Disregard (JPEID); and Community Supports for Work.

THEREFORE, it is hereby agreed as follows:

TERMS OF AGREEMENT

In consideration of the agreements, promises, recitals and warranties set forth herein, and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree as follows:

ARTICLE 1 - SCOPE OF WORK

The Service Provider shall furnish labor, materials, and services required to fully execute the Scope of Work described in Exhibit A, attached hereto.

ARTICLE 2 - CONTRACT PRICE

The Housing Authority agrees to pay the Service Provider for performance in accordance with Exhibit B, Fee and Compensation Schedule, attached hereto.

ARTICLE 3 - CONTRACT DOCUMENTS

The Contract shall consist of the following component parts, all of which are hereby incorporated by reference:

- A) The Memorandum of Understanding.
- B) Scope of Work
- C) Fee and Compensation Schedule.

In the event of conflict, such conflict will be resolved by giving the following relative priorities: first, this Service Provider's Agreement; second, the Scope of Work; third, the Fee and Compensation Schedule; and fourth, the Memorandum of Understanding. Therefore, by way of example, the Service Provider's Agreement shall govern over all the other Contract Documents.

In regard to General Conditions for Non-Construction Contracts HUD-5370-C, Sections I and II shall apply to this Agreement, notwithstanding the monetary limitations noted therein.

ARTICLE 4 - TERM

This Agreement shall be valid for one year beginning on November 1, 2021, and extending through October 31, 2022 and shall automatically annually renew for a maximum of Four (4) years. Either party may terminate this agreement, with or without cause, by providing a written 10 days' notice to the other party.

ARTICLE 5 - MISCELLANEOUS

This Agreement shall be construed and regulated under and by the laws of the State of Florida. Proper location and venue, in the event of any legal proceedings, shall be Lee County, Florida. This Agreement is the entire agreement and supersedes and replaces all prior understandings and agreements of employment between the Company and Service Provider. No other prior statements, promises, or inducements made by either party, or agent of either party, which are not contained in this Agreement, shall be valid and binding. This Agreement may not be modified or altered, except in writing and signed by both parties. Oral changes shall have no effect. If any provision of this Agreement shall be deemed to be contrary to law, then such provision shall be considered separable from the remainder of this Agreement and will not affect the validity, interpretation, or effect of the remainder of this employment contract.

The failure of any party to insist upon strict adherence to any term of this Agreement on any occasion shall not be considered a waiver or deprive that party of the right thereafter to insist upon strict adherence to that term or any other term of this Agreement.

Any notice made or other communication made or given in connection with this Agreement shall be in writing and shall be deemed to have been duly given when delivered or mailed by registered mail, return receipt requested, to a party at its address set forth on the first page of this Agreement or at such other address as a party may specify by notice to the other.

In the event a dispute arises between the Service Provider and the Housing Authority, with regard to this Contract, and it is necessary to commence litigation with respect to dispute, the litigation shall be filed in a Court of competent jurisdiction in Lee County, Florida and the prevailing party in that litigation or subsequent appellate proceeding shall be entitled to an award of its reasonable Attorney's fees and costs.

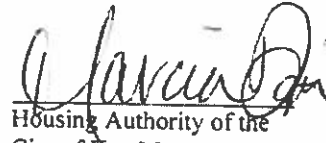
IN WITNESS WHEREOF, the parties hereto have executed this Agreement.

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

 3/1/2022
Date

By:
Its: **Contract Manager**

Housing Authority

 2/15/2022
Date

Housing Authority of the
City of Fort Myers, FL
By: Marcia Davis
Its: Executive Director

EXHIBIT A

Scope of Work and Specific Requirements.

Program Description

The Jobs Plus Program develops locally based, job-driven approaches that increase earnings and advance employment outcomes through work readiness, employer linkages, job placement, educational advancement, technology skills, and financial literacy for residents of public housing. The place-based jobs plus program addresses poverty among public-housing residents by incentivizing and enabling employment through earned income disregards for working residents and sets of services designed to support work including employer linkages, job placement counseling, educational advancement, and financial counseling. Ideally, these incentives will saturate target public housing projects (refer to as "projects" hereafter), building a culture of work and making working residents the norm. The Job Plus Program comprises these three core components: Employment-Related Services, Financial/ Rental Incentive- Jobs Plus Earned Income Disregard (JPEID); and Community Supports for Work.

Responsibilities of the Southwest Florida Workforce Development Board Inc:

Program services to be provided on-site will include but need not be limited to the following list.

1. To facilitate employment services, applicants may consider having dedicated on-site workforce system staff to perform job developer and case manager functions. Job Developers will work directly with the business community to identify and create employment opportunities and act as liaisons with local employment agencies. **Case Managers (49 Residents to (1) Level 3 or 4 Case Manager):** will work one-on-one with participants to guide them through the employment process and help them achieve employment -related goals.
2. Provide Ongoing Local Labor Market Information (LMI) to be used both for initial planning and analysis of which employment opportunities are most available locally, and for monitoring ongoing trends.
3. Create an Individualized Training Services Plan (ITSP) should be developed for each participant to establish goals and service strategies, and to track progress.
4. Career exploration/ job readiness workshops
5. Job search and job placement assistance
6. Assistance with rapid re-employment if job loss occurs
7. Facilitated connections to education and training opportunities
8. Proactive post-placement job retention support and career advancement coaching
9. Access to computers, phones, fax, and copy machines and other supplies for participants' employment-related uses and adequate training on how to use these technologies
10. CSSWFL will ensure that residents' Personally Identifiable Information (PII) will be always kept confidential. An HACFM signed permission release must be presented to CSSWFL so only information viable to the grant is shared with HACFM.

**SOUTHWEST FLORIDA WORKFORCE DEVELOPMENT BOARD, INC.
JOB DESCRIPTIONS FOR LEVEL 3 & 4**

Job Title **Career Development Representative III (CDR III)**

Jobs Plus-Horizons

Job Status **FT Regular NON-EXEMPT
Supervisor**

Supervisor: **Director of Jobs Plus/ Region**

Job Summary:

Provides a variety of individual services such as job development, training, testing, and counseling services, utilizing a case management model to enable individuals who are economically disadvantaged, dislocated or have multiple employment barriers to find appropriate work. This position is the third-tier level in the CDR I-IV progression model.

Job Functions:

- Provides individual support, case management and supportive services to workforce development program participants.
- Determines customer eligibility for a variety of workforce development programs. Refers customers to appropriate programs, agencies and/or resources.
- Provides comprehensive evaluation of employment and training needs. Assesses customer skills by interviewing, testing and other methods.
- Works with customers to develop individual training plans, engage employer placement contacts, and counseling. Assists customers with job placement, including job-search classes, labor market analysis and employment contacts.
- Assesses customer needs and authorizes or facilitates supportive services to assist in removing barriers that may prevent successful completion of a program.
- Generates and authorizes Individual Training Accounts for Workforce Innovation and Opportunity Act (WIOA); approves and issues gas cards; and other financial obligations for the various workforce programs such as the Welfare Transition (WT); and Supplemental Nutrition Assistance Program (SNAP).
- Performs data entry into the various management information systems used in case management function.
- Maintains case files as directed to meet customer follow-up and compliance with federal, state, and local policies, procedures, and regulations.
- Conduct peer reviews utilizing various monitoring tools and guidance papers for quality assurance and compliance with various workforce development programs rules and regulations.
- Interacts and coordinates services with other state and local agencies and programs.
- May provide services in the Business Services division in coordination with employment representatives (Department of Economic Opportunity). Assist business customers to conduct on-site recruitment, screening, and interviewing.
- May organize and coordinate job fair activities and employment events for the career centers.
- May facilitate group processes including testing, workshops, orientations, and job clubs.
- May develop and maintain contact with training providers, public and private business partners, partner organizations, and other community and faith-based organizations to share information and coordinate service delivery.
- May represent the career centers on various committees which may involve public speaking or taking a leadership role.
- May attend meetings, trainings and give presentations to promote the centers, the Business Services Career division and the employer services to area businesses, professional organizations, and community-based agencies.

Marginal Functions:

- Career Development Representative I and II as assigned.
- Other duties as assigned.

Supervision Received:

This position receives direct supervision from the Center Supervisor and indirect supervision from the Program Division Director.

Working Relations:

Internal- Interfaces with staff and management daily to provide and receive information. Encourage and maintains professional and respectful relationships with co-workers.

External- Interfaces with state and federal agencies, suppliers and vendors, and the general public to exchange, gather, or provide information on projects or programs.

Minimum Requirements:

Equivalent Education Level

- Associated Degree from an accredited College or University in Business, Social Science, or related field plus the required experience.
- Two years of related experience may be substituted for one year of education.
- Bachelor's degree from an accredited College or University in Business, Social Science, or related field is preferred.
- Florida Workforce Professional Certification Tier I or must be achieved within 6 months.
- Florida Workforce Professional Certification Tier II preferred.
- Excellent oral communication skills, including public speaking, are essential.
- Proficient computer skills are necessary.

Experience

- Proficient in Career Development Representative I and II job functions.
- Two years' experience in a workforce development occupation in a One-Stop Career Center system is preferred.
- Four years related work experience in education, counseling, social services, or related fields is required.
- Two years' experience in facilitating or instructing groups in the area of employee motivation or job readiness is preferred.
- Experience in developing curriculum is preferred.
- Supervisory or human resources experience a plus.

Knowledge/ Skills/Abilities

- Must have exceptional attention to detail and ability to document case management function.
- Ability to work with diverse populations
- Ability to work with job seekers and business customers.
- Ability to understand and interpret and follow federal, state, and local policies and regulations.
- Ability to maintain high levels confidentially, credibility and professionalism.
- Proficient in Microsoft Office Word, EXCEL, and PowerPoint.
- Possess good time management and organizational skills.
- Excellent verbal and written communication skills a must.
- Possess good listening, phone, and conflict resolution skills.
- Ability to accurately prepare and effectively present reports, ideas, etc., and give detailed presentations and training classes to various audiences.
- Ability to maintain flexibility to accommodate organizational needs.

- Ability to perform basic budgeting plans.
- Ability to track priorities and meet deadlines
- Ability to relate to the thoughts, emotions, and experiences of others.
- Ability to share ideas, collaborate on projects and work with others to find solutions to problems.
- Ability to participate in continuing education and training for advancement opportunities to CDR IV job advancement opportunities.
- Bilingual helpful.

Other Requirements (if applicable)

- Reliable transportation may be necessary for travel throughout the workforce development region. May attend various functions and meetings which may occur before or after normal business hours.
- Valid Florida Driver's License and Insurance.

Physical Requirements:

- Physical ability to perform the above listed job duties is required.
- May be required to sit for long periods of time.
- Infrequent light physical effort required- reaching above shoulder heights, below the waist or lifting as required to file documents or store materials throughout the workday.
- Proper lifting techniques are required which may include lifting up to 25 pounds for files and computer printouts on occasion.
- Work is performed in an office environment.

Job Title **Career Development Representative IV (CDR IV)**

Jobs Plus- Renaissance

Job Status **FT Regular EXEMPT**
Supervisor

Supervisor: **Director of Jobs Plus/ Region**

Job Summary:

Provides a variety of individual services such as job development, training, testing, and counseling services, utilizing a case management model to enable individuals who are economically disadvantaged, dislocated or have multiple employment barriers to find appropriate work. This position is the highest level in the CDR I-IV progression model.

Job Functions:

- Provides individual support, case management and supportive services to workforce development program participants.
- Determines customer eligibility for a variety of workforce development programs. Refers customers to appropriate programs, agencies and/ or resources.
- Provides comprehensive evaluation of employment and training needs. Assesses customer skills by interviewing, testing and other methods.
- Works with customers to develop individual training plans, engage employer placement contacts, and counseling. Assists customers with job placement, including job-search classes, labor market analysis and employment contacts.
- Assesses customer needs and authorizes or facilitates supportive services to assist in removing barriers that may prevent successful completion of a program.
- Generates and authorizes Individual Training Accounts for Workforce Innovation and Opportunity Act (WIOA); approves and issues gas cards; and other financial obligations for the various workforce programs such as the Welfare Transition (WT); and Supplemental Nutrition Assistance Program (SNAP).
- Performs data entry into the various management information systems used in case management function.

- Maintains case files as directed to meet customer follow-up and compliance with federal, state, and local policies, procedures, and regulations.
- Conduct peer reviews utilizing various monitoring tools and guidance papers for quality assurance and compliance with various workforce development programs rules and regulations.
- Interacts and coordinates services with other state and local agencies and programs.
- May provide services in the Business Services division in coordination with employment representatives (Department of Economic Opportunity). Assist business customers to conduct on-site recruitment, screening, and interviewing.
- May organize and coordinate job fair activities and employment events for the career centers.
- May facilitate group processes including testing, workshops, orientations, and job clubs.
- May develop and maintain contact with training providers, public and private business partners, partner organizations, and other community and faith-based organizations to share information and coordinate service delivery.
- May represent the career centers on various committees which may involve public speaking or taking a leadership role.
- May attend meetings, trainings and give presentations to promote the centers, the Business Services Career division and the employer services to area businesses, professional organizations, and community-based agencies.
- May fill in for center supervisor.

Marginal Functions:

- Career Development Representative I, II and III as assigned.
- Other duties as assigned.

Supervision Received:

This position receives direct supervision from the Center Supervisor and indirect supervision from the Program Division Director.

Working Relations:

Internal-Interfaces with staff and management daily to provide and receive information. Encourages and maintains professional and respectful relationships with co-workers.

External-Interfaces with state and federal agencies, suppliers and vendors, and general public to exchange, gather, or provide information on projects or programs.

Minimum Requirements:

Equivalent Education Level

- Associated Degree from an accredited College or University in Business, Social Science, or related field plus the required experience.
- Two years of related experience may be substituted for one year of education.
- Bachelor's degree from an accredited College or University in Business, Social Science, or related field is preferred.
- Florida Workforce Professional Certification Tier I or must be achieved within 6 months.
- Florida Workforce Professional Certification Tier II preferred.
- Excellent oral communication skills, including public speaking, are essential.
- Proficient computer skills are necessary.

Experience

- Proficient in Career Development Representative I and II job functions.
- Two years' experience in a workforce development occupation in a One-Stop Career Center system is preferred.
- Four years related work experience in education, counseling, social services, or related fields is required.

- Two years' experience in facilitating or instructing groups in the area of employee motivation or job readiness is preferred.
- Experience in developing curriculum is preferred.
- Supervisory or human resources experience a plus.

Knowledge/Skills/Abilities

- Must have exceptional attention to detail and ability to document case management function.
- Ability to work with diverse populations
- Ability to work with job seekers and business customers.
- Ability to understand and interpret and follow federal, state, and local policies and regulations.
- Ability to maintain high levels confidentially, credibility and professionalism.
- Proficient in Microsoft Office Word, EXCEL, and PowerPoint.
- Possess good time management and organizational skills.
- Excellent verbal and written communication skills a must.
- Possess good listening, phone, and conflict resolution skills.
- Ability to accurately prepare and effectively present reports, ideas, etc., and give detailed presentations and training classes to various audiences.
- Ability to maintain flexibility to accommodate organizational needs.
- Ability to perform basic budgeting plans.
- Ability to track priorities and meet deadlines
- Ability to relate to the thoughts, emotions, and experiences of others.
- Ability to share ideas, collaborate on projects and work with others to find solutions to problems.
- Ability to participate in continuing education and training for advancement opportunities to CDR IV job advancement opportunities.

Other Requirements (if applicable)

- Reliable transportation may be necessary for travel throughout the workforce development region. May attend various functions and meetings which may occur before or after normal business hours.
- Valid Florida Driver's License and Insurance.

Physical Requirements:

- Physical ability to perform the above listed job duties is required.
- May be required to sit for long periods of time.
- Infrequent light physical effort required- reaching above shoulder heights, below the waist or lifting as required to file documents or store materials throughout the workday.
- Proper lifting techniques are required which may include lifting up to 25 pounds for files and computer printouts on occasion.
- Work is performed in an office environment.

EXHIBIT B

Compensation from Housing Authority of the City of Fort Myers to Southwest Florida Workforce Development Board Inc.

Housing Authority of the City of Fort Myers will compensate Southwest Florida Workforce Development Board Inc for the work outlined in this agreement at a rate of 300,000.00 over the 54 months of the grant period.

Fee Schedule and Compensation Schedule:

Description	
Not to exceed \$70,000.00 per calendar year. Per Career Development Representee	
\$35.00 X 40 X 50	

Payment Requirements:

Invoices shall be submitted electronically to Accounts Payable, and payments will be deposited directly into the Service Providers checking account.

Send Invoices to: Jeanette@hacfm.org

Contact/Notices:

HACFM:
Marcia Davis, Executive Director
Phone: 239-344-3222
Email: marcia@hacfm.org

Southwest Florida Workforce Development Board, Inc:
Phone:
Email:

Memorandum of Agreement

This Memorandum of Agreement is entered into by **Healthy Start Coalition of Southwest Florida, Inc.**, its **CONNECT Program**, its' **Contracted Providers** as listed in II.A, and its' **Coordinated Intake & Referral Partners** as listed in II.B, collectively referred to as **CONNECT** and **CAREERSOURCE SOUTHWEST FLORIDA**. This Memorandum of Agreement shall be in effect upon signature of each agency/organization's representative.

I. PURPOSE

The purpose of this MOA is to build collaboration between the **CONNECT** and **CAREERSOURCE SOUTHWEST FLORIDA**, in order to ensure a seamless system of service delivery to potential clients residing in Collier, Lee, Hendry and/or Glades County.

The Coalition's **CONNECT Program** (Coordinated Intake & Referral) is a collaborative process that uses the universal prenatal and infant risk screen as a primary point of entry for various home visiting, care coordination, education and support services. Successful implementation will require local community collaboration, consensus building, and careful planning and infrastructure development. **CONNECT** and **CAREERSOURCE SOUTHWEST FLORIDA** are committed to working together to provide a continuum of care to families residing in Collier, Lee, Hendry and/or Glades County. This agreement outlines roles and responsibilities for collaboration between **CONNECT** and **CAREERSOURCE SOUTHWEST FLORIDA** as well as responsibilities for ensuring client confidentiality.

Background and description of Healthy Start Coalition of Southwest Florida, Inc. services:
Established in 1992, Healthy Start Coalition of Southwest Florida, Inc. is a community-based organization that assists pregnant women and babies up to age 3 who are at-risk for poor birth or developmental outcomes. In Collier, Glades, Hendry and Lee County, we work to ensure these women and babies have access to medical care and other community services they need. Healthy Start Coalition of Southwest Florida, Inc. uses a coordinated intake and referral process (CI&R) called **CONNECT**. The goal is for families to receive the best services for their needs as well as to minimize duplication of services, ensure effective use of local resources, and collectively track what happens to each family.

Background and description of CareerSource Southwest Florida services:
CareerSource Southwest Florida is a federally funded, nonprofit agency working with the State of Florida and many community partners to provide job preparation services. Our Career Centers provide programs designed to help job seekers and employers.

II. CONTRACTED PROVIDERS

A. CONNECT's Contracted Providers:

Florida Department of Health in Collier County
Florida Department of Health in Glades County
Florida Department of Health in Hendry County
Florida Department of Health Lee County
Lee Health System

B. CONNECT's Coordinated Intake & Referral Partner Programs/Agencies:

Healthy Start
Nurse-Family Partnership
Healthy Families in Hendry & Glades Counties
Children's Home Society/Healthy Families in Collier & Lee Counties

Procedures for referrals provided to CAREERSOURCE SOUTHWEST FLORIDA:

1. Refer clients to **CAREERSOURCE SOUTHWEST FLORIDA** when appropriate, by telephone.
2. Obtain client consent for referrals
3. Perform **CONNECT** Initial Intake services and determine potential eligibility for home visitation and other programs in the community
4. If appropriate, refer clients to a **CONNECT** partner home visiting agency (Healthy Start, Healthy Families, Nurse-Family Partnership) in accordance with eligibility and client's choice.
5. Perform assessments, provide education and support as needed
6. Communicate appropriate information to **CAREERSOURCE SOUTHWEST FLORIDA** on referred clients.
7. Notify **CAREERSOURCE SOUTHWEST FLORIDA** of case closures.

Procedures for referrals provided to CONNECT:

1. Refer eligible clients to **CONNECT**, (Healthy Start, Healthy Families and/or Nurse-Family Partnership) via **CONNECT's** fax: 239-425-6921. Forms can be found on our website at www.healthystartbaby.org.
2. Obtain client consent for referrals.
3. Communicate appropriate information to **CONNECT** on referred clients.
4. Participate in program surveys and partnership evaluations.

III. CONFIDENTIALITY and INFORMATION SHARING

1. **CONNECT** and **CAREERSOURCE SOUTHWEST FLORIDA** agree to respect the confidentiality of the family. Information may be shared between **CAREERSOURCE SOUTHWEST FLORIDA** and **CONNECT** if the agency providing the information has a Consent Form signed by the family or participant. Information to be shared may include information specifically authorized for release on the Consent Form and/or Limited Authorization to Exchange Information.
2. Where applicable, all parties to this agreement will comply with the Health Insurance Portability Accountability Act, the Health Information Technology for Economic and Clinical Health Act, as well as all regulations promulgated there under.

IV. TERM OF AGREEMENT

This Memorandum of Agreement shall be in effect upon the signature of each agency/organization's representative. This Memorandum of Agreement shall be evergreen, with an annual evaluation by representatives of the signing agencies/programs to ensure its purpose is fulfilled and to make any necessary revisions. This Agreement may be terminated upon 30-days written notice from any signatory party, without cause. There will be no exchange of funds between the parties for tasks associated with this Memorandum of Agreement.

V. PARTIES TO THIS MEMORANDUM OF AGREEMENT

The representatives hereby acknowledge that this Memorandum of Agreement has been reviewed and by signing below, indicate concurrence with its intent and content.

Healthy Start Coalition of Southwest Florida, Inc. / CONNECT

DocuSigned by:
Susan Brannois
Signature: 2B04DCCA1AC7485
Title: Executive Director
Date: 4/27/2022

CareerSource Southwest Florida

Signature: *Joe Fata*
Title: Executive Director
Date: June 23, 2020

Attached Signature Pages:

Healthy Families/Children's Home Society in Collier and Lee Counties

SIGNATURE PAGE:

Children's Home Society (Healthy Families Florida in Collier and Lee Counties)

Signature: *Carla Jackson*
 Carla Jackson, Program Manager

Date: 3/28/2022

PUBLIC COMMENT PROCESS

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

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

A link to the DRAFT Local Workforce Plan was emailed to Partners and to those on the Interested Parties list. This list is maintained to ensure that information is forwarded to stakeholders, partners and the general public. The notice included information about Program and Planning Committee meetings where the Plan would be discussed.

- (2) Include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education (WIOA § 108(d)(2)).**

The DRAFT was emailed to our Board and Committee members, which include representatives of businesses and labor organizations. The involvement of the Board and Committee members 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.

Program and Planning Committee meetings on July 13, 2022 and August 11, 2022, where the Plan was discussed, were open to the public in order to obtain stakeholder input. On September 27, 2022, the Chair of the Program and Planning Committee made a recommendation to the full Board of Directors for approval and signature of the Board Chairperson. Comments were incorporated into the draft Plan.

- (3) Provide no less than a 14-day period and no more than a 30-day period for comment on the plan before its submission to DEO, beginning on the date on which the proposed plan is made available (WIOA § 108(d)(2)).**

The Notice for Public Comment was advertised in all five counties through the county buildings. The DRAFT Local Workforce Plan was emailed to the five Boards of County Commissioners chairpersons, county managers, local economic development offices and the Southwest Florida Regional Planning Council. The comment period was from June 28, 2022 through July 24, 2022.

Comments submitted during the public comment period that represent disagreement with the local plan:

The following was requested and changed:

- Page 13 – ~~Its anticipated completion date at the end of 2023~~ does not include **other improvements and** the expansion possibilities which relate to the great availability of surrounding land for future use.
- Page 14 – Removed reference to Southern Gardens Citrus

- Page 21, Last paragraph – ~~While the population growth indicates great growth since 2010 in Southwest Florida, the rural counties, Glades and Hendy, have little or no growth.~~ While Census data showed little growth for Hendry County, between April 2020 and April 2022, the Hendry County Building Department issued 586 Certificates of Occupancy (COs) for new residential building structures, showing evidence of both current a projected future growth in Hendry County.
- Page 26, Paragraph 4 – In Hendry County, projects including the planned expansion of Airglades Airport on the east side of the County and the C43 Reservoir Project (C43 West Basin) on the western side, greatly influence the Natural Resources, Construction, and Maintenance Occupations representing a great increase of construction workforce numbers and projected needs for these occupations, though conservation projects such as the reservoir outside of LaBelle are not often long-term employment opportunities.
- Page 28, Paragraph 1 – In addition, Florida Industrial Fabrication is slated to hire 50 more employees over the next two to three years.
- Page 28, Paragraph 2 – Moved to page 21: ~~Between April 2020 and April 2022, the Hendry County Building Department issued 586 Certificates of Occupancy (COs) for new residential building structures, showing evidence of both current a projected future growth in Hendry County.~~
- Page 28, Paragraph 2 – ~~As well, the agreement between US Sugar and its partners to construct 5,000 new residences continues to be on hold so it coincides with the completion date of Airglades International Airport project, slated for “financial close by January 2023” per the latest update on June 22, 2022).~~
- Page 28, Paragraph 3 – Added: The County has entered into a public/private partnership agreement to develop and increase water and sewer lines on Highway 80 between LaBelle and Fort Myers. This project, along with infrastructure improvements and expansions in both cities as well as in Port LaBelle and along Highway 27 between Airglades and Clewiston, are anticipated to open up development and growth for the entire area.
- Page 28, Paragraph 4 – Once the Airglades International Airport is completed next year,

Chief Local Elected Officials (CLEOs)

Emma Byrd, Chair of the Southwest Florida Workforce Development Consortium (CLEO)
Chair of the Hendry County Board of County Commissioners
P.O. Box 2340
LaBelle, FL 33975-2340
863-675-5220
bocc1@hendryfla.net

Bill Truex, Chair of the Charlotte County Board of County Commissioners
18500 Murdock Circle, Suite 536
Port Charlotte, FL 33948
941-743-1200
Bill.Truex@CharlotteCountyFL.gov

William L. McDaniel, Jr., Chair of the Collier County Board of County Commissioners
3299 Tamiami Trail East, Suite 303
Naples, FL 34112
239-252-8605
Bill.McDaniel@colliercountyfl.gov

Tim Stanley, Chair of the Glades County Board of County Commissioners
P.O. Box 1527
Moore Haven, FL 33471
863-946-6125
tstanley@myglades.com

Cecil Pendergrass, Chair of the Lee County Board of County Commissioners
P.O. Box 398
Fort Myers, FL 33902-0398
239-533-2227
dist2@leegov.com