

# CareerSource Suncoast

Workforce Innovation Opportunity Act (WIOA)

Two-Year Modification

July 1, 2018 - June 30, 2020

## Local Workforce Development Area 18

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Tel 941-358-4200  
Fax 941-708-6068

1112 Manatee Avenue East  
Bradenton, FL 34208

[www.careersourcesuncoast.com](http://www.careersourcesuncoast.com)  
[tehrlichman@careersourcesc.com](mailto:tehrlichman@careersourcesc.com)

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**Date Submitted: 3/28/18**

**Plan Contact: Ted Ehrlichman, President/CEO**

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## INTRODUCTION

### **Message from Ted Ehrlichman, President and CEO, CareerSource Suncoast**

CareerSource Suncoast has emerged stronger than ever after the new federal workforce legislation and the statewide rebranding. In addition to a rapidly shifting jobs and skills market, this has been an eventful and challenging year at local, state and federal levels. From an economic development perspective, job creation has been exceptional, resulting from a sharpened focus and alignment of resources to be most effective system-wide, and certainly within this cycle of recovery and growth.

Without doubt, a recent capstone for the federal workforce system was passage of the Workforce Innovation and Opportunity Act (WIOA) of 2014. Not only does it supersede an aging and cumbersome array of laws, but it brings to the forefront a requirement for *all* federally funded workforce systems to streamline and simplify processes for the consumer. All services are to be available under one rooftop (and virtual sites) with a minimum of barriers to receiving help.

For employers, business and economic development organizations, and educational institutions, the message is clear: integration with workforce needs is both critical and an integral ingredient for successful community outcomes. Locally, CareerSource Suncoast initiated an eight-month planning effort in August 2015, with determination to position this organization for ongoing success. Project goals were to:

- Review and enhance organizational vision and mission
- Develop goals and strategic priorities
- Engage stakeholders in the planning process
- Review organizational structure (board and staff)
- Provide actionable recommendations for future success

The research process included focus groups, surveys and interviews with employers, job seekers and partners. This created a baseline for the development of the strategic plan and a framework for the work over the next five years. Much of this work is reflected in the following pages, and support materials are provided as attachments.

Our focus remains on delivering high-quality workforce activities and expanding collaboration across our counties, cities, towns, governments and partners to support our employers. We have fine-tuned our vision and mission to reflect a shifting market and this newly integrated approach.

Florida is a model for this collaborative approach. With unified branding, clear consistent messaging, and coordination of key services *already* in place, we have a head start. Furthermore, there is consistent, increasing emphasis on customizing local programs to meet the needs of *employers* as well as career seekers. With this sharpened strategic mandate, we must deliver value in new and creative ways. We equip and encourage our customers to move from job seekers to career managers. Our highly performing local Suncoast employers demand---and deserve---the talent they need to be successful and grow their businesses. We are here to help make the connections.

**PROCESS FOR PLAN SUBMITTAL**

The federal Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board (LWDB or local board), in partnership with the local chief elected official, to develop and submit a comprehensive four-year service plan to the state.

CareerSource Suncoast (CSS) four-year plan (effective 7-01-2016 to 6-30-2020) was approved by CareerSource Florida on May 26, 2016. WIOA requires each local workforce development board to develop and deliver to CareerSource Florida a two-year modification to their four-year plan. In partnership with Florida’s Department of Economic Opportunity (DEO) and CareerSource Florida have provided instructions for submitting the two-year plan modification and required attachments. All plan modifications must be submitted no later than 5:00 p.m. (EST) on March 29, 2018. Upon submission, the content of the modified plan will be reviewed by both DEO and CSF staff with a recommendation for approval/disapproval provided to the CSF Board of Directors at its meeting scheduled for May 16, 2018. A recommendation for approval is made unless the staff review indicates that: (1) there are deficiencies in local workforce investment activities that are addressed, or (2) the plan is inconsistent with WIOA regulations, including required public comment provisions. It is recognized that this two-year modification will include strategies and activities that are fully completed, as well as some that are still being developed and implemented.

**KEY DATES**

Local Plan Guidelines Issued .....	January 3, 2018
WIOA Statewide Unified Plan Two-Year Modification Due.....	March 29, 2018
Local Plans Due .....	March 29, 2018
Local Plans Approved .....	May 16, 2018
WIOA Program Year 2018 Begins.....	July 1, 2018

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

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

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

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

## ORGANIZATIONAL STRUCTURE

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

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

The Local Workforce Development Area 18 has two local county governments – Sarasota County and Manatee County. Each county designates a commissioner to serve as the Chief Elected Official (CEO). The two CEOs serve as members of the Local Workforce Development Board (LWDB). As of March 2018, the CEOs are:

- Commissioner Michael Moran  
Sarasota County Commissioner  
1660 Ringling Boulevard  
Sarasota, FL 34236  
941-861-5000  
mmoran@scgov.net
- Commissioner Robin DiSabatino  
Manatee County Commissioner  
1112 Manatee Avenue West  
Bradenton, FL 34206  
941-745-3713  
robin.disabatino@mymanatee.org

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

[Attachment: Interlocal Agreement](#)

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

[Attachment: Interlocal Agreement](#)

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

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

An ad-hoc officer nominating committee is formed in May of each year by the Board chairperson, in consultation with the President/CEO of CareerSource Suncoast. The local board chairperson and chair-elect shall be elected from among the members of the Board who are representatives of the private sector and shall have been a member of the Board for at least one (1) year prior to taking office. A treasurer and a member at-large are also nominated by this committee.

The nominating committee will recommend the slate to the Board. The Board shall vote on the slate of officers presented. Once approved, the officers are installed at the September board meeting, and shall serve a one-year term commencing October 1. Officers are limited to three consecutive one-year terms in the same office.

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

Non-mandated board members are appointed to four-year terms, beginning upon approval of the Chief Elected Officials and expiring on September 30<sup>th</sup> of the year the appointment ends. Subsequent appointments or re-appointments shall be for four years. A member appointed to fill a vacancy on the Board shall be appointed to serve the remainder of the term of the member they are replacing and may be appointed for a subsequent four-year term. Terms are staggered based on the year of the appointment.

Mandated board members shall hold office for as long as they meet the representative requirement mandated by law.

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

The President/CEO notifies the Board of Directors of all resignations/pending vacancies at regular board meetings as they occur and initiates the process to fill vacancies immediately. All nominations for board members are received from current board members, local business organizations, and local economic development organizations. All vacancies shall be approved by the Commission Coordinating Council, comprised of the CEOs of the two counties, through the same process followed for all appointments. New members must be appointed to fill the same category of membership as that in which the vacancy occurred.

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

A board member may assign a designee in their absence, but that person does not have voting rights.

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

All board members receive an Outlook calendar request one week prior to scheduled meetings. Invitations include a web-based link to the meeting, as well as a phone call-in option. Materials and documents are shared on screen.

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

Committees under the CSS Board include an Executive Committee, Finance & Performance Committee, and a Talent Continuum Committee. New board members attend a Board Orientation session to become familiar with the services offered and their responsibilities. Board members are requested to participate on one of the committees based on their interests and skills. Board members are encouraged and provided opportunity to actively participate in strategic planning for the Board and educated on how to "tell our story" to the community.

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

Other than WIOA requirements for board composition, there are no other conditions governing appointments or membership on the local board.

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

Each of the two counties, Sarasota County and Manatee County, designates a commissioner to serve as the Chief Elected Official (CEO). The two CEOs serve as members of the Board of Directors. As Board members, the two CEOs are provided information, updates, and reports through the Board's committees, and board meetings throughout the year. As part of the Board, they have the opportunity to offer input and provide comments in development of the plan, as well as the opportunity to review and approve the plan.



**(2) Local Workforce Development Board (LWDB)**

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

As of February 2018, the chairperson of the LWDB is:

Mr. Adam Kendall  
Vice President, Morgan Stanley  
2 North Tamiami Trail  
Sarasota, FL 34236  
941-363-8511  
[adam.kendall@morganstanley.com](mailto:adam.kendall@morganstanley.com)

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

As of February 2018, the vice chairperson of the LWDB is:

Ms. Christy Cardillo  
Partner/CPA, Carr, Riggs & Ingram LLC.  
1001 3<sup>rd</sup> Avenue West, Suite 500  
Bradenton, FL 34205  
941-747-0500  
[Christy@shinnandcompany.com](mailto:Christy@shinnandcompany.com)

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

The LWDB provided guidance and leadership in the development of the plan and modification. Upon the completion of the draft, the plan and modification are shared with board members. In addition, the plan and modification is posted and available for public comment for the required 30-day period. Any public comments received are included when the proposed plan or modification is presented to the Board for review and approval. After Board approval, the plan or modification is signed by the CEOs and Board chairperson to indicate the LWDB will operate in accordance with the plan/modification and applicable federal and state laws, rules, and regulations.

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

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

Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast (CSS), serves as the entity designated as the local fiscal agent. CareerSource Suncoast is incorporated in the State of Florida as a 501(c)(3) as determined by the Internal Revenue Service. CareerSource Suncoast is designated as the

local fiscal agent through the interlocal agreement with Sarasota County and Manatee County governments.

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

Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast (CSS), is also the administrative entity selected to staff the LWDB.

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

Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast (CSS), has been selected to operate in multiple roles including local fiscal agent, local board staff and direct provider of services

Attachment: Direct Service Extension Request 2017-2020

**Conflict of Interested and Related-Party Procurement:**

No individual in a decision-making capacity or involved in the writing of specifications or administration of the procurement process, shall engage in any activity, including the participation in the selection, award, or administration of a sub-grant or contract supported by its funds, if a conflict of interest, real or apparent, would be involved.

Financial and Organizational Disclosure Statements must be completed by all board members and the CSS President/CEO. Within 30 days of their appointment or employment, and again annually, on July 1st, and at any other time that organizational affiliations change, such individuals will be notified that they must complete and file the above-mentioned disclosure form.

No board member shall cast a vote, nor participate in any decision-making capacity, on the provision of services by such member (or any organization which that member directly represents), or on any matter which would provide any direct financial benefit to the appropriate individual or organization, except when that interest has been placed in a disclosed blind trust.

A conflict of interest is present if the individual, any member of the individual's immediate family, the individual's business partner, or an organization that employs or is about to employ any of these individuals has financial or other interest in the firm or organization selected for award. CSS staff and board members making the award will neither solicit nor accept gratuities, favors, or anything of monetary value from awardees, potential awardees, or parties to sub-agreements.

Any potential conflict, whether real or apparent, must be disclosed to the CSS President/CEO, or, in the case of a board member, to the Board. Such disclosure must be documented and filed.

In a "conflict of interest" situation, when the contract for services is with an "agency" (as defined in s. 112.312(2), Florida Statutes) represented by a board member, the board may approve the contract by a simple majority of those members present (subject to local quorum requirements and other local board requirements, if any), and the member with the "conflict of interest" not voting.

In addition, CareerSource Suncoast will use the CareerSource Florida Board approved definition of "employee" as it relates to conflict of interest as follows:

*"Employee" means a person employed full-time by a regional workforce board working in a managerial or supervisory capacity or who has direct contract management or direct fiscal involvement with the contract voted on by the board."*

#### **(4) One-Stop System**

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

CareerSource Suncoast has one designated physical comprehensive one-stop career center, as well as other affiliated sites/specialized centers (often referred to as satellite offices) and one mobile unit.

The designated physical comprehensive one-stop career center is:

Sarasota Career Center – 17,151 square feet  
3660 North Washington Boulevard Sarasota, FL 34234  
8:30 – 5:00 p.m.

Additional service delivery offices are currently located at:  
Bradenton Career Center (and Administrative office) – 27,084 square feet  
1112 Manatee Avenue East  
Bradenton, FL 34208  
8:30 a.m. – 5 p.m.

Manatee Technical College  
6305 SR 70 East  
Bradenton, FL 34203 Hours by Appointment

Suncoast Technical College  
4748 Beneva Road  
Sarasota, FL 34233  
8:00 – 5:00 p.m.

Goodwill Manasota  
14879 Tamiami Trail  
North Port, FL 34287  
9:00 a.m. – 5 p.m.

Goodwill Manasota  
676 South Tamiami Trail  
Venice, FL 34285  
8:30 – 5:00 p.m.

The full-service one-stop location includes staffed resource rooms (with computers, fax machines, and phones) and provides job seeker services, employer services, WIOA activities (Adult, Dislocated Worker, and Youth services), Temporary Assistance to Needy Families (TANF), Wagner-Peyser services, Veteran services, Supplemental Nutrition Assistance Program (SNAP), Reemployment Services and Eligibility Assessment (RESEA), Reemployment Assistance Services (RAS), and adult education assistance with GED prep, testing and ESOL; Migrant Seasonal Farm Worker (MSFW) services are available at the Bradenton location. Partners co-located within these centers include senior adult employment services through AARP, and Vocational Rehabilitation Services.

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

C. Identify the entity or entities selected to operate the local one-stop center(s). [On July 30, 2017, CareerSource Suncoast entered into a one-year agreement with Sanders Bell, Independent Consultant, to fulfill the responsibilities inherent in the position of One Stop Operator as required and described in the Workforce Innovation and Opportunity Act \(WIOA 2014\).](#)

D. Identify the entity or entities selected to provide career services within the local one-stop system. [As approved by CareerSource Florida, CareerSource Suncoast is the direct service provider for all career services within the local one-stop system.](#)

E. Identify and describe what career services will be provided by the selected one-stop operator and what career services, if any, will be contracted out to service providers. [One Stop Operator does not provide direct services. CSS provides direct services.](#)

F. Pursuant to the CareerSource Florida Administrative Policy for One-Stop Certification, provide the required attestation that at least one comprehensive one-stop center in the local area meet the certification requirements. [Per DEO One-Stop Career Center Credentialing Policy, CareerSource Suncoast attest that the comprehensive one-stop centers meet the certification requirements. Certification requirements are reviewed annually. As of February 2018, the most recent certification completed was for PY 2016-17.](#)

Career Center Credentialing Certification includes a detailed review of the following criteria:

1. Minimum Resource Room Requirements,
2. Posters required by Federal and State Law and Guidance,
3. Minimum Operating Hours,
4. Minimum Skills Standards/Certification for Front-Line Staff,
5. Continuing Education Credits for Front-Line Staff,
6. Minimum activities to be provided by the Career Center.

[Attachment: DEO Local Workforce Development Board Credentialing Certification for PY 2016-17.](#)

## ANALYSIS OF NEED AND AVAILABLE RESOURCES

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

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

### Existing Demand Industries

As of January 2016, Suncoast regional industries with the most demand were all services-producing industries with trade, transportation and utilities generating the most demand (55,026 jobs), followed by education and health services (48,946 jobs), leisure and hospitality (39,934 jobs), and professional and business services (35,648 jobs).

As of September 2015, statewide industries with the most demand were also all services-producing industries with trade, transportation and utilities generating the most demand (1,678,000 jobs), followed by education and health services (1,218,100 jobs), professional and business services (1,206,700 jobs) and leisure and hospitality (1,153,800 jobs). Construction (+6.6 percent) and leisure and hospitality (+5.3 percent) were the fastest growing major industries.

As of September 2015, national annual growth rates (seasonally adjusted) in construction (+3.4 percent), manufacturing (+0.8 percent), trade, transportation and utilities (+2.0 percent), financial activities (+1.9

### Existing Demand Industries

Workforce Development Area 18 - Manatee and Sarasota Counties

Title	Employment		2015 - 2023 Change	
	2015	2023	Total	Percent
Trade, Transportation, and Utilities	55,026	62,028	7,002	12.7
Education and Health Services	48,946	59,765	10,819	22.1
Leisure and Hospitality	39,934	46,265	6,331	15.9
Professional and Business Services	35,648	43,585	7,937	22.3
Government	26,843	30,302	3,459	12.9
Construction	20,951	30,155	9,204	43.9
Manufacturing	15,680	16,357	677	4.3
Financial Activities	14,702	16,678	1,976	13.4
Other Services (Except Government)	11,942	13,460	1,518	12.7
Agriculture, Forestry, Fishing and Hunting	5,143	4,949	-194	-3.8
Information	3,374	3,336	-38	-1.1
Mining	102	115	13	12.7

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

percent), education and health services (+2.8 percent), and leisure and hospitality (+3.0 percent) were less than the expansion rates for Florida. Florida (+3.0 percent) had the strongest over-the-

year seasonally adjusted growth rate among the ten most populous states in September 2015, California was next at 2.8 percent and North Carolina ranked third (+2.6 percent). Among all states, Florida ranked fifth and California ranked sixth in seasonally adjusted annual growth rate.

### Existing Demand Occupations

Existing demand occupations are occupations that have the highest number of projected total job openings. Total job openings reflect (1) job openings resulting from employment growth and (2) job openings resulting from replacement needs, which arise when workers retire or otherwise permanently leave an occupation. In most occupations, replacement needs provide many more job openings than employment growth does.

Existing demand occupations tend to be occupations that serve the most basic societal needs. The most common existing demand occupations in the U.S. labor market are low-skill, hourly wage occupations with high turnover. The Suncoast region follows the state and national pattern, with common existing demand occupations in the region, including retail salespersons, cashiers, waiters and waitresses, and customer service representatives. However, some existing regional demand occupations are relatively high-skill. Such occupations include registered nurses, accountants and auditors.

The top five existing demand occupations for the Suncoast region are related to customer service and hospitality. Retail salespersons is the top existing demand occupation, with 20,513 projected total job openings between 2017 and 2025.

The following table displays the top 15 existing demand occupations (based on 2017-2025 total job openings) for the CareerSource Suncoast region:

### Existing Demand Occupations

Workforce Development Area 18 - Manatee and Sarasota Counties

Rank	Occupation		Employment		2017 - 2025			2017 Hourly Wage (\$)		
	Code	Title	2017	2025	Level Change	Percent Change	Total Job Openings*	Median	Entry**	Exp***
1	412031	Retail Salespersons	14,138	16,676	2,538	18.0	20,513	10.64	8.94	14.00
2	412011	Cashiers	9,789	10,404	615	6.3	15,579	9.45	8.91	11.20
3	353031	Waiters and Waitresses	9,372	10,033	661	7.1	15,172	12.60	9.08	17.39
4	353021	Combined Food Prep. and Serving Workers, Inc. Fast Food	7,216	8,288	1,072	14.9	12,442	9.95	9.20	11.31
5	434051	Customer Service Representatives	8,000	9,264	1,264	15.8	9,725	14.01	9.83	17.25
6	373011	Landscaping and Groundskeeping Workers	6,418	7,376	958	14.9	7,462	11.30	9.86	12.68
7	436014	Secretaries, Except Legal, Medical, and Executive	7,238	8,033	795	11.0	7,001	15.35	11.32	18.44
8	311014	Nursing Assistants	5,275	6,463	1,188	22.5	6,644	13.64	11.16	15.14
9	352014	Cooks, Restaurant	4,661	5,457	796	17.1	6,538	12.17	9.84	13.47
10	439061	Office Clerks, General	6,078	6,717	639	10.5	6,395	14.12	9.78	17.50
11	435081	Stock Clerks and Order Fillers	4,312	4,874	562	13.0	5,235	12.04	10.06	14.22
12	372011	Janitors and Cleaners, Except Maids and Housekeeping	4,086	4,670	584	14.3	5,115	11.21	9.37	13.51
13	411011	First-Line Supervisors of Retail Sales Workers	5,065	5,666	601	11.9	5,035	19.56	13.46	25.31
14	537062	Laborers and Freight, Stock, and Material Movers, Hand	3,653	4,107	454	12.4	4,627	11.85	9.53	14.66
15	352021	Food Preparation Workers	2,837	3,171	334	11.8	4,523	10.96	9.29	12.30

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, December 2017

## Top Emerging Industries

The top emerging industries according to Florida Department of Economic Opportunity’s Bureau of Labor Market Statistics are listed below. The industry list is sorted by greatest percent change in employment to least percent change in the next 8 years. The top five are Community Food and Housing, Electronic Shopping and Mail Order Houses, Outpatient Care Centers, Ambulatory Health Care Services and Financial Investment Activities.

### **Top Emerging Industries**

Workforce Development Area 18 - Manatee and Sarasota Counties

Industry		Employment		2017 - 2025 Change	
Code	Title	2017	2025	Total	Percent
6242	Community Food and Housing, and Emergency and Other	351	490	139	39.6%
4541	Electronic Shopping and Mail Order Houses	370	510	140	37.8%
6214	Outpatient Care Centers	1,199	1,639	440	36.7%
6219	Other Ambulatory Health Care Services	450	583	133	29.6%
5239	Other Financial Investment Activities	851	1,081	230	27.0%
2362	Nonresidential Building Construction	1,410	1,775	365	25.9%
6215	Medical and Diagnostic Laboratories	544	681	137	25.2%
5191	Other Information Services	215	268	53	24.7%
2373	Highway, Street, and Bridge Construction	821	1,011	190	23.1%
3391	Medical Equipment and Supplies Manufacturing	1,039	1,278	239	23.0%
3315	Foundries	63	77	14	22.2%
4533	Used Merchandise Stores	877	1,071	194	22.1%
8129	Other Personal Services	860	1,050	190	22.1%
4235	Metal and Mineral (except Petroleum) Merchant Wholesale	64	78	14	21.9%
5417	Scientific Research and Development Services	430	524	94	21.9%

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, December 2017

## Emerging Occupations

Emerging occupations consist of (1) new occupations in the workforce and (2) traditional occupations whose requisite knowledge, skills, and abilities are currently evolving in response to altered market conditions, new technology, and societal changes.

Some of the factors that cause occupations to emerge are changing technology, laws, demographics, and business practices. For the CareerSource Suncoast region, common emerging occupations include physician assistants, helpers-brick masons tile and marble setters, nurse practitioner and athletic trainers. The most common industry sectors for emerging occupations are healthcare and construction.

The majority of top emerging occupations occur in healthcare (six of the top 15), and professional services (four of the top 15) industry sectors.



The top 15 emerging occupations (based on 2017-2025 percent job growth) for the Suncoast region are displayed in the following table:

### Top 15 Emerging Occupations

(ranked by percent growth)

Workforce Development Area 18 - Manatee and Sarasota Counties

Rank	SOC Code	Title	Employment		2017 - 2025		Industry Sector Linkage	2017 Hourly Wage (\$)		
			2017	2025	Level Change	Percent Change		Median	Entry*	Exp**
1	291071	Physician Assistants	255	348	93	36.5	Healthcare	52.90	43.31	61.36
2	473011	Helpers - Brickmasons, and Tile & Marble Setters	83	112	29	34.9	Construction	10.29	9.14	14.03
3	291171	Nurse Practitioners	337	452	115	34.1	Healthcare	45.87	34.11	49.34
4	299091	Athletic Trainers	102	135	33	32.4	Healthcare	20.76	9.66	22.75
5	194092	Forensic Science Technicians	25	33	8	32.0	Government	20.17	17.22	23.61
6	312011	Occupational Therapy Assistants	146	192	46	31.5	Healthcare	31.58	20.96	34.69
7	192032	Materials Scientists	35	46	11	31.4	Professional Services	73.25	49.94	73.96
8	519081	Dental Laboratory Technicians	145	187	42	29.0	Manufacturing	15.81	13.24	20.79
9	251071	Health Specialties Teachers, Postsecondary	418	539	121	28.9	Education	67.97	41.31	73.03
10	152031	Operations Research Analysts	64	82	18	28.1	Professional Services	28.29	18.85	35.27
11	499041	Industrial Machinery Mechanics	413	526	113	27.4	Machinery Maintenance	20.35	13.54	23.60
12	291067	Surgeons	48	61	13	27.1	Healthcare	NA	NA	NA
13	113131	Training and Development Managers	15	19	4	26.7	Professional Services	59.78	39.11	67.56
14	151121	Computer Systems Analysts	272	344	72	26.5	Professional Services	37.79	28.54	43.54
15	312021	Physical Therapist Assistants	303	383	80	26.4	Healthcare	30.66	23.65	34.02

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

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

NA - Not available for this occupation

Source: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, December 2017

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

### Employers' Employment Needs

The needs of employers with respect to knowledge, skills and abilities (KSAs) are provided for each occupation in the labor market by the O\*Net system <https://www.onetonline.org/>.

By using the content in the O\*Net database, it is possible to analyze the knowledge, skills and abilities (KSAs) for individual occupations, occupational groups, or targeted occupations. The following is an analysis of existing and emerging occupations. O\*Net importance scores for the various KSAs were matched to the relevant occupational groups.

Existing demand occupations' top KSAs include customer and personal service, sales and marketing, English language, mathematics, active listening, oral comprehension, oral expression, social perceptiveness, computers and media, critical thinking, written expression and comprehension, deductive and inductive reasoning, education and training, and public safety and security. In addition to the existing demand occupations' KSAs, emerging demand occupations' KSAs include engineering and technology, building and construction, number facility, mathematical reasoning, design, coordination, production and processing, and time management.

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

### EMPLOYERS' KNOWLEDGE AND SKILLS NEEDS

According to online-advertised jobs data from the Department of Economic Opportunity, the top advertised job skills in Florida's North Port-Bradenton-Sarasota MSA (Metropolitan Statistical Area) on March 6, 2016 are customer service, interpersonal skills, problem solving, critical thinking, time management, and business development. The top advertised tools and technologies found in job openings are cash register, PowerPoint presentation software, alarms, forklift, Microsoft Word/word processing software, personal protective equipment, Linux, JavaScript, and cell phone.

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

### Labor Force and Unemployment

The 2004 population of the North Port-Bradenton-Sarasota MSA was estimated at 653,934. The 2014 population of the North Port-Bradenton-Sarasota MSA was estimated at 748,708. This represents a 14.49 percent increase from 2004.

The total civilian labor force (not seasonally adjusted) for the North Port-Bradenton-Sarasota MSA in November 2017 was 365,381; of which 352,806 were employed and 12,575 were unemployed. The unemployment rate was 3.4% percent.

### Educational Attainment

The most common educational attainment for civilian labor force Aged 25-64 in the North Port-Bradenton-Sarasota MSA in 2016 was high school diploma or equivalent, bachelor's degree, and 1 to 3 years of college or a technical or vocational school.

The following table reflects education levels of available candidates displayed for the CareerSource Suncoast region:

Educational Attainment for the Civilian Labor Force Aged 25 - 64 (2016 Estimates)				
Region	Less than high school graduate:	High school graduate (includes equivalency):	Some college or associate's degree:	Bachelor's degree or higher:
STW	734,094	2,152,788	2,564,794	2,567,291
	9%	27%	32%	32%

Source: U.S. Census Bureau, American Community Survey.  
 Prepared by: Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, January 2018.

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

An analysis of CareerSource Suncoast’s workforce development activities demonstrates a broad range of services offered to regional residents. The region’s WIOA core partners of CareerSource Suncoast, CareerSource Florida, Department of Economic Opportunity (DEO), Florida Division of Blind Services (FDBS), Vocational Rehabilitation (VR), and Division of Career and Adult Education (DCAE) provide services that assist the region in delivering workforce, education, and training activities in a cohesive manner.

ONE-STOP CAREER CENTERS

Florida’s career center system was initially established to bring workforce and welfare transition programs together to simplify and improve access for employers seeking qualified workers and training for new or existing employees as well as for job seekers.

CareerSource Suncoast’s career centers have expanded their services and programs and have invited

other partners to co-locate both physically and through website linkages. Co-locating partners include VR, and AARP. CareerSource Suncoast has also created “satellite” career centers that are strategically located within Manatee Technical College and Suncoast Technical College facilities. These partnerships and co-locations have become increasingly important in laying the foundation for implementing WIOA, which emphasizes local and community partnerships and close collaboration with core partners to improve employment outcomes. All of Florida’s career centers are affiliated with each other using the CareerSource Florida affiliate brand.

CareerSource Suncoast deploys a mobile career centers to provide services to regional businesses and career seekers in support of special events or in areas where access can be challenging. With major emphasis on providing on-site services at employer sites and direct service delivery to underserved communities and other locations throughout the region, the use of the mobile career center continues to serve as a cost-effective and customer-friendly service solution. The mobile career center also has played an integral role in the delivery of services and assistance during hurricanes and other disaster events.

WIOA emphasizes the importance of serving the business customer. CareerSource Suncoast is a key resource for businesses looking to improve their talent management process by helping them recruit, train, and retain workers. Examples of talent solutions offered include recruiting qualified candidates, and partnering on grants that reimburse customized training for new or existing employees. CareerSource Suncoast also has its dedicated business services team working to partner closely with VR’s business relations team.

### COMMUNICATIONS TOOLS

Increasingly, digital communication and social media are replacing traditional outreach tools and media as effective and efficient methods of educating and informing current and potential customers and partners. While still employing traditional outreach tactics such as print advertising, CareerSource Suncoast is leading in the growing trend of using digital platforms to reach both employers and career seekers.

The CareerSource Suncoast’s website serves as an important communications tool for accessing information about region wide initiatives and resources, the latest news, policy updates, services, hiring events, board actions, public announcements, request for proposals, and workforce system successes. CareerSource Suncoast also employs integrated communications tactics including several social media accounts and paid and earned media to inform the region’s career seekers and businesses as well as board members, state and local partners and various stakeholders.

Additional CareerSource Suncoast communication tools include timely and relevant updates on workforce system issues, events and news via weekly electronic messages, a monthly Bradenton Herald guest column from the President/CEO of CareerSource Suncoast, and news releases and special alerts as warranted.

CareerSource Suncoast invests in region-wide outreach to help businesses and career seekers locate and connect with the resources and services available through the workforce development system. Through strategic advertising placements, copy and design, and a strong call to action, career seekers and employers are encouraged to visit <https://careersourcesuncoast.com> to access the CareerSource network's services and resources.

#### Employ Florida : Online Workforce Services and Virtual Career Center

In today's technology-driven marketplace, career seekers and businesses need access to services 24 hours a day, seven days a week. The Employ Florida (EF) website at [www.employflorida.com](http://www.employflorida.com) is CareerSource Suncoast's virtual job-matching tool, providing access to great employment opportunities, career development resources and many other services to help connect businesses with career seekers looking to grow in their careers.

Employ Florida provides CareerSource Suncoast businesses valuable information on training grants as well as links to labor market information and talent tools available at both the state and local levels. CareerSource Suncoast's career seekers are able to search for employment opportunities from numerous job and corporate websites as well as those placed directly on Employ Florida by businesses or through CareerSource Suncoast career centers, making Employ Florida the most comprehensive source for current job openings.

Both employers and career seekers can locate services and resources anywhere in the region via Employ Florida or by calling the toll-free Employ Florida Helpdesk, staffed by DEO.

The Florida Abilities Work portal at <https://abilitieswork.employflorida.com/> is a tool for employers and job seekers with disabilities. The micro-portal is housed on the Employ Florida (EF) website with a logo button for ease of access. The portal was specifically designed to provide resources to persons with disabilities and to assist employers who are interested in hiring. The 2014 Florida Legislature appropriated funding for a help desk that is staffed by VR. The portal was developed in response to the Governor's Commission on Jobs for Floridians with Disabilities. In its first report to the governor, one of the recommendations was for a single point of contact for employers seeking to hire persons with

disabilities. EFM seemed like a natural fit and the Florida Abilities Work portal was conceived. This was a collaborative process with input from the APD, VR and Florida Division of Blind Services (FDBS), and the Florida Developmental Disabilities Council to name a few. Focus groups convened around the state, allowing input from stakeholder groups such as employers, field staff, customers and family members, and a communications group comprising representatives from partner agencies also met during development to ensure a consistent message.

Employ Florida is consistently upgraded to maintain relevancy and incorporate improved technology. The use of micro-portals, powered by Employ Florida, that provide specialized and targeted job matching adds value for both employers and career seekers with specific interests and needs. To date, CareerSource Florida and DEO, in collaboration with LWDBs and other partners, maintain dedicated entry points with customized job-search information and resources for Florida veterans, job seekers age 50 and older, those interested in green jobs, and people with disabilities.

In addition to the broad range of activities above, CareerSource Suncoast's partners who serve specific populations engage in activities critical to the CareerSource network.

### **Florida Division of Vocational Rehabilitation (VR) Workforce Development Activities**

Activities for youth and students are designed to assist in developing a concept of work, navigating the community, and obtaining work experience during high school. Pre- Employment Transition Services include vocational evaluation, career guidance and counseling, work readiness training, and experiential activities such as community-based work experience and on-the-job training. Support services include assistive technology and services, transportation and uniforms. Intensive services are designed for those who need additional support with appropriate work behavior, require repetition to acquire skills, build endurance to work, and identify the right fit or environment for work. These services include Discovery, Project SEARCH, those provided under Third-party Cooperative Arrangements with school districts, and tuition, books and supplies for Post-Secondary Education programs.

VR offers services for adults (and youth, if needed to achieve job goals) that include vocational and other assessments to help a job seeker best define their job goal. If needed to meet their goal, medical and psychological services are obtained. VR helps job seekers obtain educational or job readiness training to prepare for their career. Job search, placement, coaching, supported employment and self-employment services are available, as well as interpretive, assistive and rehabilitation technology services. VR maintains a vast network of contracted employment service providers throughout the state and has initiatives in place to increase the variety and quantity of services offered.

VR has formalized a Business Relations Program, with the vision to build and sustain partnerships with business and industry through effective services that are driven by the needs of employers. These partnerships will lead to competitive integrated employment and career exploration opportunities for VR customers. Efforts are underway in the Business Relations Program to define and customize services to employers, create strategic partnerships to support workforce needs, and establish an employment-focused culture within the rehabilitation process.

### **Florida Division of Blind Services (FDBS) Workforce Development Activities**

- FDBS has identified a number of activities that are anticipated to expand, integrate and improve services to individuals with visual disabilities within the workforce system while increasing collaboration among core partners. The activities include:
- Expanding opportunities for students to receive FDBS services and secure opportunities for students and youth with disabilities to practice and improve workplace skills.
- Ensuring that clients who participate in training and education programs benefit from engagement.
- Expanding utilization of online job systems such as DEO's web portal, the state/federal Talent Acquisition Portal, and the Florida Jobs Connection as a means to expose employers to job-ready FDBS consumers.
- Encouraging and Tracking industry certifications, apprenticeships and post-secondary outcomes.
- Developing and implementing an Employment Skills Training Program at the FDBS Residential Rehabilitation Center to better prepare blind and visually impaired youth and adults for success in future employment.
- Increasing the provision of accessibility tools, awareness, and regular follow-up with consumers to ensure equality in educational experiences and vocational opportunities.
- Implementing a comprehensive communications and outreach plan.
- Increasing outreach services to under-served and un-served populations.
- Working with each client to ensure that Individualized Plan for Employment (IPE) goals are consistent with and/or are amenable to transportation resources.
- Developing and strengthening employer relationships by providing employer training, support, education and resources related to employing individuals with visual impairments in accordance with Section 503 regulations.
- Strengthening statewide collaborative partnerships with core partners.
- Increasing opportunities for data sharing and improving data validity and integrity.
- Promoting integrated employment in the community as the first and preferred option for individuals with disabilities under the Employment First Initiative.

- Maintaining and strengthening contracts with private non-profit organizations to provide four core components: Vocational Rehabilitation, Transition, Supported Employment, and Rehabilitation Engineering.
- Increasing the provision of accessibility tools, awareness, and regular follow-up with consumers to ensure equality in educational experiences and vocational opportunities.
- Increasing the number of individuals with significant and most significant disabilities receiving services.
- Supporting FDBS clients in becoming self-supporting.
- Identifying an approach to expedite eligibility and service delivery to individuals who are at risk of losing employment.
- Increasing staff development and continuing education.
- Aligning FDBS policies and procedures to address new WIOA requirements.
- Providing ongoing Employment Outcomes Professional II Training to vocational rehabilitation staff and community providers.
- Providing training and education sponsorship to eligible vocational rehabilitation clients and staff.
- Supporting community rehabilitation provider training programs designed for individuals who are blind and visually impaired.

### **Education and Training Activities for Adult Education**

Florida's adult education system provides academic instruction and education services below the post-secondary level that increases an individual's ability to read, write, and speak in English and perform mathematics or other activities necessary for the attainment of a secondary school diploma or its equivalent. Adult education programs served 205,355 adults in 2014-15. The State has aligned content standards for adult education with state-adopted academic standards.

Training activities are provided statewide through face-to-face workshops, webinars, podcasts, and conferences. Needs assessments are conducted to assist in determining state professional development priorities. Current initiatives also determine training topics such as college and career readiness standards, integrated education and training models, essential components of reading instruction, career pathways, mathematics instruction and GED® preparation.

Florida's Integrated Career and Academic Preparation System (FICAPS) is Florida's adult education approach to career pathways. Students will simultaneously enroll in an adult education course (GED® Preparation) and a career and technical certificate program. Manatee and Sarasota education programs



collaborate with CareerSource Suncoast to determine local high-wage high-demand careers when developing career pathways. The Division of Career and Adult Education (DCAE) also promotes implementation of non-credit bridge programs that promote the teaching of literacy skills in a career context.

CareerSource Suncoast and adult education programs work collaboratively with assessment and instructional services that are provided on-site at the centers and include counseling, advising, and other services related to awareness of workforce resources.

### **The Strengths and Weaknesses of Workforce Development Activities**

CareerSource Suncoast's workforce network partners are successful in serving customers and helping Floridians advance their career. Each of the WIOA core program partners performs successfully, indicating that these partnerships can be leveraged regionally to enhance any areas of weakness that emerge. The strength of CareerSource Suncoast's workforce network is demonstrated by the relationships already formed and the opportunities already identified for coordinated service delivery, as the implementation of WIOA continues. Currently, CareerSource Suncoast's WIOA partners have ample region wide coverage for all programs, with skilled and experienced professional team members. The regional workforce network is also strengthened by the state workforce board, LWDBs, VR, and Division of Blind Services (FDBS) all having established business relationship teams working together to serve employers. Additional improvements are taking place in Florida's workforce network, including a Residential Center training program within the FDBS in place by early 2016 and increased utilization of Florida's Integrated Career and Academic Preparation System.

Continuous improvement of how CareerSource Suncoast's workforce network serves customers will require continued collaboration, coordination, and re-assessment. The identification of strengths and weaknesses is an ongoing process for the core programs working to implement WIOA. At the state level, working groups have begun to address data

integration issues as a potential challenge for WIOA implementation. It's also been determined there is a need to review all WIOA program services, programs, and policies to identify duplicative efforts and potential solutions to better align agency resources and efforts. In addition, CareerSource Suncoast will continue working to address accessibility of computer systems, outreach and community visibility for programs that serve career seekers with disabilities, and transportation for career seekers with disabilities.

## **Regional Workforce Development Capacity**

Given the knowledge and experience of CareerSource Suncoast's WIOA core program partners, CareerSource Suncoast is well prepared to continue delivering workforce development services. Continued communication and enhanced collaboration among the WIOA core program partners will be paramount in building the capacity of the region's workforce system.

Capacity also depends upon the continued communication and enhanced collaboration among CareerSource Suncoast's other regional partners that are in addition to the WIOA core program partners group. These other partners include economic development organizations, chambers of commerce, industry collaboratives and associations, foundations and workforce funding collaboratives, local government, education, and community service agencies. Collectively we are working toward innovative methods for delivery of services to career seekers and employers throughout the region. A heightened focus on customer centered design and service, and business engagement is helping increase CareerSource Suncoast's workforce network capacity.

Florida's Division of Vocational Rehabilitation (VR) currently has two unit offices throughout the CareerSource Suncoast region. Factors such as staff turnover and Order of Selection waitlists affect customer service capacity, and VR's leadership uses data projection models to monitor trends and guide decision-making regarding fiscal, caseload and waitlist performance.

VR contracts with employment service providers and maintains partnerships and agreements with multiple agencies and entities throughout the region to ensure comprehensive and coordinated services for career seekers with disabilities. VR anticipates that pilot programs and Innovation and Expansion grant opportunities in the upcoming year will further increase its service capacity.

FDDBS has aligned and dedicated vocational rehabilitation staff to coordinate, implement and track workforce development activities across multiple programs. Additionally, FDDBS has long-established relationships with statewide Community Rehabilitation Providers that provide direct vocational rehabilitation, transition, supported employment and rehabilitation engineering services to clients statewide. Through existing staff and community rehabilitation program partners, FDDBS feels certain that it has the capacity to implement the identified workforce development activities.

FDDBS conducts on-going training needs assessment for the purpose of ensuring compliance of federal and state mandates and; examining individual personnel training requirements related to current job

performance, future job requirements, and promotional or career advancement needs.

Adult education programs in Florida are provided by district, colleges, and community-based organizations. Some counties may not offer adult education programs, however, colleges in those service areas have been awarded federal grants to provide adult education programs in those areas. There is a FDBS satellite office location for the CareerSource Suncoast region offering services.

**(5)** Please provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area (WIOA §108(b)(7)).

### **Employment and Training Activities for Adult and Dislocated Workers**

WIOA is designed to assist career seekers with advancing their careers' through high quality career services that includes career coaching, support services, and training opportunities, as well as matching employers with the skilled workers they need to compete in the regional and global economy. Under WIOA and through the regional one stopcenter system, employment and training activities will target:

- Connecting career seekers with skills and credentials necessary for advancing their careers with self-sufficient and sustaining wages
- Providing access and opportunities to all career seekers, including individuals with barriers to employment such as persons with disabilities, low income or disadvantaged, the homeless, the ex-offender, the basic skills deficient or the limited English
- Enabling businesses and employers to connect with ease and hire qualified, skilled workers and access other supports, including training for their current workforce
- Engaging in continuous improvement of the regional one stop system by identifying best strategies for various populations
- Ensuring high-quality integrated data inform decisions by regional policy makers, board members, leadership, employers and career seekers across core partners and other partners
  
- Basic career services are available throughout the region for all seeking services in the CareerSource Suncoast one-stop delivery system, and include:
  - Eligibility determinations for receiving assistance through the adult, dislocated worker, or youth programs
  - Outreach, including identification through the CareerSource Suncoast Reemployment Services and Eligibility Assessment Program (RESEA) and/or the state's reemployment assistance claimants likely to exhaust benefits, and connection to suitable career services available through the one-stop delivery system

- Assess skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skill gaps), and support service needs
- Labor exchange services, including career coaching, career networking, and connecting with employment opportunities
- Deliver information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA)
- Deliver information on nontraditional employment (as defined in sec.3(37) of WIOA);
- Deliver referrals to and coordination of activities with other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs within CareerSource Suncoast's regional planning area
- Deliver workforce and labor market employment statistics information, including accurate information relating to local, regional, and national labor market areas, job listings in labor market areas; information on skills necessary to advance career; and
- information relating to regional occupations in demand and the earnings, skill requirements, and opportunities for advancement
- Deliver performance information and program cost information on eligible providers of training services by program and type of providers
- Deliver information about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the region's one-stop delivery system
- Deliver information relating to the availability of support services, and referrals to those services, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Florida's KidCare Program; benefits under the Supplemental Nutrition Assistance Program (SNAP); assistance through the earned income tax credit; housing counseling and assistance services sponsored through the U.S. Department of Housing and Urban development (HUD) ; and assistance under a State program for Temporary Assistance for Needy Families (TANF)
- Provide assistance establishing eligibility with financial aid assistance programs for training programs not provided under WIOA
- Deliver assistance with filing claims under reemployment assistance programs

Individualized career services that are appropriate for career seekers to obtain or retain employment are available to career seekers through CareerSource Suncoast career centers or partners. These services include:

- Assessments of the skill levels and needs of adults and dislocated workers, which may include: diagnostic testing and use of other assessment tools, in-depth interviewing and evaluation to identify employment barriers and goals
- Development of an individual employment plan for identifying goals, achievement objectives, and services needed for the career seeker to advance his or her career
- Group and individual coaching and mentoring
- Career planning and modeling
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for the labor market
- Internships and work experiences linked to careers
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, training, or employment
- Financial literacy services
- English language acquisition and integrated education and training programs

Follow-up services are provided for participants placed in unsubsidized employment, for up to 12 months after the first day of employment or program exit whichever occurs later. Follow-up services do not extend the date of exit in performance reporting.

CareerSource Suncoast's Business Services team identifies and assists with the talent management needs of local employers. CareerSource Suncoast has a team of professionals responsible for the entire region. The team has four main components: a Business & Economic Development Director, Business Services Manager, Senior Talent Consultant, and Talent Consultants that work together to provide the most comprehensive and highest quality talent management solutions.

The Talent Consultant Local Veterans' Employment Representatives (LVERs) assist in contacting and engaging Federal contractors and employers for coordinating hiring events to create more opportunities for veterans. Veterans assessed through the one-stop system to have significant barriers to employment under DEO directive will be referred to the CareerSource Suncoast Disabled Veterans' Outreach Program (DVOP) team. Any veterans determined to not have a significant barrier are referred to and served through the CareerSource Suncoast career development team.

CareerSource Suncoast uses two key strategies for addressing the talent development and retention needs of regional employers. The strategies include customized training through the Employed Worker Training (EWT) and On-the-Job Training (OJT) programs.

The EWT Program (Employed Worker Training) provides opportunities for businesses to train existing employees helping companies achieve greater employee retention, maximize productivity and market competitiveness. Employees have an opportunity to acquire the knowledge and skills needed to retain employment at the completion of the training. The

training is designed to assist employed workers in need of services in order to retain their self-sufficient employment. The training may be provided to a single employee or a group of employees.

The OJT Program (On-the-Job Training) gives regional employers the guidance and resources to develop productive workers. Companies are required to provide on-the-job training for a full-time salary or hourly position. The company is encouraged to retain the employee, if the employee is meeting the minimum performance standards required for the position. The program may pay up to 50% of the employee's full-time salary or hourly rate for a standard OJT period, to be determined by the staff based on salary and standard time for OJT for the position.

**(6)** Please provide a description and assessment of the type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities. The description and assessment must include an identification of successful models of such youth workforce investment activities (WIOA §108(b)(9)).

### **Youth Workforce Investment Activities**

There are numerous youth workforce investment activities throughout the region, which included faith-based, community-based, education-based, as well as federal, state and local government funded programs. We believe our role as a regional convener in how we prepare a next generation workforce begins in education. There are three areas of opportunity on how we're reaching our youth and preparing them for post-secondary employment or education.

**1.Support** – With limited funding, we provide in-kind resources to regional community groups working to provide post-secondary assistance in our community. Our efforts have primarily focused on the Local College Access Networks or LCANs as part of a statewide initiative under the Florida College Access Network. We've provided both monetary and in-kind resources to groups such as Talent4Tomorrow (Sarasota County) and REACH Manatee (Manatee County). The ultimate goal of these initiatives is for 60% of our workforce to have some sort of post-secondary credential by 2025.

**2. Program Development** – We meet annually with both district school system, individual district school's administration as: -State of Jobs Conference – We welcomed nearly 900 high school students for a full-day conference experience focused on college and career readiness. Students meet with business leaders and learn the importance of key transferable skills in the areas of leadership, communication, personal branding and post-secondary planning. During the track portions of the conference students select one of six tracks including: business, hospitality/ tourism, arts/culture, manufacturing/engineering, healthcare, and information technology

**3. -Career Academy** – Our summer Career Academy is a three-week pre-college and career experience where students select one of four tracks including healthcare, business, hospitality, and technology. Students learn fundamental skills such as leadership, communication, personal branding, financial literacy, interview/resume prep, conflict management, and more. Students also participate in a simulated society (SIMSOC). During their second week, students are earning industry certifications and instruction from area post-secondary institutions while also visiting businesses in our region focused on the student's interest. Lastly, students are paired with a business for a week-long internship where they get real-world work experience.

**4. Advocacy**– We believe if we're truly going to make a difference in our community's workforce needs we must be willing to have difficult conversations with elected officials to meet the needs of our community. For example, we're currently working with county officials on implementing free transportation for all high school students enrolled in public education because transportation seems to be a barrier to part-time employment. In addition, it helps students create habits for getting to work using public transit if it became the means of transportation for the student or adult one day

## WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

### Strategic Vision

The overarching strategic vision is: “Local Focus. Regional Collaboration.” From the Suncoast regional level, we recognize that first and foremost all our activity and resources must be directed in support of, and be consistent with, the themes of ‘Strengthening Businesses and Cultivating Talent’ that CareerSource Florida set forth in its Annual Report 2014-2015. Local regions must be proactive in achieving the state goals, starting with a central focus on key customers and partners. Of course this is also true at the Federal level. Collectively we will meet---and stretch to exceed---the metrics, and spirit, of the WIOA model designed with business-driven collaborative partnerships throughout the workforce system.

Among the most fundamental tenets is that Florida will have a ‘business-led, market- responsive, results-oriented and integrated workforce development system.’ CareerSource Suncoast has taken an assertive employer-oriented approach for at least the past six years, which began with an overhaul of the entire Manatee/Sarasota system.

This shift was made possible when direct-delivery of services was permitted in 2008, affording considerable financial advantage over using contracted agencies. That financial leverage allowed us to plant the early seeds to build an exceptionally strong Business Services team, which has since flexed and pivoted to serve this region’s much diversified employer list. This has become even more essential because the local economy shifted rapidly from high unemployment to virtually full employment (with notable skills gaps in key sectors).

Through the recent planning process (described below) leading up to the implementation of WIOA, we have refined our Vision and Mission as follows:

- **Vision:** Employers will locate, expand and flourish on the Suncoast because of our high-talent workforce.
- **Mission:** To recruit, train, and retain talent for employers on the Suncoast.



## **Goals for Preparing an Educated and Skilled Workforce: Regional Economic Growth: Self-Sufficiency**

CareerSource Suncoast will deliver services that provide employers with the talent they need to succeed.

We will focus on five specific objectives:

1. Focus on employers as the primary customer
2. Expand regional convening to facilitate collaboration
3. 'Tell the Story'; regional workforce boards are often overlooked or misunderstood
4. Develop sustainable revenue from diversified sources to strengthen the business model
5. Build and strengthen the team at all levels

These are expanded in the narrative throughout this document, and in the attached 2015- 2020 Strategic Plan.

## **Goals Related to Primary Indicators of Performance**

Among the many aspirations for the ambitious WIOA legislation of 2014 is to develop an ongoing business model that is sustainable and collaborative. The Suncoast region overall is fortunate to have like-minded leadership and boards and representatives from local government, public workforce, private workforce (CareerEdge Funders Collaborative), education and economic development organizations contribute actively to CareerSource Suncoast's overall workforce development effort.

This occurs from high-level strategic discussions through board meetings, summits, and targeted events much like many fellow regions. What sets us apart is that in addition...we have one-of-a-kind weekly tactical gatherings hosted on a rotating basis between the Sarasota and Bradenton Career Centers each Wednesday. The CSS Business Services Team convenes an average of thirty-five individuals representing twenty-five agencies to share updates, plan and promote regional events and put into practice, in a very meaningful way, one goal: COLLABORATION!

Anecdotal evidence from Mr. Larry Fairman of Fairman Consulting, a Jacksonville, Florida- based expert in workforce strategy, design and implementation, suggests that our CareerSource Suncoast's weekly convening practice sets a high bar, and presents best practice among regions on a national field.

We track regional progress by monitoring performance-oriented goals in three distinct areas:

**1. Capacity and Quality Goals**

In order to continue to maximize federal funding, our region strives for excellent customer experience for all of the mandated, targeted programs. And that is the starting point and the first strategic imperative for success.

From that basic level of performance, we invest in the latest generation tools for career seekers and employers. Our customer-centric design leads to improving loyalty among our partners, business clients and individuals. Every day we are in an aggressive, ongoing process to ratchet up the customer experience at all levels of engagement.

Customer focus, outstanding execution, and consistent measurement is an equation that leads to great outcomes in the metrics. We continue to raise the bar on staff skills and customer service levels with additional training activities and programs focused on strategic employer sectors and target jobseeker populations. Through intense training, and consistently sharpening our focus on the customer, we are confidently developing a well-qualified staff to be the regional experts on workforce development best practices and strategies, and in turn, providing the right talent to the targeted sectors.

**2. Sustainability**

Pursuing innovative, bold, community-wide goals for workforce requires capital in addition to ideas and talent. We believe that in order to meet the needs of this growing region, we must seek alternative revenue sources in addition to federal funding. The following tactics are underway, or being tested, for this second strategic imperative related to sustainability:

- Develop philanthropic funding streams to develop jobseekers' skills. (Recent example is first ever participation with Community Foundation of Sarasota County for the CSS 'Journey to Success' Youth program.)
- Assist when appropriate in securing incentive funding (private and public) to develop the workforce in target industries locally.
- Expand fee-for-service program offerings to regional employers.

- Proactively pursue funding opportunities through external resources (CareerEdge Funders, Community Foundations, EDOs, United Way and other regional organizations).
- Resolutely approach grant opportunities

No other regional group has the significance to these outcomes as does our local Board of Directors. None of our plans or progress is possible without the critical input and active engagement of the CareerSource Suncoast Board. We will continue to recruit and develop a diversified, high-quality board roster aligned with the vision, mission and strategic goals for this community. We are grateful for their service.

### **3. Sector and Convening goals**

Of significance to meeting the regional economic growth and economic self-sufficiency is a focus on targeted sectors such as advanced manufacturing, healthcare, information technology (IT), and other key supply chain participants across many industry classifications. Awareness of the global perspective (and reciprocal impact) of many of our 'local' employers is critical to the region's competitiveness.

As emphasized throughout this plan, we stratify our employer clients among priority groups with targeted industries of our local EDOs at the top of the list. Resources are allocated according to shifting needs consistent with CareerSource Florida at the state level.

Our Board is directly engaged in this ongoing discussion through participation on a Talent Continuum Council, which meets regularly and includes many community partners from EDOs, educational representatives, private business executives (often on our Board) and others. This group is consistently reviewing regional demand data, other organizations' workforce-related activity in Sarasota/Manatee, and importantly for the larger regional footprint of Tampa Bay, Southwest Florida and Heartland regions.

Specifically, this group is working on the following strategic imperatives:

- Seek additional channels to provide regional leadership on workforce development issues.
- Expand collaboration with all regional organizations focused on holistic aspects of community, family, education and workforce.
- Continue to proactively work with EDOs, Chambers, government entities and public-private partnerships such as the Tampa Bay Partnership.
- Build, maintain and broadly distributing a regional workforce asset map of all resources and partners. We are presently developing a cooperative method with partners to enrich and update the asset map.

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

### **Core Programs’ Alignment to achieve Vision and Goals**

Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast, is a private, non- profit 501(c)(3) corporation chartered by the State of Florida to develop, execute, and manage the local regional workforce system. As such, we are responsive to both businesses and career seekers throughout the North Port-Bradenton-Sarasota MSA (Metropolitan Statistical Area). Our organization plays a key economic development role for the region’s growth and well-being through a steady focus on producing and maintaining an extensive demand-driven toolkit for workforce development. Along with other community partners as outlined throughout this document, we own direct responsibility to manage all core programs and achieve the strategic goals as established by the local board.

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

CareerSource Suncoast has developed strategic goals to offer services that provide employers with the talent they need to succeed by focusing on employers, expanding regional convening, telling our story, and building our team. Focusing on a board that is business-led, responsive to employer needs, and results-oriented will bring us to an even higher level of performance. We are committed to continue to provide the highest quality of service to our customers and seek to consistently improve customer service. A strategic plan is to be a living document that will need to be realigned based on changing conditions in our local economy by way of the Board monitoring the implementation. Our budget, performance, resources, and expenditures are routinely evaluated and communicated to the various committees and full Board. Net-promoter activities help us to monitor customer satisfaction. By focusing on these actions, CareerSource Suncoast will continue to assist with our economic prosperity in a local fashion.

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

### **Meeting the Needs of Customers with Disabilities**

The career center resource rooms provide accommodations for customers with disabilities, which is reviewed as part of the annual one-stop accreditation. CSS website offers workshops online to assist individuals that may have a hardship attending workshops in one of our locations. CSS reviews

opportunities to improve accessibility and are in the process of installing a translation add-on feature to our web browsers in our centers for individuals with language barriers. We also offer a no-cost interpretation service and employ bilingual staff who can speak multiple languages to accommodate limited English proficient customers in the centers. In addition to language interpretation services, CSS ensures vital written documents are translated in frequently encountered languages (as identified by periodic assessment of languages spoken by customers and potential customers in the community we serve).

The region has a strong Vocational Rehabilitation (VR) presence in each of the full-service career centers. In Sarasota County, VR is co-located with dedicated offices in both the Sarasota and Venice centers to provide better coordination and sharing of services. In Manatee County, the Bradenton center also provides office space to be used by VR representative to assist customers as scheduled. The CSS Youth Committee includes VR representation to champion the needs of youth with disabilities. In addition, CSS has been approved as a vendor for Vocational Rehabilitation to offer pre-placement training for persons with disabilities graduating high school.

Two of the career centers host AARP Foundation–Senior Community Service Employment Program to assist adults 55 and over with community work experience while they are in training and looking for unsubsidized employment.

Customers are provided information on the Grievance Process, the name and contact information of the local Equal Opportunity Officer is posted in the centers as well as the CSS website, and all required information regarding the Filing a Complaint process is posted and reviewed as part of the annual one-stop accreditation.

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

### **Planning Goals**

CareerSource Suncoast began an intensive strategic planning process in August 2015 to position the organization for ongoing success. Included was a review and ‘Best Practice Benchmarking’ of national workforce organizations to search innovative approaches. Primary project goals were to:

- Review and enhance organizational vision and mission
- Develop goals and strategic priorities
- Engage stakeholders in the planning process
- Review organizational structure (board and staff)
- Provide actionable recommendations for future success

## Planning Process

CareerSource’s research process included focus groups, surveys and interviews with employers, job seekers and partners. This created a baseline for the development of the strategic plan and a framework for the work over the next five years. A process recap, including Project Overview and Timeline, follows below:

### Project Overview

#### **Objectives:**

- Review and enhance overall organization mission, vision and values
- Incorporate the changes in federal and state legislation in the process
- Produce a four-year regional plan to guide our ongoing work

#### **Strategy:**

- Rigorous data analysis to identify strengths, weaknesses and opportunities
- Utilize a broad regional participation model to make sure all stakeholders are included
- Review internal organizational structure and adjust to meet the needs of the new economy
- Enhance and expand partnerships to fuel future success



# Project Overview

## **Research Scope:**

- **Planning sessions** with members of the executive committee and board
- **Comprehensive review** of existing plans, research, results and activities and integrate into the process
- Regional **asset map** of all workforce development efforts
- National peer group **benchmarking** to identify best practices
- **Facilitated discussions** with multiple opinion leaders
  - Board, staff, business, partners, clients, regional elected officials, funders, etc.
- **Market surveys**
  - Jobseekers, employers, general public
- **Focus groups**
  - Jobseekers, employers, partners, TBD



# Timeline

## **August**

- Establish project team
- Initial team planning session
- Finalize the project plan/scope/timeline
- Comprehensive research schedule
  - Set logistics: dates/times/places/final costs
  - Develop and approve all topic guides/survey questions
- Conduct research

## **September**

- Conduct research



# Timeline

## October

- Conduct research

## November

- Research summary and analysis

## December

- Draft strategic plan
- Present draft plan; revise based on feedback

## January

- Board approval of plan
- Publish and distribute
- Begin implementation of recommendations



## **Participants and High Level Research Findings Summary:**

Following a quantitative survey, focus groups were held in October 2015 to help gain more insight into the survey results. Both the survey and focus groups were oriented around CareerSource's three primary stakeholder groups: employers, job seekers and partners. Partners are those organizations who work alongside CareerSource with common goals such as schools, training facilities, and social service nonprofit organizations.

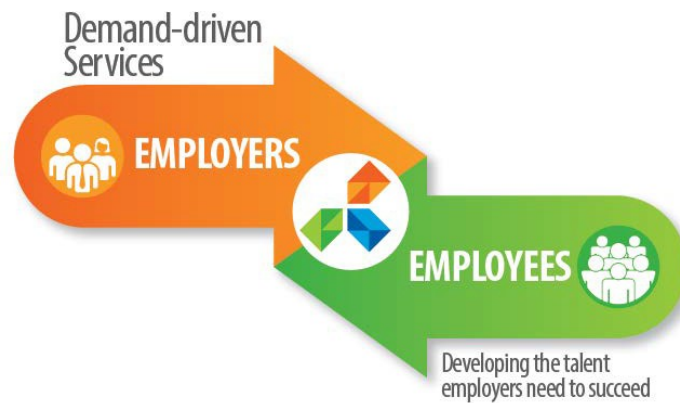
Employers and job seekers have an uneven understanding of what CareerSource does. Employers with a strong Business Services relationship, and some motivated job seekers, have a good sense of all that we provide, but many others do not. Even some employers with a Business Services' Talent Consultant are not aware of the full range of services either because they may not qualify or have chosen to fulfill some part of the process deliberately outside of CareerSource.

The partners are a valuable asset and willing to step up further. Job seekers and employers, however, may not see or value the network of relationships. This visibility may not be necessary, but it does show and provide value far beyond individual job-seeker services.

There is a lot of frustration with Employ Florida's functionality. Job seekers and employers cite an unclear process where candidates believe they have applied for a position, but they have not and both end up frustrated at the lack of apparent response. Searches are hard to conduct for both. Resume uploading and printing are difficult. Employers feel they get lower quality candidates, and job seekers say they see the same jobs over and over again with better offerings on competing sites. For nearly everyone, Indeed is vastly preferred to Employ Florida.



The following information highlights some of the key elements presented to the Board in January 2016 and summarized in the attached 2015-2020 Strategic Plan.



### Project Goals

- Review and reaffirm organizational vision, mission and values
- Develop goals and strategic priorities
- Engage stakeholders in the planning process
- Review organizational structure
- Provide actionable recommendations

### Planning Activities

- Review of mission, vision and values
- Regional surveys of employers, jobseekers and partners
- Focus groups with employers, partners and jobseekers
- Best practice benchmarking of national workforce organizations
- Interviews with regional opinion leaders to gather perceptions and feedback
- Visioning sessions with CareerSource's Board and Executive Committee
- Development of a regional asset map of all workforce providers and partners

### Enhanced Vision

- Former Vision: Florida will be the global leader for talent
- Enhanced Vision: Employers will locate, expand and flourish on the Suncoast because of our high-talent workforce

## Enhanced Mission

- Former Mission: To recruit, train, and retain talent for the Suncoast
- Enhanced Mission: To recruit, train, and retain talent for employers on the Suncoast

## Objectives

- Focus on employers
- Expand regional convening
- Tell the story
- Develop sustainable revenue
- Build the team

## Focus on Employers: Strategic Imperatives

*“We used to have to work around the workforce board and now we’re working through the workforce board as they’ve elevated their mission to be a coordinating resource.” ~A business executive*

- Emphasize services for employers in target sectors
- Be transparent about the levels of service
- Develop job seekers to specifically meet employer needs
- Work with employers, industry sector groups, Chambers, EDOs to identify current and future skill requirements and gaps
- Continue and expand co-location with select partners
- Create an opt-in “certified” job seeker program
- Help develop work-ready skills programs via partners
- Upskill current workers
- Continue to expand fee-based services
- Screening, background checks, etc.

## Expand Regional Convening: Strategic Imperatives

*"We all know CareerSource is where we come when we work on new workforce issues."* ~ A business partner

- Seek additional channels to provide regional leadership on workforce development issues
- More active communication and partnering strategies
- Support and strengthen existing industry sector discussions around workforce skills qualifications, and seek to start new discussions where needed in target sectors
- Continue to convene partner discussions
- Expand collaboration with regional organizations
- Continue to proactively reach out to Chambers, governments, EDOs
- Develop activities/events to advance the conversation and position CareerSource as the thought leader on workforce issues
- Forums, summits, and other hosted/sponsored events
- Have senior staff and board leaders conduct more frequent sessions with regional opinion leaders (one-on-one and in small groups)

### **Tell the Story: Strategic Imperatives**

*"I didn't know they did that."* –An employer regarding training services

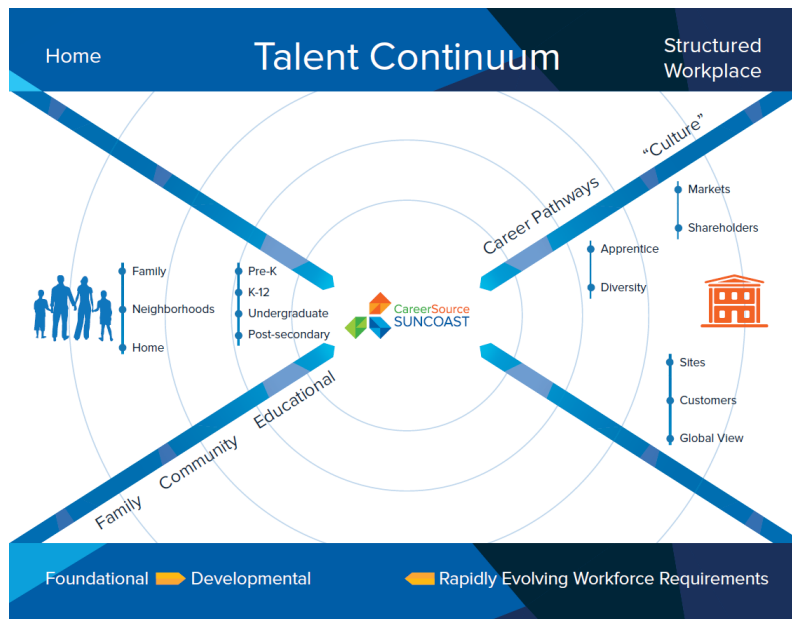
- Be transparent about our differentiated services
  - Continue tiered services to employers and job seekers
  - Focus jobseekers on opportunities in target sectors
- Develop and implement a focused online and offline communications strategy
  - More aggressive outreach to employers, partners and the general public
  - Tell success stories of employers, jobseekers and partners even more prevalently in the effort to communicate about CareerSource to all constituencies
- Advocate to improve the State's technology interface (Employ Florida)
- Broadly distribute and communicate the availability of the regional workforce asset map to employers, jobseekers and the media
  - Develop a cooperative method with partners to enrich and update the asset map

### **Sustainable Revenue: Strategic Imperatives**

- Continue to maximize state & federal funding
  - Provide mandated, basic services cost-efficiently, including utilization of additional technology
  - Improve self-navigation tools for basic service levels
- Seek alternative revenue sources
  - Philanthropic funding to develop jobseekers' skills
  - EDO-type funding to develop the workforce in target industries
  - Expand fee-for-service program offerings
  - Proactively pursue funding opportunities through external resources
  - Aggressively approach grant opportunities

### **Build the Team: Strategic Imperatives**

- Continue to raise the bar on staff skills and customer service levels with additional training activities and programs focused on strategic employer sectors and target job seeker populations
- Develop staff to be the regional experts on workforce development best practices and strategies such as sector strategies and career pathway work
- Continue to recruit and develop high-quality board members aligned with vision, mission and strategic goals



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

Our local vision, goals and priorities (as adjusted through the 2015 planning process) and described throughout this document, are consistent with the letter and spirit of the Florida State Plan. Overall, the approach embodies significant regional input, and emphasizes a much more inclusive, bolder strategic planning approach as mandated by the U.S. Department of Labor’s Employment and Training Administration’s (ETA) Guidance Letters.

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

Negotiated common federal measures for PY 2017-2018

All federally funded programs must meet the required standards across the State for compilation into Common Measures with exact thresholds. The following chart specifies the local area performance goals.

<b>LWDA 18 - CareerSource Suncoast</b>	
<b>Common Measures</b>	<b>PY 2017-2018 Negotiated Performance Goals</b>
<b>Adults:</b>	
Employed 2 <sup>nd</sup> Qtr After Exit	89%
Employed 4th Qtr After Exit	85%
Median Wage 2 <sup>nd</sup> Qtr After Exit	\$7,850
<b>Dislocated Workers:</b>	
Employed 2 <sup>nd</sup> Qtr After Exit	83%
Employed 4th Qtr After Exit	79%
Median Wage 2 <sup>nd</sup> Qtr After Exit	\$6,850
<b>Youth:</b>	
Employed 2 <sup>nd</sup> Qtr After Exit	76%
Employed 4th Qtr After Exit	69%
<b>Wagner Peyser:</b>	
Employed 2 <sup>nd</sup> Qtr After Exit	64%
Employed 4th Qtr After Exit	66%
Median Wage 2 <sup>nd</sup> Qtr After Exit	\$4,850

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

CareerSource Suncoast is the fiscal agent, direct provider of services, and the one-stop operator for this region. Financial and performance updates are provided quarterly to the Finance & Performance Committee, Executive Committee, and full Board. The Board contracts with an independent CPA firm for internal program monitoring annually. An independent CPA firm is contracted for an annual audit of financial statements and Single Audit compliance. DEO monitors programs and finance annually. Reports from these audits and monitoring are shared with the Committees and Board.

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

Federal and State policy allows for local flexibility when determining individual programs’ guides to determine who is eligible to receive services. This is necessary when deciding which program is most beneficial to each individual. The definitions of “self-sufficiency” utilized by our local area, as included in our Procedures and Policies, are:

**Dislocated Workers:** Dislocated workers are defined as individuals who have been terminated or laid off, have received notice of termination or layoff, or are employed by a facility that has made a general announcement of a pending plant closure, or were self- employed but are unemployed as a result of general economic conditions for a natural disaster, or are displaced homemakers. Individuals can qualify if they have received notice of termination or layoff, but remain temporarily on the job. The local definition of self-sufficiency for dislocated workers is re-employment that achieves 80% or more of the wage at dislocation.

**Adult Workers:** To be served with Adult WIOA funds, the customer must not qualify as dislocated workers. The local definition of self-sufficiency for an adult worker is \$24/hour for a family of one or two and 200% of the LLSIL (Metro) for a family of three or more for On-the- Job Training (OJT) and Employed Worker Training (EWT). The local definition of self- sufficiency for an adult worker is 200% of the LLSIL for a family of one or more for Individual Training Accounts (ITAs).

## COORDINATION OF SERVICES

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

CareerSource Suncoast will work to ensure career centers are available to serve all career seekers regardless of obstacles to employment, level of need, or degree of career development. CareerSource Suncoast will also continue to emphasize integrated service delivery in improving services to individuals. Partnerships between core programs are dedicated to developing strong strategic alliances that link employers and career seekers to services. These services include, but are not limited to, employment, training, education, human resource assistance to employers, and career and business development to further the economic growth of the CareerSource Suncoast region.

Core programs managed through direct services include:

- Labor Exchange services provided under Wagner-Peyser staff
- Trade Adjustment Assistance program
- Veteran's Employment program
- Temporary Assistance to Needy Families (TANF)
- Reemployment Services and Eligibility Assessment (RESEA)
- Assistance to DEO's Reemployment Assistance program
- WIOA Adult, Dislocated Worker, and Youth
- Supplemental Nutrition Assistance Program (SNAP)

Core programs managed through a partner under MOU includes:

- Division of Vocational Rehabilitation
- Department of Juvenile Justice
- Adult Education and Literacy programs under Title II, local County Schools Adult and Education
- Career and post-secondary technical education programs under Carl D. Perkins Career and Technical Education Act of 2006 through multiple training partners and apprenticeship programs
- AARPs Foundation's Senior Community Service Employment Program (SCSEP)



Additionally, coordination across programs is accomplished with trained and equipped career center and partner staff. Staff training is ongoing to provide the knowledge, skills and abilities needed for delivering individualized career services to career seekers in an integrated and regionally focused framework. Career center staff is cross-trained to increase capacity, expertise, and efficiency as well as enrich the customer experience. Cross-training creates an understanding of each program, sharing of staff expertise, and develops staff to better serve all customers. It is also important to ensure staff is aware of how their particular function supports and contributes to CareerSource Suncoast's overall vision, goals, and desire to create integration resulting in improved coordination without duplication of services.

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

CareerSource Suncoast regularly coordinates with regional EDC teams to ensure alignment with the development and pursuit of a common strategic vision for the region's economic development systems. Ongoing consultation is conducted for identifying specific economic development project priorities, targets, timelines, and objectives. Real-time coordination on economic development projects is achieved through shared reporting and updates using Salesforce CRM.

Additionally, CareerSource Suncoast maintains an agreements with the regional EDCs for providing referrals of new employers to the workforce system, promotion of workforce services, Incumbent Worker Training, and Quick Response Training (Florida Flex) programs. Coordination is enhanced with both EDC's CEOs serving as members on CareerSource Suncoast board of directors. The EDCs and CareerSource Suncoast also work together on many regional taskforce, committees, collaboratives and councils focused on skills gaps, workforce development, and investment. Partnerships with the regional EDCs, including the region's SBDC business consultants and the Community Entrepreneurial Opportunity (CEO) program, enhances promotion of entrepreneurial training, business, and microenterprise services.

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

CareerSource Suncoast coordinates and is aligned well with the secondary and post-secondary education institutions, particularly the community and technical colleges. Examples of efforts to coordinate, enhance services, and avoid duplicating services include the following:

- Community and technical colleges are represented on CareerSource Suncoast's board of directors
- Community and technical colleges serve on CareerSource Suncoast's Talent Continuum Council
- Community and technical colleges participate in developing the regional targeted occupations list that focuses on meeting the needs of regional businesses with occupations in high-demand and provide self-sustaining wages
- CareerSource Suncoast maintains satellite offices at Suncoast Technical College and Manatee Technical College to deliver career services to students, which includes tuition, resume, interviewing, and placement assistance
- CareerSource Suncoast participates on community and technical colleges' academic advisory committees
- CareerSource Suncoast, community and technical colleges collaboratively engage targeted employers and industries for designing customized and relevant training solutions
- CareerSource Suncoast, community and technical colleges collaborating on outreach events, which include career fairs, job fairs, and openhouses
- Manatee and Sarasota County School Boards partner with CareerSource Suncoast to deliver the summer component of the CSS "Journey to Success" youth program that includes career exploration and training in high-demand occupations, financial literacy, work readiness, mentoring, and a stipend based on attendance and participation
- CareerSource Suncoast, community and technical colleges work together on many regional taskforce, committees, collaboratives and councils focused on skills gaps, workforce development and investment

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

CareerSource Suncoast provides support services to eligible career seekers under governing rules and regulations for the type of funding deemed appropriate and allowable. Support services are provided to eligible career seekers until funds are exhausted. Supportive Services may be provided for those in Welfare Transition, WIOA Adults, Dislocated Workers, and Youth participating in authorized program activities.

CareerSource Suncoast considers payment for career seeker support needs that removes barriers, enables the career seeker to attend and/or to remain in training, prepare for and actively participate in work related activities that allow them to attain and remain in full-time permanent employment, including but not limited to job search and community service.

Services are coordinated for career seekers to receive transportation, based on need, to include gas cards or bus passes and limited vehicle repairs. Other supportive services may include GED classes, clothing, medical services and childcare services.

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

CareerSource Suncoast in partnership with the Department of Economic Development (DEO), provides career and business services through the one-stop system under the Wagner- Peyser Act (WP). Funding for WP employees is provided through DEO, as well as oversight for human resources and policy guidance in delivery of WP services. CareerSource Suncoast makes selection and termination recommendations pending approval from DEO, develops and trains DEO employees, and supervises day-to-day functions. The delivery of WP services within the CareerSource Suncoast one-stop system is in coordination with all other programs and services.

WP employees are important contributors in CareerSource Suncoast's career centers in the delivery of labor exchange services as well as delivery of customer and career services. WP employees work closely with board staff to ensure seamless service delivery. All WP staff identify as CareerSource Suncoast staff

and are committed to delivering exceptional customer service. CareerSource Suncoast develops operational policies and procedures for WP employment services under the Wagner-Peyser Act. Staff training and supervision is consistent for board and WP staff.

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

CareerSource Suncoast partners with Manatee and Sarasota County School Boards' adult education programs to offer a variety of alternative learning opportunities and arrangements for adult and youth career seekers to engage in academics through non-traditional means. CareerSource Suncoast is co-located and coordinates efforts with Suncoast Technical College and Manatee Technical College. CareerSource Suncoast has also conducted meetings with the Farmworkers Career Development Program (FCDP) Adult Education division, both state and regional level, to discuss coordination of program services, referral process, and improving coordination with the career centers.

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

We provide intensive career counseling as recipients are assigned a career coach. CareerSource Suncoast coaches work with recipients to develop a plan to reach their career goals and become self-sufficient. This plan can include volunteering, work experience, attending networking sessions to enhance contacts and build soft skills related to finding and obtaining employment in addition to referrals to jobs in the area. Educational opportunities include being assigned curriculum to prepare recipients to take the national career readiness certification, GED labs conducted by instructors from the local school district and training funds to pursue higher education at local colleges for in-demand fields.

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

technical assistance, use and sharing of information, cooperative efforts with employers and other efforts of cooperation, collaboration and coordination.

The agreements below will continue to be reviewed and aligned with WIOA requirements:

- Department of Juvenile Justice: Coordination of efforts to assist youthful offenders and youth in dropout prevention to assist with career exploration, community service, education institution tours, employability and life skills development and group mentoring.
- Safe Children Coalition & Sarasota YMCA: Coordination of efforts to assist transitional foster care youth to assist with career exploration, community service, education institution tours, employability and life skills development and group mentoring.
- Manatee County School Board: Coordination of youth summer component activities in Manatee County and assist with referrals and location to provide services. Activities include career exploration, community service, education institution tours, employability and life skills development.
- Sarasota County School Board: Coordination of youth summer component activities in Sarasota County and assist with referrals and location to provide services. Activities include career exploration, community service, education institution tours, employability and life skills development.
- Suncoast Partnership to End Homelessness: Assist with referrals to CSS for homeless individuals and families in Sarasota and Manatee Counties. Information on the status and needs of homeless seeking employment assistance.
- AARP Foundation's Senior Community Service Employment Program (SCSEP): Provides activities for participants aged 55+ to provide community service while they are actively pursuing training and unsubsidized employment off the program.
- Florida Department of Education, Division of Vocational Rehabilitation: Coordinating resources and prevent duplication of services for workforce employment and training services in Sarasota and Manatee Counties.
- Florida Department of Education, Division of Blind Services; Coordinating resources and prevent duplication of services for workforce employment and training services in Sarasota and Manatee Counties.
- Community Action Agencies-Manatee and Sarasota Counties-Coordinating resources and

prevent duplication of services for individuals seeking self-sufficiency.

- Housing Authority-Manatee and Sarasota County- Coordinating resources and prevent duplication of services for individuals seeking self-sufficiency.

## DESCRIPTION OF THE LOCAL ONE-STOP SYSTEM

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

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

All required WIOA partners are included in CareerSource Suncoast's one-stop delivery system. The one-stop offers access to Wagner-Peyser (WP), Migrant Seasonal Farm Worker (MSFW), Workforce Innovation and Opportunity Act (WIOA), Division of Vocational Rehabilitation, Trade Adjustment Assistance (TAA), Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF). In addition to required partners, access is provided to other partner programs.

Partner programs located in career centers include Title I/Career and Technical Education (CTE), Local Veterans Employment Representatives (LVER), Disabled Veterans Outreach Program (DVOP), Senior Community Service Employment Program (SCSEP), Temporary Assistance for Needy Families (TANF), Trade Adjustment Assistance (TAA), and Reemployment Assistance programs.

The following partners are co-located in the one-stop centers and pay a proportionate amount of infrastructure costs:

- WIOA Adult
- WIOA Dislocated Worker
- WIOA Youth
- Division of Vocational Rehabilitation
- Wagner-Peyser
- Temporary Assistance to Needy Families (TANF)
- Local Veterans' Employment Representative (LVER)
- Disabled Veterans' Outreach Program (DVOP)
- Trade Adjustment Assistance Programs (TAA)

- Reemployment Assistance Programs
- Senior Community Service Employment Program (SCSEP)
- Manatee and Sarasota County Adult Education and Literacy

Virtual Presence Partners:

- Housing Authority-Manatee and Sarasota County
- Community Action Agency-Manatee and Sarasota County
- Division of Blind Services

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

CareerSource Suncoast includes the following non-required partners in the one- stop delivery system:

- Goodwill Manasota
- Gulf Coast Legal Services

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

Attachments: MOUs

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

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

CareerSource Suncoast ensures compliance with all requirements of the Americans with Disabilities Act (ADA) through internal audits of facilities. Compliance is also evaluated by the Department of Economic Opportunity, Office of Civil Rights through onsite inspections. Additionally, CareerSource Suncoast launched a new website November 2015, with the goal to make it easier for all customers to access our

services and resources online. Using ADA website accessibility checklists from DEO, the graphical elements of the new site have "alt" and "longdesc" and the text content has been reduced to be more simple and clear. The IT Department is installing add-ons to the browser in all Resource Rooms, which will make it easy for customers to translate 80+ languages. Partners will be offering training to career center staff to better understand the needs of disabled customers.

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

CareerSource Suncoast ensures the regional career center delivery system provides services to all customers consistent with principles of universal access and in accordance with all relevant laws and regulations, state policies, and procedures. CareerSource Suncoast also ensures applicable career services are offered in at least one physical career center in the workforce region. If facilities require changes to layout, equipment or furniture, a designer may be contracted to ensure the facility remains ADA compliant and is accessible to everyone, regardless of age, ability, or status in life.

Universal access principles followed by CareerSource Suncoast include:

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

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

CareerSource Suncoast facilitates access to services provided through the regional delivery system, including remote areas, by utilizing the web based Employ Florida Marketplace (EFM), CareerSource Suncoast website, social media, three full-service career centers, satellite offices at Suncoast Technical College and Manatee Technical College, and a mobile career center. Our outreach through technology includes a graphical element, which is accompanied by a text explanation so that website translator widgets and text-to-voice add-ons can identify the material.



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

CareerSource Suncoast advocates development of a case management system that integrates all core WIOA partner programs. In SB 7040, the Department of Management Services is given the lead to strategically navigate the state toward a universal tracking system. A universal system would enable career centers and partner programs with shared clients have access to information and insight that may lead to more positive outcomes. Under WIOA, career centers and their partners:

- offer career seekers assessments to measure skill gaps,
- connect career seekers with opportunities to gain skills and credentials necessary to advance their career, including individuals with barriers, such as individuals with disabilities,
- offer businesses and employers talent management solutions that help them better acquire, train, and retain talent.

CareerSource Suncoast uses technology applications and platforms for scheduling workshops, streaming videos, video mock interviews, resume development, web-based assessments, and career seeker profiles. We have also purchased video development software for transforming PowerPoint and instruction content into customized videos.

Additionally, our Information Technology department creates electronic forms and automated databases to perform and process career seeker applications and information. This process automates various departmental forms, career seeker documents and requests, and delivers reporting capability that ultimately help to achieve more efficient and effective services.

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

CareerSource Suncoast (CSS) issued and posted a Request for Proposals (RFP) to solicit one-stop operator services from interested organizations that are capable of carrying out the duties of the one-stop operator, as described in the Workforce Innovation and Opportunity Act (WIOA). The RFP was issued to assure the greatest degree of open competition and achieve the best technical proposals and services at the lowest possible cost.

Public Notice of the RFP was published in local newspapers and posted under the Public Notice section of CSS website <https://careersourcesuncoast.com/info/public-notice/> allowing for a 30 day

notice. The Executive Committee reviewed and rated the one proposal received and recommended to the Board to procure one stop operator services with the vendor. The Board approved the recommendation to negotiate for contracted One Stop Operator Services with the vendor.

The One Stop Operator was under contract effective July 1, 2017.

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

Annually the region meets with area students for a State of Jobs Conference and area employers for a State of Talent Conference to discuss labor market, economic, and demographic conditions and trends for regional convening.

## DESCRIPTION OF PROGRAM SERVICES

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

CareerSource Suncoast (CSS) is charged with serving Manatee and Sarasota counties in Florida's southwest. CSS is focused on creating a globally competitive workforce to facilitate economic development, and to promote prosperity for existing and future business and industry, as well as our communities.

CSS is the direct provider of services within our locations and we maintain a comprehensive full-service One Stop Career Center in Sarasota, Florida. Other locations include a One Stop Career Center in Bradenton, Florida and satellite locations in south Sarasota County and the LWDA's two Technical Colleges. These locations are staffed by Board ad DEO employees. CSS works closely with partners to ensure programs and services are aligned to the greatest extent possible.

CSS Workforce System Core Programs include:

- WIOA Adult, Dislocated Worker and Youth Services
- Welfare Transition (TANF) services
- Supplemental Nutrition Assistance Program
- Wagner-Peyser Labor Exchange services
- Local Veterans Employment & Disable Veterans Outreach Programs
- RESEA
- Trade Adjustment Assistance through DEO staff

Referral partnerships are in place for:

- Vocational Rehabilitation
- Division of Blind Services
- Adult Education

We are in the process of working with these partners to develop closer service delivery processes.

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

CareerSource Suncoast does not award subgrants or contracts for WIOA-funded activities.

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

CareerSource Suncoast delivers core partner programs such as; WIOA Adult, Dislocated Worker and Youth Programs, Wagner-Peyser Business Services, Adult Education and Literacy, and Vocational Rehabilitation through the one-stop system. Eligible individuals with barriers to employment are given priority of service for employment and training services. Eligible individuals can be co-enrolled into core programs that meet the need of career seekers. Credential, certificate or certification are the required outcomes of training programs.

CareerSource Suncoast leverages long-standing partnerships with a wide variety of public and private partners from industry, education, economic development, and health and human services to maximize outcomes among jointly-served career seekers and businesses. These partnerships have resulted in effective initiatives that have placed individuals on the pathway to success while simultaneously increasing available candidates with relevant knowledge, skills, and abilities.

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

CareerSource Suncoast aligns its resources to key industry sectors targeted by the two primary regional economic development organizations (EDOs), which are the Bradenton Area Economic Development Corporation and the Economic Development Corporation of Sarasota County. EDO-targeted industry sectors represent those that already have a presence in the region, feature strong revenue growth potential, and create high-wage, high-impact jobs. These key industries include

advanced and specialty manufacturing, medical and life sciences, information technology, aviation/aerospace/defense, agriculture technologies, environmental sciences and sustainable development, corporate headquarters, sports performance, creative services and web-enabled technologies. CareerSource Suncoast meets with EDOs on a regular and ongoing basis to evaluate progress on delivering talent solutions and training resources for specific projects related to key sectors. Additionally, occupations for these key industries are included in the regional targeted occupations list where career seekers interested in advancing their careers utilizing individual training accounts are informed about these high-wage career opportunities. CareerSource Suncoast also works closely with regional education and training providers on a regular and ongoing basis to assist them in their efforts to align with key industry sector training needs.

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

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

Through partnerships with our local economic development corporations, we try to align with those industries for our targeted sectors. Furthermore, we cite industries with high growth and high wages using data from DEO's Supply Demand Report and other data sources from the department such as Employment Projections and Occupational Employment Statistics and Wages (OES).

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

Through collaboration with partners and listening to employer feedback and concerns, we are able to create a shared regional vision.

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

We attend regional collaboration and convening meetings in targeted sectors, where individual employers can shared their concerns. Our private workforce partner has a quarterly manufacturing collaborative meeting and during the past year, the Bradenton Area EDC has convened meetings by sector to hear employer concerns. Furthermore, we are part of industry groups such as SAMA to gain further trust and perspective from employers.

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

By having a sector strategy at the heart of what we do, our staffing and funding resources get allocated toward the targeted industries. Traditionally, for example, nearly 75% of our WIOA ITA money has gone

toward healthcare degrees and certifications. Our business services staff is assigned employers that are referred by the EDC and therefore meet targeted sectors such as manufacturing and IT.

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

By hearing the needs of employers in targeted sectors, we have been able to transform services to meet their needs. Examples include the efforts for the past six months to become a sponsor for a registered apprenticeship around Tool & Die Maker after hearing it was in the a manufacturing roundtable held by the Bradenton Area EDC and through the need of one local employer. We have also positioned business services staff to deliver youth services such as work experience and On-the-Job Training to meet employer needs to recruit their future workforce as existing employees hit retirement.

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

We are yearly tracking training dollars in WIOA by industry and occupation as well as ROI for targeted employers by industry through our Salesforce software. Furthermore, we continually participate in events like the Construction Rodeo, an employer led event targeting high school students for hands on exposure and demonstration of construction careers, to sustain those partnerships.

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

DEO- Labor Market Statistics provides a state-wide and regional projections dashboard for 2017-2025. The dashboard provides top occupations by size and growth rate which CSS filters by region and education level. Utilizing this employment projection provides information needed to insure Florida and our region's workforce is prepared to fulfill our occupational demands. CareerSource Suncoast disseminates the list to board members, employer groups and educational partners to solicit and receive comments regarding request for additions or deletions using a prescribed format. After the comment period has passed, requests are reviewed, and additions/deletions are made to develop the "Regional Targeted Occupations List" (RTOL). CareerSource Suncoast then publicizes a "Request for Applications" for training providers interested in becoming approved training providers for programs included on the RTOL for the program year (July 1 – June 30).

A specific due date for submitting completed applications is determined; applications may be submitted and reviewed on a quarterly basis. Staff compiles a data sheet listing pertinent information, verify that submitted program applications are for targeted occupations, and assure that minimum criteria has been

met. Applications that meet the required criteria are presented to the Executive Committee and the Board for final approval. Once approved, providers are contracted for the program year through an executed Training Provider Agreement.

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

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

CareerSource Suncoast has aligned itself with its two main economic development organizations so that those two entities will refer employers in targeted industries to the workforce board. CareerSource Suncoast provides job order entry, referrals, placements, On-the-Job Training, Employed Worker Training and Paid Work Experience to these employers to engage them. We host multiple job fairs yearly and offer on-site hiring events to engage smaller employers. CareerSource Suncoast staff is active in local associations like SAMA (Sarasota Area Manufacturers Association) and SHRA (Suncoast Human Resources Association) as well as committees with organizations like the Manatee Chamber of Commerce and EDC of Sarasota County to conduct outreach to other employers. We actively use social media such as LinkedIn to make connections with new businesses as well.

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

CareerSource Suncoast has a Talent Continuum Council that has taken a sector- based approach to looking at the needs of specific targeted industries (healthcare, information technology, manufacturing and construction). The council conducted employer surveys and compiled a comprehensive report that was shared with employers, education institutions and community partners at a summit; out of that event came a focused, short-term training course to meet industry needs. CareerSource Suncoast also commissioned a detailed labor market study and shared that with employers across the region to give them access to relevant workforce data such as commuting patterns, occupations in demand and historical data on unemployment in the region. CareerSource Suncoast business services staff routinely provides labor market data to meet the needs of employers and keep them current on trends in wages, hiring and unemployment.

C. Better coordinate workforce development programs and economic development; and

CareerSource Suncoast provides a tiered level of service to businesses, where referrals from economic development organizations receive a preference for a wider array of services such as On-the-Job

Training, Employed Worker Training and Paid Work Experience. Referrals from economic development organizations are assigned a talent consultant from CareerSource Suncoast to receive 1:1 attention. Projects for employers referred by economic development organizations are tracked in the Salesforce Customer Relationship Management software to gauge value of services rendered and dollars of training reimbursed. CareerSource Suncoast hosts a weekly partners meeting to include economic development staff where both sides share updates on economic development projects.

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

CareerSource Suncoast business services staff conducts WARN visits to employers that have announced layoffs or intentions to close facilities. Those employees to be affected are provided information on filing for reemployment assistance and how to use the one-stop system to aid in finding new employment. In addition to presentations, CareerSource Suncoast staff can also bring employability workshops onsite to employers that may be in the process of laying off staff or bring job fairs onsite to employers that may be experiencing plant closures or mass layoffs.

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

Veterans/eligible spouses have priority of service for WIOA and other designated job training programs funded in whole or in part by USDOL. Priority of service for WIOA adult training funds shall be given to customers who are public assistance recipients, and/or low-income adults; and/or individuals who are basic skills deficient.

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

Classroom training can be provided by approved training providers for programs on the Regional Targeted Occupations List that prepare customers to enter high-wage and demand occupations. The list of training providers is updated throughout the year by a locally approved Eligible Training Providers List (ETPL). Training Provider Agreements are executed for approved training providers. Training services are offered to eligible customers through an Individual Training Account (ITA) process. The ITA is issued by CSS to the approved training provider for a specific customer enrolled in an approved training program.



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

Customers may select the desired training provider/program from the list of approved training providers/programs as described above. If a customer wishes to enter training at a private institution or a type of training that is more costly, s/he cannot be prohibited from doing so (customer choice) but can only be issued an ITA for the maximum amount as determined by policy, and cannot exceed the maximum amount without the prior approval. If training cost will exceed the ITA amount allowed, the customer would need to seek additional funds for the remaining costs via grants, financial aid, etc. Customer and case manager must document a clear plan for how education will be paid for to assure that the customer can finish training.

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

A. Describe any ITA limitations established by the board;

ITA limitations established by the board are:

- ITAs are limited to the average cost of training for a two-year training program;
- ITAs cannot exceed a maximum of \$5,000 per year, \$10,000 for two years, without the written approval of the President/CEO or the COO;
- ITAs are authorized on a semester by semester basis only;
- Customers who choose to attend training that is more costly than the ITA limit must seek additional funds for the remaining costs. Customer and case manager must document a clear plan for how education will be paid for to assure that the customer can finish training.

A. Describe any exceptions to the use of ITA

None

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

CareerSource Suncoast recognizes the importance of entrepreneurial training and microenterprise services for long-term regional economic growth. Part of our plan for long-term economic growth is to continue our partnership with SCORE, City of Sarasota, Sarasota County, SunTrust Foundation, and Wells Fargo to deliver the Community Entrepreneur Opportunity (CEO) program. The CEO program was

launched in 2005 to support budding entrepreneurs by delivering technical assistance and resources needed to start and grow a business. The CEO program is a series of 11 workshops delivered by experts in the field to help new businesses or potential entrepreneurs evaluate their business ideas. Participants have a chance to network with each other and receive 1-on-1 counseling from instructors. The program provides evaluations both pre and post program as well as written evaluations.

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

CareerSource Suncoast utilizes the flexibility available in WIOA to offer pre-apprenticeship training, registered apprenticeship, or other career opportunities. Career Academies are a focus of regional school boards and will assist in any initial or ongoing planning stages. CareerSource Suncoast participates on local committees and task force with regional school boards, regional governments, colleges/universities, businesses, and economic development organizations in order to review and determine needs for the region. Youth Career Coaches work closely with regional school personnel in an effort to assist eligible youth with pursuing industry-recognized certifications along with other types of support services. There is also focus on training, entrepreneurship and work experience in an effort to enable youth and other career seeking clients to advance their careers. The school boards are continuing to collaborate with regional partners to develop regional strategies for engaging youth at younger ages with career awareness efforts and approaches to increase college access.

CareerSource Suncoast will continue to include registered apprenticeship programs on the eligible training provider list for WIOA Adult and Dislocated Worker programs as long as they remain registered and achieve the minimum standard of performance outcomes. CareerSource Suncoast will continue to include registered apprenticeship program representatives as members of the board ensuring significant contributions to our strategic planning activities for the regional workforce system. CareerSource Suncoast will also continue to recognize registered apprenticeship completion certificates as a post-secondary credential as allowed by WIOA. CareerSource Suncoast has been doing weekly calls with CareerSource Florida to establish CareerSource Suncoast as a sponsor for registered apprenticeships with the state's Dept. of Education. CareerSource Suncoast has submitted to be a sponsor for a registered apprenticeship in Tool & Die Maker with one employer signed agreement at present. We will start to market this opportunity to more employers and are continuing to engage other employers to register more apprenticeships in our region. We will put the RA on our ETPL for clients and communicate

it out via social media and our web site.

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

CareerSource Suncoast implements the incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathway initiatives, and other initiatives to support strategic goals. CareerSource Suncoast also offers these programs to provide training to employees of regional businesses. Training addresses skill gaps of incumbent workers, impacts company competitiveness, and enhances employees' value, capabilities, and contributions. On-the-job training provides a win-win solution for employers and career seekers by offering a timely and cost-effective means to meet the needs of both. On-the-job training is an effective option for acquiring skills, occupational development, and employment retention. Incumbent worker training assists with retaining employment in an occupation with changing skill requirements or upgrading skills and qualifying them for advancement with the employer. Improved knowledge, skills, and abilities with a certification obtained from training adds value to the company and often leads to career advancement and/or wages increases.

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

CareerSource Suncoast uses a number of methods for monitoring and evaluating the continuous improvement of services for eligible service providers and providers on the eligible training provider list to ensure local employers', employees' and career seekers' needs are met. Methods include:

- Tracking outcomes related to placement, wage, and industry data for career seekers who participated in training;
- Employer feedback regarding candidate quality and readiness;
- Sharing provider performance with CareerSource Suncoast board;
- Regularly review regional demand and regional targeted occupations list for responding to changing economic conditions;
- Evaluate reports on service providers' enrollment, outcomes, expenditures, and make recommendations for improvement when needed;
- Address issues related to training service providers.

**(16) Youth Program Design:** Describe the design framework for local youth programs and how the 14 program elements required in §681.460 of the WIOA regulations are made available within that framework (WIOA §129(c)(1)). CareerSource Suncoast's youth program aligns with USDOL's goals of preparing workers for good jobs and the attainment of the skills and knowledge that ensure workers succeed in a knowledge-based economy. CareerSource Suncoast targets at-risk youth with barriers using a model designed as a holistic approach for providing in-depth career exploration of high demand occupations with potential for vocational training in manufacturing/machining and healthcare/biomedical careers and exposure to construction and information technology industries. Youth receive instruction on financial literacy, life skills, and employability/work readiness; additional activities include education and industry tours, mentoring, community service, and work experience. Youth participate in the continuum of services designed to set them on their chosen career pathway. This model can be effectively measured by any or all five of the WIOA performance measures that include:

**Employment Rate– 2<sup>nd</sup> and 4<sup>th</sup> Quarter After Exit** (2 measures) - The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program (for title I Youth, the indicator is the percentage of program participants who are in education or training activities, or in unsubsidized employment, during the second quarter after exit from the program);

**Median Earnings – 2<sup>nd</sup> Quarter After Exit** - The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program;

**Credential Attainment** - The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program. A participant who has attained a secondary school diploma or its recognized equivalent is included in the percentage of participants who have attained a secondary school diploma or its recognized equivalent only if the participant is also employed or enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program;

**Measurable Skills Gains** - The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, toward such a credential or employment.

CareerSource Suncoast has incorporated the following 14 program elements of WIOA into the youth program model:

- (A) tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;
- (B) alternative secondary school services, or dropout recovery services, as appropriate;
- (C) paid and unpaid work experiences that have as a component academic and occupational education, which may include—
  - (i) summer employment opportunities and other employment opportunities available throughout the school year;
  - (ii) pre-apprenticeship programs;
  - (iii) internships and job shadowing; and
  - (iv) on-the-job training opportunities;
- (D) occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors or occupations in the local area involved, if the local board determines that the programs meet the quality criteria described in section 123;
- (E) education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- (F) leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate;
- (G) support services;
- (H) adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months;
- (I) follow-up services for not less than 12 months after the completion of participation, as appropriate;
- (J) comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate;
- (K) financial literacy education;
- (L) entrepreneurial skills training;
- (M) services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
- (N) activities that help youth prepare for and transition to postsecondary education and training.

All of the activities discussed in the program model and throughout the fourteen program elements are designed to prepare youth for transition to postsecondary education and training and/or a career path. Partners, which include employers, local school districts, community colleges, private schools, education foundations, other government-funded programs, and community-based and faith-based organizations, provide a system of support for youth to succeed in advancing their career.

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

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

When a Youth approaches a CSS staff member for services and he/she cannot understand the youth, a translator for the appropriate language will be located and an initial assessment performed to determine the youth's ability to speak and understand English. This assessment is a matter of observation by the translator. If the youth indicates an ability to read English then a Test of Adult Basic Education (TABE) will be administered to determine whether the youth performs above a basic skills deficient level.

Youth who score below a ninth grade level are referred to Adult Basic Education programs for assistance in the areas of need. The LWDB Career Coaches will assess an individual's verbal, written, and computer skills during the WIOA prescreening, suitability, application and enrollment process. Career Coaches will also discuss other barriers to employment that require services or additional counseling from partner agencies. It is largely incumbent upon the Career Coach to assess the youth and develop the appropriate strategy to best serve the individual. This may not include enrollment into the LWDB youth program if it's not in the individual's best interest.

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

Definition of requires additional assistance in determining eligibility for WIOA-funded youth programs includes:

- Students identified as ESE students who are unable to pass grade-appropriate standardized test(s), students that have a pattern of excessive absenteeism or disruptive behavior as determined by the school/District's policy;
- Students who are at risk of dropping out of school due to family circumstances as a result of family's dependency on public assistance, parents or siblings that are drop outs, parents with criminal history or substance abuse, parents that are long-term unemployed (at least six weeks);
- Any youth who has difficulty in employment, defined as: youth who has been terminated from a job in the last three months; youth who has not held the same job for more than three months; youth who has looked for employment for more than one month and has not been able to find a job.

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

- A. Executed Memoranda of Understanding for all one-stop partners.
- B. Executed Infrastructure Funding Agreements with all applicable WIOA required partners.

## PUBLIC COMMENT PROCESS

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

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

As required, a draft of the proposed Modified Local Plan was posted for at least thirty (30) days for public comment. As instructed above in criteria 5, an attachment is included to provide a copy of the published notice. No public comments were received.

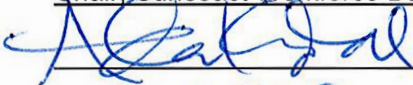
**SIGNATURE PAGE**

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

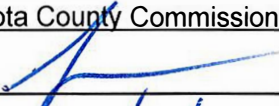
- Sarasota County
- Manatee County

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

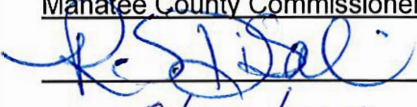
**Workforce Development Board Chair**

Name Printed: Adam Kendall  
Title: Chair, Suncoast Workforce Board, Inc. dba CareerSource Suncoast  
Signature:   
Date: 3-22-2018

**Chief Elected Official (Sarasota County)**

Name Printed: Commissioner Michael Moran  
Title: Sarasota County Commissioner  
Signature:   
Date: 3/22/2018

**Chief Elected Official (Manatee County)**

Name Printed: Commissioner Robin DiSabatino  
Title: Manatee County Commissioner  
Signature:   
Date: 3/22/2018

ATTEST: 



# CareerSource Suncoast

## Local Plan Attachments



**The following attachments are included as part of the Local Plan:**

1. Interlocal Agreement
2. CareerSource Suncoast By Laws
3. Direct Service Provider Report
4. Career Center Credentialing Attestation
5. 2015 – 2020 Strategic Plan
6. Regional Joint Planning Session
7. Memorandum of Understandings
8. Public Notice Comment Process

# Local Plan Attachment: Interlocal Agreement

**WORKFORCE INNOVATION AND OPPORTUNITY ACT**

**INTERLOCAL AGREEMENT BETWEEN BCC APPROVED 7-11-17**

**THE BOARDS OF COUNTY COMMISSIONERS OF  
MANATEE AND SARASOTA COUNTIES**

THIS AGREEMENT is made and entered into pursuant to the authority of Section 163.01, Florida Statutes (F.S.), by and between Manatee County, a political subdivision of the State of Florida, and Sarasota County, a political subdivision of the State of Florida, which shall take effect on the date executed by both parties.

WHEREAS, the Workforce Innovation and Opportunity Act (WIOA), Pub. L. No. 113-128, 128 Stat. 1425 (2014) and the Florida Workforce Innovation Act of 2000, Chapter 445, F.S., as amended, hereinafter collectively referred to as the "Acts", direct Florida's workforce development strategy; and

WHEREAS, Manatee County and Sarasota County (hereinafter the "Counties") support an integrated public workforce service-delivery system designed to help jobseekers access employment, education, training and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy; and

WHEREAS, the Governor of the State of Florida has designated the Counties as local workforce development area 18 (LWDA 18), and the Boards of County Commissioners of Manatee County and Sarasota County desire that the Counties continue to be designated a local workforce development area; and

WHEREAS, Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast (CSS), has been established as the Local Workforce Development Board (LWDB) to perform specific policy, oversight, and administrative functions for the LWDA 18 in accordance with Section 445.007, F.S.; and

WHEREAS, it is the responsibility of each County in the LWDA 18 to appoint members to the LWDB in accordance with the Acts; and

WHEREAS, Section 107(c)(1)(B) of the WIOA provides that if a local workforce development area includes more than one unit of general local government, the elected officials of such local governments may execute an agreement that specifies their respective roles; and

WHEREAS, the Boards of County Commissioners of Manatee County and Sarasota County executed an Interlocal Agreement, effective July 8, 2003 (hereinafter referred to as the "2003 Interlocal Agreement"), to establish joint policies between the Counties to comply with federal and state laws governing workforce development; and

WHEREAS, changes to federal and state laws governing workforce development necessitate revising and updating the 2003 Interlocal Agreement.

NOW, THEREFORE, in consideration of the conditions herein set forth, the parties agree as follows:

1. Purpose

The purpose of this Interlocal Agreement is to establish joint policies between the Counties required for compliance with the Acts. This Interlocal Agreement is intended only in furtherance of the fulfillment of the Counties' obligations pursuant to the authorities recited herein and remains subject to the rights of the Counties to amend this Interlocal Agreement as may be permitted by law and agreed to by the Counties.

2. Joint Responsibilities

- A. There is hereby created a Commissioners Coordinating Council (CCC) composed of one member of each of the Boards of County Commissioners of Manatee County and Sarasota County. Annually, each Board of County Commissioners will appoint a member of its Board to serve on the Commissioners Coordinating Council of the LWDB 18.
- B. The Counties hereby delegate the duties of the "Chief Elected Official", as such position is defined in Section 3(9) of the WIOA, to the CCC, except as otherwise specifically provided herein.
- C. Where the consent, approval, concurrence or other action of the "Chief Elected Official" of the Counties is required, a motion approved on the record by the CCC, shall be sufficient to provide such consent, approval, concurrence or other action required. Such matters include, but are not limited to, the selection and appointment of the LWDB members, the LWDB local plan and amendments thereto, and the LWDB annual budget. Each County Commissioner appointed to the CCC shall report periodically to their respective County Commission regarding such matters.
- D. All decisions of the CCC shall require the approval of both members of the CCC. In the event the members of the CCC cannot reach agreement, the Boards of County Commissioners of the Counties shall either hold a joint meeting or appoint an ad hoc committee to resolve the impasse.
- E. All meetings of the CCC shall be subject to the Florida Government in the Sunshine Act, Section 286.011, F.S. LWDB staff shall provide each member of the CCC with adequate advance notice of all meetings and matters before the CCC.
- F. To facilitate the dissemination of information, the LWDB staff shall provide

each member of the CCC with a reading file containing the current LWDB meeting packet with all enclosures, together with a copy of the adopted minutes of each meeting of the LWDB. LWDB staff shall provide a copy of the current LWDB budget and a copy of the LWDB annual independent financial audit to each member of the CCC.

G. Each Board of County Commissioners may, at its election, conduct periodic, interim audits or select third parties to conduct periodic interim audits, of the LWDB's records and files to verify the performance by the LWDB of its duties required pursuant to any Federal or State Law, regulation, rule, order or Agreement. The extent and scope of any audits conducted under this paragraph shall be within the sole discretion of the requesting Board of County Commissioners. The LWDB shall be provided the opportunity to respond to the preliminary results of any such audit, prior to its final issuance.

3. Local Workforce Development Board Formation

A. The designation of Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast (CSS) as the Local Workforce Development Board (LWDB) for the LWDA 18 is hereby ratified and acknowledged.

4. Board Composition

A. The composition of the LWDB shall be consistent with the provisions of federal and state requirements as dictated by the Acts and CSF administrative policies.

B. In the event that representatives cannot be obtained to fill all the positions set forth in the minimum guidelines, it is the intent of the parties that the LWDB shall continue to function while good faith efforts are made to fill such vacant positions.

5. Nomination Procedures/Appointment Process

A. Nominations and/or applications for the LWDB shall be solicited in compliance with the requirements of the Acts.

B. Upon approval by the Commissioners Coordinating Council, appointments shall be effective as provided herein.

6. Terms of Office

A. All appointments to the LWDB shall be for four (4) years and shall commence on October 1st of the year in which the appointment is

made, and terminate on September 30th of the year such appointment ends.

- B. Vacancies in the LWDB membership created by death, resignation or disqualification shall be filled by an appointment made in the same manner as the original appointment, and the appointee shall serve the remainder of the unexpired term.

7. Board Activities

- A. The LWDB and the activities that are authorized hereby shall comply with the Acts, and any subsequent agreements that may be entered into with the parties hereto.
- B. The LWDB shall follow the adopted Bylaws governing its operation and for the discipline and removal of members, including removal for failure to attend meetings.

8. Notices and Representations

- A. All notices under this Interlocal Agreement shall be provided in writing to the Counties' representatives. Each representative, and the mailing address, is identified as follows:

Manatee County: Director of the Neighborhood Services Department, Post Office Box 1000, Bradenton, Florida 34206

Sarasota County: General Manager of Human Resources, 1660 Ringling Boulevard, 151 Floor, Sarasota, Florida 34236

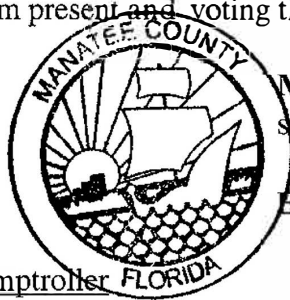
- B. Either party, by and through its County Administrator, may designate a different representative by providing written notice to the CCC.

9. Amendments, Term and Termination

- A. The Counties each reserve the right to terminate this Interlocal Agreement at any time by providing written notice to the other party. Prior to providing such notice of termination, the parties covenant and agree to each give due consideration to the consequence arising as the result of such termination, including the effect upon both Counties, the potential loss of programs and program funding, and the possibility of agreed to amendments, or delegation of authority to the other party. All terminations shall provide 90 days written notice to the other parties.

- B. This Interlocal Agreement may be amended or modified in writing, signed by duly authorized representatives, and filed with participating Counties.
- C. This Interlocal Agreement contains the entire agreement of the parties with respect to the matters addressed herein. Previous agreements and understandings of the parties with respect to such matters are null and void and of no effect. As required by subsection 163.01(11), F.S., this Interlocal Agreement and all amendments thereto shall be filed with the Clerk of the Circuit Court for each County.
- D. Upon its complete execution, this Interlocal Agreement shall repeal and replace the 2003 Interlocal Agreement between the parties and shall continue in effect until terminated by agreement of the parties.

**APPROVED**, with a quorum present and voting this the 25<sup>th</sup> day of July, 2017.



**MANATEE COUNTY**, a political subdivision of the State of Florida

ATTEST:  
Angelina Colonnese,  
 Clerk of Circuit Court and Comptroller

By: Its Board of County Commissioners

By: Robin Roth, DC  
 Deputy Clerk

By: [Signature]  
 Chairman

**APPROVED**, with a quorum present and voting this the 11<sup>th</sup> day of July, 2017.

ATTEST:  
**KAREN E. RUSHING**, Clerk of Circuit Court and Ex-Officio Clerk of the Board of County Commissioners of Sarasota County, Florida

**BOARD OF COUNTY COMMISSIONERS OF SARASOTA COUNTY, FLORIDA**

By: [Signature]  
 Deputy Clerk

By: [Signature]  
 Chairman  
 Date: 7-11-17

Approved as to form and correctness:  
 By: [Signature] AA  
 County Attorney





Local Plan Attachment:  
CareerSource Suncoast  
By Laws

# **BYLAWS OF SUNCOAST WORKFORCE BOARD, INC.**

## **ARTICLE I – NAME, INCORPORATION, TAX EXEMPT STATUS, PURPOSES AND POWERS**

Section 1.1. Name. The name of this Corporation shall be **Suncoast Workforce Board, Inc.**, dba CareerSource Suncoast also referred to herein as “the Board” and “the Corporation” and CSS.

Section 1.2. Incorporation. The Corporation is a not-for-profit corporation organized and existing under the laws of the State of Florida.

Section 1.3. Tax Exempt Status. The Corporation is intended to be an organization which is exempt from federal income taxation under Code Section 501(c) of the Internal Revenue Code of 1954 and the Regulations thereunder as the same now exist or as they may hereafter be amended from time to time.

Section 1.4. Suncoast Workforce Board, Inc. may also do business as CareerSource Suncoast.

Section 1.5. Mission and Purposes.

- A. Regional Mission: To recruit, train and retain talent for employers on the Suncoast.
- B. Vision: Employers will locate, expand and flourish on the Suncoast because of our high-talent workforce.
- C. Values: Business Driven, Continuous Improvement, Integrity, Talent Focus and Purpose Driven.

Section 1.6. Powers. The Corporation shall have and exercise all rights and powers stated in its Articles of Incorporation, Bylaws, and as permitted by the laws of the State of Florida for not-for-profit corporations, including, but not limited to, the power to do all acts necessary or proper for the administration of its affairs and the attainment of its purposes.

## **ARTICLE II – OFFICES**

Section 2.1. Principal Office. The principal office of this Corporation in the State of Florida shall be located in the County of Sarasota or Manatee.

Section 2.2. Other Office. The Corporation may establish additional offices, as the Board of Directors may from time to time determine.

## ARTICLE III – LIMITATION ON ACTIVITIES

Section 3.1. The Corporation shall be non-partisan, non-sectional and non-sectarian and shall take no part in, or lend its influence or facilities to, the nomination, election, or appointment of any candidate for public office.

## ARTICLE IV – DIRECTORS

Section 4.1. Function. The Board of Directors is vested with the management of the business and affairs of the Corporation, and all corporate powers shall be exercised by or under the authority of the Board subject to law, the Articles of Incorporation and these Bylaws. Management of the corporation shall not be inconsistent with the provisions of the Workforce Innovation and Opportunity Act, Public Law 113-128, Chapter 445, Florida Statutes, as the same may be amended from time to time.

Section 4.2. Structure. The Chief Local Elected Officials shall be the appointing authority for the members of the Board of Directors of the Corporation. Membership and appointment shall be consistent with the applicable provisions of Pub. L. No. 113-128 Title I and Chapter 445, Florida Statutes.

### *a. Business*

A majority of the LWDB members must represent local businesses in the local area who

- Are owners of a business, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;
- 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 local area (at least two representatives of small businesses must be included); and
- Are appointed from among individuals nominated by local business organizations and business trade associations.

### [§ 107(b)(2)(A), WIOA] *b. Labor/Apprenticeships*

No less than 20% of the members shall be representatives of the workforce within the local area, including:

- At least two representatives will represent labor organizations nominated by local labor federations. For a local area in which no employees are represented by such organizations, at least two representatives of employees will be included.
- At least one representative of a labor organization or a training director from a joint labor-management apprenticeship program. If no such joint program exists in the area, at least one representative of an apprenticeship program in the area, if such a program exists.

- 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 provide/support competitive integrated employment for individuals with disabilities.
- May include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives or organizations that serve out-of-school youth.

[§ 107(b)(2)(B), WIOA]

**c. Education**

Each local board shall include representatives of entities administering education and training activities in the local area, including:

- A representative of eligible providers administering adult education and literacy activities under Title II of WIOA.
- A representative of institutions of higher education providing workforce investment activities (including community colleges).
- A private education provider. CareerSource Florida may waive this requirement if requested by a LWDB if it is demonstrated that such representatives do not exist in the local area.
- May include representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

When there is more than one institution in each of the types of educational entities listed above, nominations are solicited from representatives of each of these entities.

[§ 107(b)(2)(C), WIOA, § 445.007(1), Fla. Stat.]

**d. Economic/Community Development and Other Entities**

Each local board shall include representatives of governmental and economic and community development entities serving the local areas, including:

- A representative of economic and community development entities serving the local area. An economic agency is defined as including a local planning or zoning commission or board, a community development agency, or another local agency or institution responsible for regulating, promoting, or assisting in local economic development.
- A representative of Vocational Rehabilitation serving the local area.
- May include representatives of agencies or entities serving the local area relating to transportation, housing, and public assistance.
- May include representatives of philanthropic organizations serving the local area.
- May include other individuals or representatives of entities as the Chief Local Elected Officials in the local areas determines to be appropriate.

[§ 107(b)(2)(D) & (E), § 3(17) WIOA]

Section 4.3. Term of Office.

- A. All appointments to the Board shall be for four (4) years, subject to approval of the Chief Local Elected Officials, and shall commence upon approval of the Chief Local Elected Officials, and terminate on September 30th of the year such appointment ends, except as provided below.
- B. When a Board member's term expires, they can reapply using the same process as the original procedure.
- C. Vacancies in Board membership created by death, resignation or disqualification shall be filled by an appointment made in the same manner as the original appointment, and the appointee shall serve the remainder of the unexpired term.

Section 4.4. Vacancies. A vacancy shall occur automatically when a Board member no longer meets the criteria for membership as originally appointed in accordance with their category of membership. A vacancy on the Board of Directors shall be filled for the remainder of the unexpired term.

Section 4.5. Removals.

- A. Absence of a member of the Board from three (3) consecutive regular meetings of the Board without a valid reason and/or prior written request shall be grounds for removal of the member from the Board upon recommendation of the Executive Committee and vote of the Board.
- B. A member of the Board may be removed when deemed to be in the best interest of the Board upon recommendation by the Executive Committee, and a two-thirds (2/3) vote of the Board members present after a quorum is seated at a meeting noticed for said purpose.
- C. Upon a motion approved by the Board the recommendation for the removal of a member shall be communicated to the appointing authority which may act to remove the member and shall then appoint an individual in the same category as the terminated member.

Section 4.6. Meetings. All meetings shall be open to the public and noticed in accordance with the requirements of the Florida Government in the Sunshine Law, Section 286.011, Florida Statutes. The Board of Directors shall hold the following types of meetings:

- A. Regular Meetings. Regular meetings of the Board shall be held on a quarterly or more frequent basis if necessary. The annual meeting shall be scheduled in the month of September.

- B. Special Meetings. Special meetings of the Board may be called by the Chair of the Board, a majority of the Executive Committee, or by no fewer than ten (10) members of the Board.
- C. The Chair shall designate the date, time, and place of meetings, otherwise, the President/CEO.
- D. All meetings shall be held in a meeting place open and accessible to the general public in accordance with the Florida Government in the Sunshine Law, Section 286.011, Florida Statutes.
- E. Parliamentary procedures not otherwise governed by the Bylaws shall be guided by with Roberts Rules of Order, Revised.
- F. Participation in meetings shall be limited to members of Board, or their designated representative (who shall have no voting rights and who shall not count toward a quorum at the meeting) with the following exceptions:
  1. Regularly scheduled agenda items that call for reports or participation by nonmembers.
  2. The Chairman shall allow for comments or other participation by nonmembers on items under consideration before the group prior to the vote. However, the Chair may limit the time allotment for those seeking to comment.

Section 4.7. Quorum and Voting.

- A. A majority of the total current membership of the Board of Directors shall constitute a quorum for a meeting of the Board of Directors.
- B. Once a quorum has been seated, a vote by a majority of the members present is required to organize and conduct the business of the Board, except when otherwise provided for herein. There shall be no alternates or proxy voting. Board members may send a representative in their place, but will not be counted toward a quorum.
- C. A Board member shall not cast a vote on, nor participate in, any decision-making capacity on the provision of services by such member (or any organization which that member directly represents) nor on any matter which would provide any direct financial benefit to that member or a member of their immediate family as defined by the Florida Statutes. A Conflict of Interest form must be filled out by board members having any conflict and filed with the meeting minutes.

Section 4.8. Notice of Meetings. Written or printed notice stating the place, the day and hour of the meeting together with a written agenda of the business to be conducted shall be emailed to all members entitled to vote at least seven (7) days in advance of the meeting. But in case of an emergency the President / CEO may call a meeting on less notice. Said notice shall be delivered personally, by mail, by electronic mail, or by facsimile. If sent by mail, a notice of meeting shall be deemed delivered when deposited in the United States mail, postage prepaid, addressed to the member at his address as it appears on the records of the Corporation at the time of mailing. Items not on the agenda may be taken up subject to a two-thirds (2/3) vote of the members present and voting.

Section 4.9. Minutes. Minutes shall be prepared documenting all formal actions of the Board and its Committees.

Section 4.10. Powers. Except as otherwise provided in the Articles of Incorporation, Workforce Innovation and Opportunity Act, Public Law 113-128, Chapter 445, Florida Statutes, or these Bylaws, the powers of this Corporation shall be exercised, its properties controlled, and its affairs conducted by the Board of Directors, which may, however, delegate the performance of any duties or the exercise of any powers to such officers and agents as the Board may from time to time designate.

Section 4.11. Duties. In addition to all customary duties to be carried out by the Board of Directors, as set forth herein and as provided by law, including but not limited to the provisions of the Workforce Innovation and Opportunity Act, Public Law 113-128 Chapter 445, Florida Statutes, or these Bylaws as amended from time to time, the duties of the Board of Directors of this Corporation shall include:

- A. Annually establishing, reviewing and/or amending performance goals for the Corporation designed to fulfill the mission of the Corporation.
- B. The Board of Directors and its officers shall be responsible for the prudent use by the Corporation of all public and private funds and shall ensure that the use of each fund is in accordance with all applicable laws, Bylaws, or contractual requirements.
- C. In the performance of its functions and duties, the Board of Directors may establish and implement policies, strategies and programs so long as they are not in conflict with state or federal law.
- D. Except as delegated or authorized by the Board of Directors, individual Board members have no authority to control or direct the operations of the Corporation or the actions of its officers and employees, including the President/CEO.

Section 4.12. Common Trust Funds. The Board of Directors may duly adopt and establish one or more common trust funds for the purpose of furnishing investments to the



Corporation, or to any organization for any purpose permitted exempt organizations as set forth in Section 501(c) of the Internal Revenue Code of 1954 and the Regulations thereunder as the same now exist or as they may hereafter be amended from time to time, or to any organization, society, or corporation holding funds or property for the benefit of any of the foregoing institutions whether holding such funds or property as fiduciary or otherwise, subject to such terms and conditions as are set forth in the Articles of Incorporation of this Corporation and Bylaws.

Section 4.13. Indemnification of Officers and Directors and Bonding. The Board shall indemnify, defend, save and hold harmless each member from personal liability to the maximum extent authorized by law as same may exist from time to time. It is specifically understood that each member is serving in a volunteer capacity and without compensation. It is the intent of this Article that no member shall have personal liability for his or her acts or omissions, except in those instances where the Board is prohibited, by law, from indemnifying, defending, saving and holding harmless such member. The Suncoast Workforce Board, Inc. will therefore maintain Directors and Officers liability insurance for board members.

The rights accruing to any person under the foregoing provisions of this Section shall not exclude any other right to which such person may be lawfully entitled, nor shall anything herein contained, restrict the right of the Corporation to indemnify or reimburse such person in any proper case even though not specifically herein provided for.

The Directors of this Corporation shall not be personally liable for its debts, liabilities, or other obligations.

The President/CEO and such other officers and staff as the Board of Directors may designate shall be bonded by a sufficient fidelity bond in the amount set forth under State and Federal requirements and shall be protected through the purchase of Directors and Officers Liability Insurance.

## **ARTICLE V – OFFICERS**

Section 5.1. Elected and Appointed Officers: The officers of the Corporation shall consist of a President/CEO, a Chair, a Chair-Elect, and a Treasurer designated by the Board. The Chair may also appoint such other officers as the Board may deem appropriate. The Chair-Elect and the Treasurer may be the same person.

Section 5.2. Duties. The officers of the Corporation shall have the following duties:

- A. President/CEO. The President/CEO of the Corporation shall be hired by the Board of Directors which shall fix the salary and other terms and conditions of employment, upon the recommendation of the Executive Committee.

The President/CEO is the chief administrative and operational officer of the Board of Directors and of the Corporation, and shall direct and supervise the administrative affairs of the Board of Directors and any Committees of the Corporation. The Board of Directors may delegate to the President/CEO those powers and responsibilities it deems appropriate.

The President/CEO shall have the authority to assign any of the following duties or responsibilities to another CSS executive staff member to act as a designee executive in the President/CEO's stead, in the event the President/CEO is unavailable.

The President/CEO or their designee shall have authority to hire, supervise, direct and terminate all employees, and to determine their compensation within approved budget limitations.

The President/CEO or their designee shall have the authority to enter into contracts as the Board or Executive Committee may approve from time to time, or as approved by the Board or Executive Committee through the enactment of policies pertaining to matters of procurement and program delivery.

The President/CEO shall have overall responsibility for the development, planning and implementation of the workforce development program for the Corporation in accordance with policies established by the Board of Directors.

The President/CEO shall establish staff policies, participate in the preparation of annual budgets, engage the services of outside professionals and otherwise attend to the day-to-day operation of the Corporation and carry out the instructions of the Board of Directors and the Executive Committee.

The President/CEO shall be an ex-officio, non-voting member of the Board, Executive Committee and all other Committees.

The President/CEO shall serve as advisor to the Board Chair and all Committee Chairs, and shall assemble information and data to be used to prepare reports as directed by the Board.

In coordination with the Treasurer, the President/CEO shall be responsible for the preparation of an operating budget covering all activities of the Board, subject to approval by the Board. The President/CEO shall further be authorized to make disbursements within approved budget allocations.

The President/CEO shall report to the Board through the Executive Committee. The Executive Committee shall review the performance of the President/CEO on an annual basis.

The President/CEO shall serve as the Executive Secretary of the Corporation. The President/CEO shall keep a record of the proceedings of the Board of Directors and is the custodian of all books, documents, and papers filed with the Board of Directors, the minutes of the meetings, and all board membership records, and exhibit such records to any director of the Corporation, or to his agent, or to any person or agency authorized by law to inspect them, at all reasonable times and on demand.

- B. Chair. The Chair shall be elected from among the members of the Board who are representatives of the private sector, and shall have been a member of the Board for at least one (1) year prior to taking office.

The Chair shall be the chief elected officer of the Board and shall preside at all Board and Executive Committee meetings, except as noted in “C” below.

The Chair shall appoint Committee Chairs for all Committees from members of the Board. The Chair may serve on all Committees, and shall perform such other duties as set forth in the Bylaws or as determined by the Board.

The Chair must be from the business community and may serve for a term of no more than two years, with service limited to two consecutive terms.

- C. Chair-Elect. The Chair-Elect shall be elected from among the members of the Board who are representatives of the private sector, and shall have been a member of the Board for at least one (1) year prior to taking office, and shall, in the absence of the Chair or in the event of the Chair’s inability, perform the duties of the Chair and shall perform such other duties as are assigned by the Chair.
- D. Treasurer. The Treasurer shall chair the Finance & Performance Committee and be responsible to the Board for oversight of the Corporation’s financial management system.

Section 5.3. Officer Nominating Committee. The Nominating Committee shall be appointed by the Chair, in consultation with the President/CEO. The Nominating Committee shall accept recommendations in May from the Board in assembling a slate of officers. The Nominating Committee will recommend to the full Board a slate of officers to serve on the Executive Committee. At the discretion of the Executive Committee, an At-Large Member may also be proposed to serve as an Officer.

Section 5.4. Elections. The Chair, Chair-Elect and Treasurer of the Executive Committee shall provide the confirmed slate to be confirmed annually by the Board at the September

meeting, at which meeting the recommended and confirmed officers will be installed.

Section 5.5. Removal. The Board of Directors may recommend to the Chief Local Elected Officials the removal of any officer when it is deemed in the best interest of the Corporation.

## ARTICLE VI – COMMITTEES

Section 6.1. Executive Committee.

- A. The Executive Committee shall be composed of the Chair, Chair-Elect, Treasurer, and Chairs of all Committees, with the Past Chair having the choice of serving on the Executive Committee. All Executive Committee members shall serve one year terms except the Chair as noted in 5.2 B. At least a majority of the members of the Executive Committee shall be representatives of the private sector. The Executive Committee is empowered to act and take necessary interim action between meetings of the Board.
- B. The Executive Committee and the President/CEO shall have such additional authority as the Board of Directors lawfully delegates to it.
- C. The Executive Committee shall assist the Treasurer with financial review responsibilities and shall review the President/CEO's recommended budget and make recommendations regarding the budget to the Board. The annual audit will be reviewed by the Executive Committee when the audit report is completed.

Section 6.2. Standing Committees. The Chair may appoint committees to fulfill the Boards' responsibilities to obtain technical assistance. The Chair shall name a Chair for each Committee from among the members of the Committee who are also members of the Board of Directors. Each Committee may meet at the call of its Chair or at the direction of the Board of Directors, but shall meet at least quarterly.

- A. Finance & Performance Committee. The Finance & Performance Committee shall review the President/CEO's recommended budget and make recommendations regarding the budget to the Executive Committee. The Finance & Performance Committee shall consist of the Treasurer, the Chief Financial Officer of the Corporation, and such members of the Board of Directors as are appointed by the Chair. The Finance & Performance Committee shall serve as the Audit Committee.

Section 6.3. Ad hoc Committees. Ad hoc Committees may be created and established by the Board of Directors. The scope and function, including any budget allocation, shall be established by the Board. Any special committee created by the Board of

Directors shall automatically be abolished one (1) year after its creation unless the need for its continued existence is justified to the satisfaction of the Board of Directors.

Section 6.4. Membership. All Committees may include non-Board members, but the Chair and Vice Chair of all Committees shall be members of the Board.

Section 6.5. Compliance with Sunshine Law. All Committee meetings shall be noticed and conducted in compliance with the requirements of the Florida Government in the Sunshine Law, Section 286.011, Florida Statutes.

## ARTICLE VII – OPERATIONS

Section 7.1. Fiscal Year. The fiscal year of the Corporation shall be July 1<sup>st</sup> through June 30<sup>th</sup> of the following calendar year.

Section 7.2. Execution of Documents. The President/CEO or their designee shall have the authority to enter into contracts as the Board or Executive Committee may approve from time to time, or as approved by the Board or Executive Committee through the enactment of policies pertaining to matters of procurement and program delivery.

Section 7.3. Books and Records. The Corporation shall keep correct and complete books and records of account and shall keep minutes on the proceedings of the Board of Directors. The Corporation shall keep at its principal place of business a membership register listing the names, addresses and other details of each Board of Directors' member, and the original or a copy of its Bylaws, including amendments to date certified by the Treasurer of the Corporation.

Section 7.4. Inspection of Books and Records. All books and records of the Corporation shall be public records subject to inspection and copying as provided for in Chapter 119, Florida Statutes, as amended from time to time.

Section 7.5. Contracts. The Corporation shall have the authority to contract with public and private entities as necessary to further the purposes of the Corporation. All contracts executed by the Corporation must include specific performance expectations and deliverables.

Section 7.6. Budget. The Board of Directors of this Corporation shall adopt for each fiscal year a budget for the organization in accordance with the requirements of law. A budget shall be prepared annually prior to the commencement of the fiscal year. The President/CEO shall be responsible for preparation of the budget. The President/CEO will present the budget for review by the Finance & Performance Committee and the Executive Committee and approval by the Board of Directors. Allocation and expenditure of the funds of the Corporation shall be governed by the budget previously approved for the current fiscal year. The budget may be amended from time to time by the Board of Directors.

Section 7.7. Gifts and Contributions. The Board of Directors is authorized to accept on behalf of the Corporation any contribution, gift, bequest or devise of any property whatsoever, for the general and special purposes of this Corporation. The Board of Directors may from time to time on behalf of the Corporation accept gifts of money or securities upon such terms as they shall approve, and may hold such cash or securities in the name of the Corporation or of such nominee or nominees as the Board of Directors may appoint, and may collect and receive the income thereof and devote the principal or income of such gifts to such purposes within the scope of the activities of the Corporation as the Board of Directors may determine.

The Board of Directors may enter into an agreement with any donor to continue to devote the principal or income of his gift to such particular purpose as the donor may designate, provided that such purpose is duly approved or ratified by resolution of the Board of Directors; and after such agreement, the principal or income of that particular gift shall be devoted in accordance with such agreement for the time specified therein.

Section 7.8. Deposits. All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies, or other depositories as the Board of Directors may select.

## **ARTICLE VIII – AMENDMENT**

Section 8.1. Amendment. The Bylaws may be altered, amended or repealed and new Bylaws adopted by the affirmative vote of a majority of the full membership of the Board at a regular or special meeting, provided that any proposal to alter, amend or repeal Bylaws be submitted to each Board member at least fifteen (15) days prior to the meeting at which the proposal is to be considered.

## **ARTICLE IX – PROHIBITION AGAINST SHARING IN CORPORATE EARNINGS**

Section 9.1. Prohibition Against Sharing in Corporate Earnings. No member, director, officer, or employee of or member of a Committee of or person connected with the Corporation, or any other private individual shall receive at any time any of the net earnings or pecuniary profit from the operations of the Corporation, provided that this shall not prevent the payment to any such person of such reasonable compensation for services rendered to or for the Corporation in effecting any of its purposes as shall be fixed by the Board of Directors; and no such person or persons shall be entitled to share in the distribution of any of the Corporate assets upon the dissolution of the Corporation. All members of the Corporation shall be deemed to have expressly consented and agreed that upon such dissolution or winding up of the

affairs of the Corporation, whether voluntary or involuntary, the assets of the Corporation, after all debts have been satisfied, remaining in the hands of the Board of Directors shall be distributed within the intendment of Section 501(c) of the Internal Revenue code of 1954 and its Regulations as they now exist or as they may be amended, and consistent with other applicable law.

#### **ARTICLE X – EXEMPT ACTIVITIES**

Section 10.1. Exempt Activities. Notwithstanding any other provision of these Bylaws or the Articles of Incorporation, no member, director, officer, employee, or representative of this Corporation shall take any action or carry on any activity by or on behalf of the Corporation not permitted to be taken or carried on by an organization exempt under Section 501(c) of the Internal Revenue Code of 1954 and its Regulations as they now exist or as they may be amended.

#### **ARTICLE XI – DISSOLUTION OF CORPORATION**

Section 11.1. Dissolution. In the event of the liquidation or dissolution of the Corporation, whether voluntary or involuntary, no member shall be entitled to any distribution or division of its remaining property or its proceeds, and the balance of all money and other property received by the Corporation from any source, after the payment of all debts and obligations of the Corporation, shall be used or distributed to the State of Florida within the intendment of Section 501(c) of the Internal Revenue Code of 1954 and the Regulations thereunder.

#### **ARTICLE XII – NON-DISCRIMINATION POLICY**

Section 12.1 The members, Officers, Directors, committee members, employees, and persons served by this Corporation shall be interviewed, selected, appointed, and promoted without regard to race, color, religion, sex, national origin, age, disability, handicap, marital status, sexual orientation, or status as a veteran except as provided for in applicable federal and/or state legislation.

#### **ARTICLE XIII – HARASSMENT POLICY**


Section 13.1 It is the policy of the Corporation to strive for an environment that is free from all forms of Harassment based upon a protected category. Harassment based upon any of the categories found in Article XII, or found in any federal, state or local law, in any manner or form is expressly prohibited. Any concerns and complaints should be brought to the attention of the Board Chair, or the President/CEO. CareerSource Suncoast also has a Whistleblower Policy with an Integrity Hotline 941-358-4080 x 1119 which goes to the attention of the Board Chair.

**WE HEREBY CERTIFY** that these Bylaws have been adopted by the Board of Directors of the Suncoast Workforce Board, Inc., dba CareerSource Suncoast on the 26 day of

January, 2017, by the requisite affirmative vote of a majority of the full membership of the Board pursuant to the prior Bylaws.



Adam Kendall, Chair



Ted Ehrlichman, President/CEO/Executive Secretary to the Board of Directors



# Local Plan Attachment: Direct Service Provider

**Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast  
Request for Extension to Provide Direct Services**

As the Local Workforce Development Board for Area 18, Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast, is hereby applying to extend its designation as a direct service provider of certain workforce services.

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.

The original business model proposed at start-up of direct service provision allowed for more direct communication between administrative staff and program staff in the career centers. With more direct accountability, program managers quickly realized the need to train and improve overall staff skill levels and customer service. Previously, sub-contractors claimed to provide expertise in all program areas, but proved ineffective. However, the original model left program silos in place, and had a COO with service provider and Board. Several interim models were tested that would have created additional senior management positions, but this ran contrary to the intent of consolidating functions and increasing efficiencies.

Administrative and Financial functions have been consolidated into one position of Chief Financial & Administrative Officer, and program operations under one Chief Operating Officer. This eliminated two positions -- a COO with the service provider and an administrative officer. Team structure, priorities, and policies are evaluated continuously to ensure best use of resources. As the direct provider of services this past year we began the process of training career center staff to be proficient in all programs. This provides a better customer experience and allows for staff to shift to areas as funding increase or decreases. As a direct provider of services we are aligned to change quicker and easier to workforce needs in our local area, reduce costs, provide consistent staff training and integration within the career centers. Our goal is to provide the best customer experience whether it is an employer or job seeker.

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

July 1, 2017 is the effective date for the extension.

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

The extension would be in effect, for the allowed 3 year period, through June 30, 2020.

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

As stated in the original application, over a 10 year period, Suncoast Workforce Board Inc. now CareerSource Suncoast had procured both private non-profit and for-profit organizations to operate One-Stops and provide services. Direct and indirect compensation or fees to other organizations reduced the amount of funding available to provide training and support to customers. Since the inception of offering direct services in 2008, CareerSource Suncoast has been able to redirect over \$3.9 million (see #7 below) into direct customer training and support, employed worker training, business services, and economic development coordination.

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 RWB, and an explanation of changes to be made to the firewall.

The business model now in place clearly separates administrative and oversight functions from the program and operating functions through CareerSource's Leadership Team which consists of the CEO, COO, CFAO, and Talent Development Officer. This Leadership Team along with the Directors set goals for the staff and for each of the full service career centers. Directors report to the leadership team on the operations in the career centers. The Leadership team reports to the Committees and Board.

CareerSource Suncoast maintains a strong internal monitoring process with good internal controls. A Quality Assurance Manager provides ongoing programmatic monitoring. We contract services with independent fiscal and programmatic vendors to conduct annual audits and monitoring. Our policies reflect internal controls and accountability for our employees, directors and managers. Our internal controls are reviewed annually to ensure effective firewalls. Performance and financial audits/monitoring are shared with the Finance/Performance Committee, the Commissioners Coordinating Council, Executive Committee, and full Board providing oversight to these functions.

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

- Workforce Innovation and Opportunity Act (WIOA) Adult, Youth, and Dislocated Worker
- Temporary Assistance for Needy Families (TANF)
- Supplemental Nutrition Assistance Program, Employment & Training (SNAP)
- Reemployment Services and Eligibility Assessment (RESEA)
- Wagner-Peyser Employment Services (WP) - Jointly managed DEO & CSS
- Disabled Veterans Outreach Program (DVOP) - Jointly managed DEO & CSS
- Local Veterans Employment Representative (LVER) - Jointly managed DEO & CSS

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.

Through local operation and management of workforce services, CareerSource Suncoast has previously recovered **\$2,671,459** worth of funding since October 1, 2008. These past three program years; 2014-2015, 2015-2016, and 2016-2017 we have saved an additional **\$1,274,632** in profit and overhead costs that would have gone to the service provider and left the region and state. This represents total savings for local reinvestment since 2008 of **\$3,946,091**. These funds have been reinvested in the local workforce region by increasing funds available for individual training accounts, on-the-job training, employed worker training, and providing services to local employers. Local Workforce Development Area #18 is a private, non-profit 501(c)3, with administrative costs limited to 10%, and no profit.

An estimate of such costs and savings for the upcoming 3 year period is approximate \$1.2 million.

Refer to the attached **Exhibit "A"** spreadsheet for more details regarding the realized savings.

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

CareerSource Suncoast assumed the direct delivery of services and operations at the same time the region, state and the nation was affected by the downturn in the economy. This resulted in a dramatic spike in customer demand, shortly followed by an infusion of stimulus funding. As a result, CareerSource Suncoast had to not only rebuild quality services, but also assess efficiency of staffing to maximize good customer service. Direct operation of programs and services has given CareerSource Suncoast, the flexibility to respond quickly to the surge of newly unemployed and dislocated workers seeking personal job assistance and re-training. While enrollments in training tripled, we worked with employers to identify emerging job areas, focusing on targeted industries. Although our performance was initially affected by the decline in available jobs in the area, the overall trend is now very positive year after year from 2007 to the current year. The March 2017 unemployment rate for the region was 4.0% for both Manatee and Sarasota counties. The rate was lower than the 4.4% rate reported in March of 2016.

During the current 2016-17 program year, CareerSource Suncoast has provided 13,587 services to 1,193 different employers. CareerSource Suncoast has hosted or participated in 70 hiring events and job fairs to connect individuals with openings. The year prior, CareerSource Suncoast participated or hosted 76 hiring events and job fairs while assisting 1,410 different employers with services via Employ Florida. This year, CareerSource Suncoast have entered 839 job orders into Employ Florida and reviewed an additional 4,642 entered by employers. For the program year 2015-16, CareerSource Suncoast staff created 1,033 job orders in Employ Florida and reviewed an additional 4,909 entered directly by employers.

CareerSource Suncoast has been increasingly successful in placing customers in employment, including training related employment. Considering the impact of increased unemployment and extraordinary economic downturn, CareerSource Suncoast has clearly demonstrated remarkable improvements in service delivery and performance outcomes.

Funding previously lost to an out-of-state provider through indirect charges and profit rates is now being invested locally, allowing us to increase **employer outreach** with a designated Business Services Department. We have enhanced our relationships with the local economic development corporations. The Employer Worker Training (EWT) grants and On the Job Training (OJT) funds have been used to deliver training in the region. Over the years, we have continually helped to increase the number of employed workers receiving skills training and providing on the job training grants. Upgrading skills at existing businesses keeps them strong and competitive and has helped with retention and to put many job seekers to work.

**Program Year 2016-2017** (note data is as of May 22, 2017)

	<b>Employed Worker Training (EWT)</b>	<b>On the Job Training (OJT)</b>
# of businesses	10	20
\$ expended	\$32,072.54	\$325,314.78
# individuals trained	98	106

**Program Year 2015-2016**

	<b>Employed Worker Training (EWT)</b>	<b>On the Job Training (OJT)</b>
# of businesses	11	25
\$ expended	\$42,355.46	\$325,347.48
# individuals trained	71	95

The total jobseeker customer visits for our career centers and mobile career center during Program Year 2014-2015 was 70,023. The number of unique jobseeker customers served during the program year totaled 16,438. During Program Year 2015-2016, the jobseeker customer visits at our career centers and mobile totaled 60,867. The number of unique jobseeker customers served totaled 15,358. The total number of placements for Program Year 2015-2016 is 11,493.

The Program Year 2015-2016 Florida Workforce Common Measures for the region reflects performance outcomes exceeding the negotiated performance goals in the following areas: (**see Exhibit "B"**).

**Adult:**

Employment Retention Rate: 96.86  
Average 6-Months Earnings: \$20,438.15

**Dislocated Workers:**

Average 6-Months Earnings: \$19,082.90

**Youth:**

Literacy and Numeracy Gains: 71.43%

**Wagner-Peyser:**

Entered Employment: 65.73%  
Employment Retention: 82.37%  
Average 6-Months Earning: \$13,039.36

For the same Program Year, the Florida Workforce Common Measures for the region reflects performance outcomes that met 80%-100% of negotiated performance goals in the following areas: (**see Exhibit "B"**).

**Adult:**

Entered Employment: 83.49%

**Dislocated Workers:**

Entered Employment Rate: 80.36%  
Employment Retention Rate: 93.75%

**Youth:**

Placement in Employment or Education: 79.41%  
Attainment of a Degree or Certificate: 65.52%

**Best Practices That Could Be Shared With Other Regional Workforce Boards**

By directly administering state-level grant awards, we have been able to select quality professionals to develop innovative projects and continuously leverage community partners and relationships. We have had many successes that can be deemed best practices:

***Improving Customer Experience: Net Promoter System***

CareerSource Suncoast believes program outcomes are inextricably linked to the customer experience that drives our capacity for systematically generating relationships worthy of loyalty. In the pursuit of developing and delivering an amazing customer experience, CareerSource Suncoast has joined the ranks of Apple, Chick-fil-A, Enterprise Rent-a-Car, JetBlue, Southwest Airlines, Zappos, Four Seasons Hotels, Procter & Gamble, and Charles Schwab by adopting the

**Net Promoter System** for sorting customers as promoters, passives and detractors, creating short-cycle closed-loop customer feedback, and making it a top priority to earn the enthusiastic loyalty of customers and employees. The entire state has now adopted this survey methodology using Salesforce as its platform. CareerSource Suncoast will send approximately 1,300 surveys to businesses this year.

### ***Expanding Business Engagement Initiative: Salesforce Adoption***

CareerSource Suncoast is recognized statewide as a leader and best practice case for adoption and utilization of Salesforce (CRM) to manage business relationships and measure performance. We serve on a CareerSource Florida team working with technology consultants to design and advocate for adoption of the statewide Salesforce platform. CareerSource Suncoast is serving on a panel at the upcoming Workforce Development Summit to share our experience and best practice with using a CRM, as well as the benefits of expanding business engagement through utilization of the Salesforce platform.

### ***Community Collaboration***

Aligning and leveraging community resources through robust collaboration is imperative for competing in today's global economy. CareerSource Suncoast places high importance on developing, leading, and engaging community collaborative efforts. Such high importance is demonstrated by our leading a weekly community roundtable that includes local government, regional economic development organizations, secondary and post-secondary educational providers, and regional chambers of commerce. The weekly meetings focus on developing collaborative solutions to meet the short and long-term talent needs of regional business.

Additionally, CareerSource Suncoast hosted a one-day conference for employers around the theme of recruiting, training and retaining talent at USF Sarasota-Manatee on May 19, 2017. The State of Talent Conference brought together more than 125 individuals, including attendees, speakers and sponsors with panels and keynote addresses to help employers to mentor interns, to understand local labor market data and to empower emerging leaders.

CareerSource Suncoast staff are also active on a variety of advisory boards with local colleges and high schools. We also serve on community boards including chambers of commerce, economic development organizations, early learning coalitions and other local nonprofits.

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.
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Our notice of intent to apply for an extension of our designation as direct provider of workforce services was published on our website, [careersourcesuncoast.com](http://careersourcesuncoast.com), beginning May 12, 2017. The Public Notice was published in both local newspapers, the Bradenton Herald and the Sarasota Herald-Tribune, on May 13, 2017. The CSS Board of Directors received an email notification on May 15, 2017. No comments were received by the close of the comment period through May 23, 2017. Refer to the attached **Exhibit "C"** for supporting documentation of public posting.

10. Documentation that the Chief Elected Official has agreed to the planned extension.
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The signed Request for Extension form is attached on the immediate following page.

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

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LWDB Number: 18      LWDB Name: Suncoast Workforce Development Board, Inc., dba  
CareerSource Suncoast


Contact Name: Robin Dawson, Chief Financial and Administrative Officer

Contact Phone Number: 941-358-4080 x1121

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

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

**Chief Elected Official**



Signature

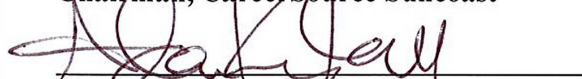
Robin DiSabatino  
Name (printed or typed)

Manatee County Commissioner

Title  
5/25/17

Signature Date

**Chairman, CareerSource Suncoast**



Signature

Adam Kendall  
Name (printed or typed)

VP, Morgan Stanley

Title  
5/25/17

Signature Date

**Chief Elected Official**



Signature

Nancy Detert  
Name (printed or typed)

Sarasota County Commissioner

Title  
5/26/17

Signature Date

CareerSource Suncoast  
 LWDB #18  
 Cost Savings from LWDB Providing Direct Services  
 PY 2014-2015 & 2015-2016

EXHIBIT A

	PY 2014-2015		PY 2015-2016		PY 2016-2017	
	Overall Expenditures PY 2014-2015	Expenditures Of Wkfrc Svcs Under Contract	Overall Expenditures PY 2015-2016	Expenditures Of Wkfrc Svcs Under Contract	Overall Expenditures PY 2016-2017 est	Est Expenditures Of Wkfrc Svcs Under Contract
<b>Total Personnel Costs</b>	<b>\$3,907,312</b>	<b>\$3,274,512</b>	<b>\$3,846,654</b>	<b>\$3,213,854</b>	<b>\$3,863,771</b>	<b>\$3,230,971</b>
<b>Facility Costs</b>	<b>\$1,001,483</b>	<b>\$0</b>	<b>\$1,028,067</b>	<b>\$0</b>	<b>\$970,959</b>	<b>\$0</b>
<b>Office Furniture &amp; Equipment</b>	<b>\$142,554</b>	<b>\$0</b>	<b>\$158,611</b>	<b>\$0</b>	<b>\$283,327</b>	<b>\$0</b>
<b>Operating Costs:</b>						
Accounting	\$29,085	\$0	\$23,598	\$0	\$17,777	\$0
Office Exp and Supplies	\$60,659	\$49,800	\$56,396	\$46,500	\$46,602	\$40,544
Audit/Monitoring	\$61,540	\$28,000	\$63,856	\$27,800	\$64,999	\$27,000
Consultants	\$12,076	\$0	\$72,612	\$0	\$25,256	\$0
General Insurance	\$39,136	\$0	\$49,571	\$0	\$52,000	\$0
Legal Services	\$1,838	\$0	\$2,347	\$0	\$1,920	\$0
Travel & Meetings	\$78,747	\$60,500	\$71,488	\$39,000	\$56,750	\$41,000
<b>Total Operating Costs</b>	<b>\$283,081</b>	<b>\$138,300</b>	<b>\$339,868</b>	<b>\$113,300</b>	<b>\$265,304</b>	<b>\$108,544</b>
<b>Program Services:</b>						
Client Training	\$1,526,970	\$0	\$1,508,509	\$0	\$1,119,619	\$0
Client Support	\$375,000	\$0	\$295,786	\$295,786	\$206,557	\$0
Client & Employer Services	\$114,017	\$114,017	\$53,010	\$0	\$73,214	\$73,214
Mobile	-\$3,042	\$0	\$4,445	\$0	\$9,302	\$0
Outreach	\$60,436	\$20,436	\$74,789	\$0	\$79,000	\$39,000
<b>Total Program Services</b>	<b>\$2,073,381</b>	<b>\$134,453</b>	<b>\$1,936,539</b>	<b>\$295,786</b>	<b>\$1,487,692</b>	<b>\$112,214</b>
<b>Totals</b>	<b>\$7,407,811</b>	<b>\$3,547,265</b>	<b>\$7,309,739</b>	<b>\$3,622,940</b>	<b>\$6,871,053</b>	<b>\$3,451,729</b>
<b>Profit &amp; Overhead on a Direct Services Contract</b>		12%		12%		12%
<b>Cost Savings for Providing Direct Svcs fr Profit &amp; OH</b>		\$425,672		\$434,753		\$414,207
<b>Total Cost Savings from Profit &amp; OH for 3 Years</b>						\$1,274,632



# Exhibit "B"

## PY 2015 - 2016 FLORIDA WORKFORCE COMMON MEASURES

### LWDA 18 - CareerSource Suncoast

July 1, 2015 - June 30, 2016 Outcomes

Common Measures	Performance 2014-2015	Performance 2015-2016	PY 2015-2016 Performance Goals	% of PY 2015-2016 Performance Goal Met
<b>Adults:</b>				
1 Entered Employment Rate	82.76%	83.49%	98.60%	84.68%
2 Employment Retention Rate	94.12%	96.86%	94.80%	102.17%
3 Average 6-Months Earnings	\$17,984.48	\$20,438.15	\$19,504.26	104.79%
<b>Dislocated Workers:</b>				
4 Entered Employment Rate	87.62%	80.36%	95.70%	83.97%
5 Employment Retention Rate	97.54%	93.75%	94.40%	99.31%
6 Average 6-Months Earnings	\$16,391.53	\$19,082.90	\$16,329.50	116.86%
<b>Youth Common Measures:</b>				
7 Placement in Employment or Education	82.86%	79.41%	82.10%	96.72%
8 Attainment of a Degree or Certificate	78.10%	65.52%	80.90%	80.99%
9 Literacy and Numeracy Gains	19.23%	71.43%	40.60%	175.94%
<b>Wagner-Peyser:</b>				
10 Entered Employment Rate	59.96%	65.73%	63.00%	104.33%
11 Employment Retention Rate	81.94%	82.37%	80.00%	102.96%
12 Average 6-Months Earnings	\$12,798.25	\$13,039.36	\$11,000.00	118.54%

Not Met (less than 80% of negotiated)
Met (80-100% of negotiated)
Exceeded (greater than 100% of negotiated)



## Public Notice

🔗 [Back to Info \(https://careersourcesuncoast.com/info/\)](https://careersourcesuncoast.com/info/)

### Public Meeting Notices

For meeting details, visit our events calendar [here \(https://careersourcesuncoast.com/events/\)](https://careersourcesuncoast.com/events/).


\*Meetings subject to change. Call (941) 358-4080 to confirm.

May 2 – Finance and Performance Committee  
 May 4 – Youth Committee  
 May 11 – Executive Committee  
 May 25 – Board of Directors  
 June 1 – Youth Committee  
 June 8 – Combined Executive Committee and Finance and Performance Committee  
 June 20 – Skills Development Committee  
 June 22 – Board of Directors  
 July 6 – Youth Committee  
 July 13 – Executive Committee  
 July 18 – Skills Development Committee  
 July 27 – Board of Directors  
 August 3 – Youth Committee  
 August 10 – Combined Executive Committee and Board of Directors  
 August 15 – Skills Development Committee  
 September 7 – Youth Committee  
 September 14 – Executive Committee  
 September 19 – Skills Development Committee  
 September 28 – Board of Directors  
 October 5 – Youth Committee  
 October 12 – Executive Committee  
 October 17 – Skills Development Committee  
 October 31 – Board of Directors  
 November 2 – Youth Committee  
 November 9 – Board of Directors  
 November 21 – Skills Development Committee  
 December 7 – Youth Committee  
 December 14 – Executive Committee  
 December 19 – Skills Development Committee

### LWDB Request for Extension to Provide Direct Services

Suncoast Workforce Board, Inc., doing business as CareerSource Suncoast, is applying for an extension of the designation as direct service provider of certain workforce services in Sarasota and Manatee counties through June 30, 2020.

CareerSource Suncoast, the Local Workforce Development Board for Area 18, hereby publishes its intent to apply for an extension of their designation as a direct provider to provide the public with an opportunity to comment on the proposed extension.

[Click here](#)  to view the information required for CareerSource Suncoast to formally request an extension to operate as a direct provider of services. The completed application for a 3-year extension, including public comments, must be submitted by May 31, 2017.

Public comments can be sent to Robin Dawson, Chief Financial and Administrative Officer, at [rdawson@careersourcesc.com](mailto:rdawson@careersourcesc.com) (<mailto:rdawson@careersourcesc.com>) or by mail to her attention at CareerSource Suncoast, 1112 Manatee Avenue East, Bradenton, FL 34208.



**BRADENTON HERALD**  
**CLASSIFIED ADVERTISING**

Order:	132273823	Pubs:	1,9	Rate:	LE
Phone:	9413584080	Class:	4995	Charges:	\$ 0.00
Account:	18813	Start Date:	05/13/2017	List Price:	\$ 30.42
Name:	CAREERSOURCE,	Stop Date:	05/13/2017	Payments:	\$ 0.00
Firm:	CAREERSOURCE SUNCOAST	Insertions:	2	Balance:	\$ 30.42

**PUBLIC NOTICE**

CareerSource Suncoast, the Local Workforce Development Board for Area 18, hereby publishes its intent to apply for an extension of their designation as a direct provider of certain workforce services in Sarasota and Manatee counties. Additional information is posted on the website at <https://careersourcesuncoast.com/info/public-notice/> Please furnish any comments within 10 days of this Public Notice to Robin Dawson, Chief Financial and Administrative Officer, at [rdawson@careersourcesc.com](mailto:rdawson@careersourcesc.com) or by mail to her attention at CareerSource Suncoast, 1112 Manatee Avenue East, Bradenton, FL 34208.  
**5/13/2017**



Order:	SC52G0QEMI	Pubs:	4,10	Rate:	LE
Phone:	(941)358-4080	Class:	0001	Charges:	\$ 0.00
Account:	10027741	Start Date:	05/13/2017	List Price:	\$ 57.75
Name:	N/A, Judy	Stop Date:	05/13/2017	Payments:	\$ 0.00
Caller:	Jen Zak	Insertions:	2	Balance:	\$ 57.75
Taken By:	SC52	Columns:	1	Lines:	21
Schedule:	5/13 1x, 5/13 1x, , ,			Taken On:	05/10/2017

**PUBLIC NOTICE**

CareerSource Suncoast, the Local Workforce Development Board for Area 18, hereby publishes its intent to apply for an extension of their designation as a direct provider of certain workforce services in Sarasota and Manatee counties. Additional information is posted on the website at <https://careersourcesuncoast.com/info/public-notice/> Please furnish any comments within 10 days of this Public Notice to Robin Dawson, Chief Financial and Administrative Officer, at [rdawson@careersourcesc.com](mailto:rdawson@careersourcesc.com) or by mail to her attention at CareerSource Suncoast, 1112 Manatee Avenue East, Bradenton, FL 34208.

Date of pub: May 13, 2017

Attention: \_\_\_\_\_ Fax: \_\_\_\_\_

This is a final proof. If any information is incorrect, please contact your sales representative prior to the deadline of the first insertion. Otherwise your order is accepted as having been approved.

Local Plan Attachment:  
Career Center Credentialing  
Attestation



Certification for Program Year 2016-17

All requirements are per DEO Credentialing Guidance Paper OSPS-81 and Federal law.

Name and Number of LWDB:	CareerSource Suncoast - LWDB 18
Name and Location of Career Center:	CareerSource Suncoast 3660 N. Washington Blvd. Sarasota Florida 34234
Name of individual completing this form:	Eddie Fernandez
Date:	November 23, 2016

I am providing this form in connection with the DEO Local Workforce Development Board credentialing certification for PY 2016-17. I confirm, to the best of my knowledge and belief, the following representations:

Career Center Credentialing		Y/N	Comments
<b>Minimum Resource Room Requirements</b>			
1	Are the following labor market publications and resources accessible to users? (y, n)		
2	Occupational Career Posters	Y	
3	Wage Conversion Posters (Note: Posters show hourly wages converted into weekly/monthly/annual earnings.)	Y	
4	Career Information Delivery System (customized career decision making tools like CHOICES)	Y	
5	Career Infonet ( <a href="http://www.careerinfonet.org/">http://www.careerinfonet.org/</a> )	Y	
6	O*NET ONLINE ( <a href="http://www.onetonline.org/">http://www.onetonline.org/</a> )	Y	
7	Florida Research and Economic Information Database Application (FREIDA) <a href="http://freida.labormarketinfo.com/">http://freida.labormarketinfo.com/</a>	Y	
8	Do computers have Internet Access?	Y	
9	Do the computers have a link to the Employ Florida Marketplace?	Y	
10	Is EFM the MIS primarily used in the resource room for labor exchange services?	Y	
11	If no to #10, what is the labor exchange program being used?		
12	Do Basic Software Programs include Technical Skills Self-Assessment, Resume Building & Interviewing Skills?	Y	
13	Are staff available to provide assistance on the use of software programs using labor market information and other web-based resources?	Y	
<b>Posters required by Federal and State Law and Guidance</b>			
14	Does the location display the following posters as required by law, in a place that is visible to customers? (y, n)		
15	"Your Rights Under the Fair Labor Standards Act"	Y	
16	"Family and Medical Leave Act of 1993"	Y	
17	"If You Have A Complaint About"	Y	
18	"Notice to Workers with Disabilities"	Y	
19	"Migrant & Seasonal Agriculture Worker Protection Act"	Y	
20	"Job Safety and Health Protection"	Y	
21	"Equal Employment Opportunity Is The Law"	Y	
22	"Florida Law Prohibits Discrimination"	Y	
23	"Reemployment Assistance"	Y	
24	"Child Labor Laws"	Y	
25	"Interpretive Services"	Y	
26	"Worker's Compensation Works for You"	Y	
27	"Employee Polygraph Protection Act (EPPA)"	Y	
28	"Uniformed Services Employment and Reemployment Rights Act (USERRA)"	Y	
29	"Equal Opportunity is the Law"	Y	
30	"Florida Minimum Wage"	Y	
<b>Minimum Operating Hours</b>			

31	Does the Career Center have standard operating hours for this site? (y, n) Please list days/hours in 'Comments' section.	Y	
32	Are the operating hours posted prominently? (y, n)	Y	
<b>Minimum Skills Standards/Certification for Front-Line Staff</b>			
33	Does the LWDB ensure that all front line staff successfully complete the Florida Workforce Professional Tier 1 certification within 6 months of the employee start date? (y, n)	Y	
34	List the number of employees required to complete the Tier I certification during the previous program year.	4	Region
35	List the number of employees that successfully completed the Tier 1 certification during the previous program year.	8	Region
36	Attach the list of employees (defined as front line staff) required to complete the Tier I certification during the previous program year.		List Included
37	Do front line staff have the following minimum skills required of a workforce professional?		
38	Customer service training (y, n)	Y	
39	Communications skills training (y, n)	Y	
40	Basic Computer software skills (y, n)	Y	
41	Specific programmatic training (y, n)	Y	
<b>Continuing Education Credits for Front Line Staff</b>			
42	Do all front line staff that completed their Florida Workforce Professional Tier I prior to June 30, 2015 have 15 hours of continuing education credit during the 15-16 program year? (y, n)	Y	
43	Attach the list of employees (defined as front line staff) required to complete the 15 hours of continuing education in one year.		List Included
<b>Minimum activities to be provided by the Career Center</b>			
44	Are the following minimum activities provided on-site, by referral, or by internet connection? (y, n)		If yes, indicate the manner in which these activities are provided.
45	<u>WIOA Adult/Dislocated worker program</u>	Y	On-Site
46	<u>Veterans Workforce Investment programs</u>	Y	On-Site
47	<u>Migrant and Seasonal Farm Worker services</u>	Y	On-Site
48	<u>FDOE Farmworker Career Development Program</u>	Y	Referral
49	<u>Indian and Native American programs</u>	Y	Internet
50	<u>Job Corps</u>	Y	Referral
51	<u>Youth Services</u>	Y	On-Site
52	<u>Wagner-Peyser Programs</u>	Y	On-Site
53	<u>Adult Education</u>	Y	On-Site
54	<u>Industrial Education</u>	Y	Referral
55	<u>Vocational Rehabilitation</u>	Y	On-Site
56	<u>Older Worker Programs</u>	Y	On-Site
57	<u>Trade Adjustment Assistance</u>	Y	On-Site
58	<u>Veterans Employment and Training Services</u>	Y	On-Site
59	<u>Community Service Block Grant Activities</u>	Y	Internet
60	<u>Employment and Training activities carried out by the Department of Housing and Urban Development</u>	Y	Internet
61	<u>Unemployment Insurance Programs</u>	Y	On-Site
62	<u>Temporary Assistance for the Needy Families/ Welfare Transition</u>	Y	On-Site
63	<u>Supplemental Nutrition Assistance Program</u>	Y	On-Site
64	Supportive Services such as child care and transportation	Y	On-Site
65	<u>Disability Specialist</u>	Y	On-Site
<b>Self Attestation:</b>			

I, Eddie Fernandez certify, to the best of my knowledge, that the above information provided as part of DEO's Credentialing process is true and correct.

Signature *Eddie Fernandez*

Date November 23, 2016

Local Plan Attachment:  
2015 – 2020 Strategic Plan





LOCAL FOCUS.  
REGIONAL COLLABORATION.

**THE 2015-2020 STRATEGIC PLAN**



# Setting a course for the future



## Vision.

Employers will locate, expand and flourish on the Suncoast because of our high-talent workforce

## Mission.

To recruit, train, and retain talent for employers on the Suncoast

**“We used to have to work around the workforce board and now we’re working through the workforce board as they’ve elevated their mission to be a coordinating resource.”**

-A Suncoast business executive

## **Project overview**

CareerSource Suncoast has emerged stronger than ever after the new federal workforce legislation and the statewide name change. We initiated a planning effort to position the organization for ongoing success. Our focus is on delivering high-quality workforce activities and expanding collaboration across our counties, cities, towns, governments and partners to support our employers. We have revised our vision and mission to reflect a new market dynamic.

## **Project goals:**

- Review and enhance organizational vision and mission
- Develop goals and strategic priorities
- Engage stakeholders in the planning process
- Review organizational structure (board and staff)
- Provide actionable recommendations for future success

CareerSource’s research process included focus groups, surveys and interviews with employers, job seekers and partners. This created a baseline for the development of the strategic plan and a framework for the work over the next five years.

- Review of mission, vision and values
- Regional surveys of employers, job seekers and partners
- Multiple focus groups with employers, partners and job seekers
- Best practice benchmarking of national workforce organizations
- Interviews with regional opinion leaders to gather perceptions and feedback
- Visioning sessions with CareerSource’s Board and Executive Committee
- Development of a regional asset map of workforce providers

## **The CareerSource strategy**

CareerSource Suncoast will deliver services that provide employers with the talent they need to succeed. We will focus on five specific objectives:

- Focus on employers
- Expand regional convening
- Tell the story
- Develop sustainable revenue
- Build the team



# Focus on Employers



We deliver services to employers and job seekers both as mandated by federal funding and driven by regional employer demand. These include an array of basic employment and re-employment activities. And we will continue to provide the highest quality delivery of these services so that every citizen has access to our workforce development system. As an outcome of our strategic planning, we will increase our focus on delivering demand-driven services to regional employers.

## Strategic Imperatives

- **Emphasize services for employers in target sectors**
  - Be transparent about diversified levels of service
- **Develop job seekers to specifically meet employer needs**
  - Work with employers, industry sector groups, Chambers and EDOs to identify current and future skill requirements and gaps
  - Continue and expand co-location with select partners
- **Create an opt-in "certified" job seeker program**
  - Help develop work-ready skills programs via partners
- **Continue to expand fee-based services**
  - Provide screening, background checks and more

## Demand-driven Services



**EMPLOYERS**



**EMPLOYEES**



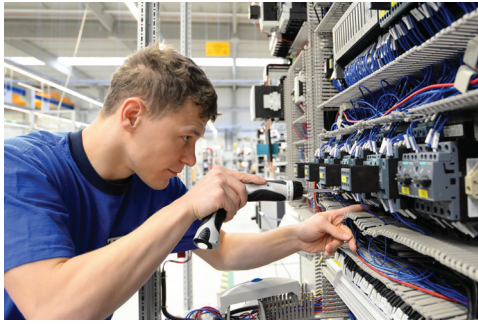
**"The expectation is that we'll open the doors and they'll come. But now we need to go out and find them."**

-A large employer regarding talent availability

Developing the talent employers need to succeed



# Expand Regional Convening



## Strategic Imperatives

- **Seek additional channels to provide regional leadership on workforce development issues**
  - Focus more on partnering strategies and communication
  - Support and strengthen existing industry sector discussions around workforce skills qualifications, and seek to start new discussions where needed in target sectors
- **Continue to convene partner discussions**
- **Expand collaboration with regional organizations**
  - Continue to proactively reach out to Chambers, governments, EDOs
- **Develop activities/events to advance the conversation and position CareerSource as the thought leader on workforce issues**
  - Convene forums, summits, and other hosted/sponsored events
  - Have senior staff and board leaders conduct more frequent sessions with regional opinion leaders (one-on-one and in small groups)

## Tell the Story

### Strategic Imperatives

- **Be transparent about our differentiated services**
  - Continue tiered services to employers and job seekers
  - Focus job seekers on opportunities in target sectors
- **Develop and implement a focused online and offline communications strategy**
  - Provide more aggressive outreach to employers, partners and the general public
  - Tell success stories of employers, job seekers and partners even more prevalently in the effort to communicate about CareerSource to all constituencies
- **Advocate to improve the State's technology interface (Employ Florida)**
- **Broadly distribute and communicate the availability of the regional workforce asset map to employers, job seekers and the media**
  - Develop a cooperative method with partners to enrich and update the asset map

**"We all know CareerSource is where we come when we work on new workforce issues."**

- A business partner

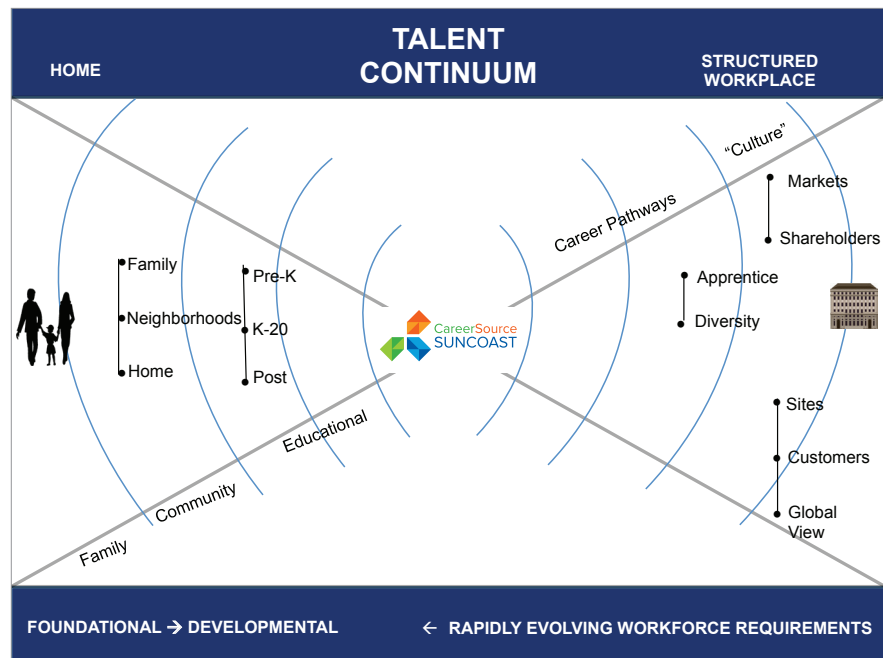


# Develop Sustainable Revenue



## Strategic Imperatives

- **Continue to maximize state and federal funding**
  - Provide mandated, basic services cost-efficiently, including utilization of additional technology
  - Improve self-navigation tools for basic service levels
- **Seek alternative revenue sources**
  - Pursue philanthropic funding to develop job seekers' skills
  - Continue to look for EDO-type funding to develop the workforce in target industries
  - Expand fee-for-service program offerings
  - Proactively pursue funding opportunities through external resources (such as CareerEdge, Community Foundations, EDOs, United Way)
  - Aggressively approach grant opportunities



# Build the Team

## Strategic Imperatives

- **Continue to raise the bar on staff skills and customer service levels with additional training activities and programs focused on strategic employer sectors and target job seeker populations**
- **Develop staff to be the regional experts on workforce development best practices and strategies such as sector strategies and career pathway work**
- **Continue to recruit and develop high-quality board members aligned with vision, mission and strategic goals**

**“We don’t need to focus on job creation, we need to focus on skills creation.”**

-Executive of another state’s education & industry partnership



# Acknowledgments

This plan would not have been possible without the critical input and active engagement of the CareerSource Suncoast board and executive staff.



**Adam Kendall**  
Chairman



**Ted Ehrlichman**  
President & CEO

## Executive Committee

**Adam Kendall, CFP**  
Associate Vice President  
Morgan Stanley

**Christy Cardillo**, Partner/CPA  
Shinn & Co

**Mark DeHaan**, Vice President  
West Florida Division  
Community Development Manager  
SunTrust Bank

**Sharon Hillstrom**, President/CEO  
Bradenton Area Economic  
Development Corporation

**David Kraft**, Founder and CEO  
Vision Consulting Group

**Rick Mosholder**  
Director, Human Resources  
Hoveround

**Bill Webster**, Director of Public &  
Governmental Affairs  
Bealls Inc.

## Board Members

**Martha Baker**, Project Director  
AARP Foundation

**Tom Bedwell**  
Assistant Training Director  
Tampa Area Joint Apprenticeship &  
Training Committee

**Jordan Berger**  
Business Development  
MoneyShow

**Dr. Todd Bowden**  
Executive Director  
Sarasota County Schools

**Julie Brooks**  
Human Resources Manager  
Manatee Memorial Hospital

**Lisa Carter**  
Director of Human Resources  
Shared Services Center

**Felipe Colon**, Financial Advisor  
Wells Fargo Advisors

**Robin DiSabatino**, Commissioner  
Manatee County

**Lisa Eding**  
Human Resources Director  
Sunset Automotive Group

**Mark Huey**, President/CEO  
Economic Development Corporation  
of Sarasota County

**John Howell**, Area Director  
Vocational Rehabilitation

**Violeta Huesman**  
Director of Student Services  
Keiser University

**R. Reis James**, Industry Analyst  
I.W. Southeastern States District  
Council

**Lisa Krouse, Esq., SPHR**  
Executive Vice President &  
Chief Human Resources Officer  
FCCI Insurance Group

**Frank Kovach**, Owner  
Kovach Air

**Kim Kutch**, Community  
Development Administrator  
DCF Circuit 12

**Jahna Leinhauser**, Vice President  
Community Development  
Manatee Chamber of Commerce

**Carolyn Mason**, Commissioner  
Sarasota County

**Steve Queior**, President  
The Greater Sarasota Chamber of  
Commerce

**Walter Spikes**, President  
Urban Auto Sales, Inc.

**Mey Vidal-Paredes**  
Assistant Human Resources Director  
The Ritz Carlton, Sarasota

**Daisy Vulovich**  
Associate VP/Corporate &  
Community Development  
State College of Florida

**Doug Wagner**, Director  
Manatee County School Board

**Ken Waters**, Vice President  
Resident Services  
Sarasota Housing Authority

**Matthew Westerman**, Labor &  
Employment Attorney  
Fisher & Phillips, LLP



# List of Appendices

All of the listed documents are available online at [careersourcesuncoast.com/strategy](http://careersourcesuncoast.com/strategy).

- Asset Map
- Market Research Findings
- Survey
- Focus Groups
- Opinion Leader Interviews
- Benchmarking
- Visioning



**CareerSource Suncoast**

Bradenton Career Center  
1112 Manatee Ave. E.  
Bradenton, FL 34208  
(941) 714-7449

**CareerSource Suncoast**

Sarasota Career Center  
3660 N. Washington Blvd.  
Sarasota, FL 34234  
(941) 358-4200

**CareerSource Suncoast**

Venice Career Center  
897 E. Venice Ave.  
Venice, FL 34285  
(941) 486-2682

[www.careersourcesuncoast.com](http://www.careersourcesuncoast.com)



CareerSource  
**SUNCOAST**



Local Plan Attachment:  
Regional Joint Planning Session

## Attendees

### **CareerSource Southwest**

#### Board

Ken O’Leary, Chair  
Diana Bello  
Mike Jackson  
Mike Nagel

#### Staff

Joe Paterno, CEO  
Priscille Chagnon  
Debbie Guilbault  
Jim Walls  
Carmen Waywod

### **Career Suncoast**

#### Board

Adam Kendall, Chair  
Mark DeHaan

#### Staff

Ted Erhlichman, CEO  
Tracey Barta  
Kathy Bouchard  
Robin Dawson  
Josh Matlock  
Janice Walls

### **CareerSource Heartland**

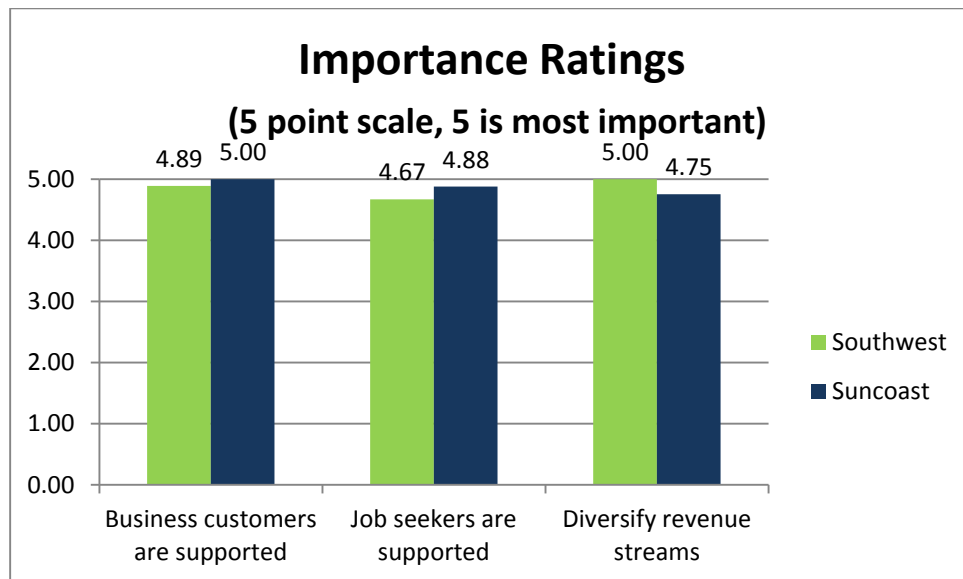
Donna Doubleday, CEO

#### **Facilitators**

Julia Burns  
Larry Fairman

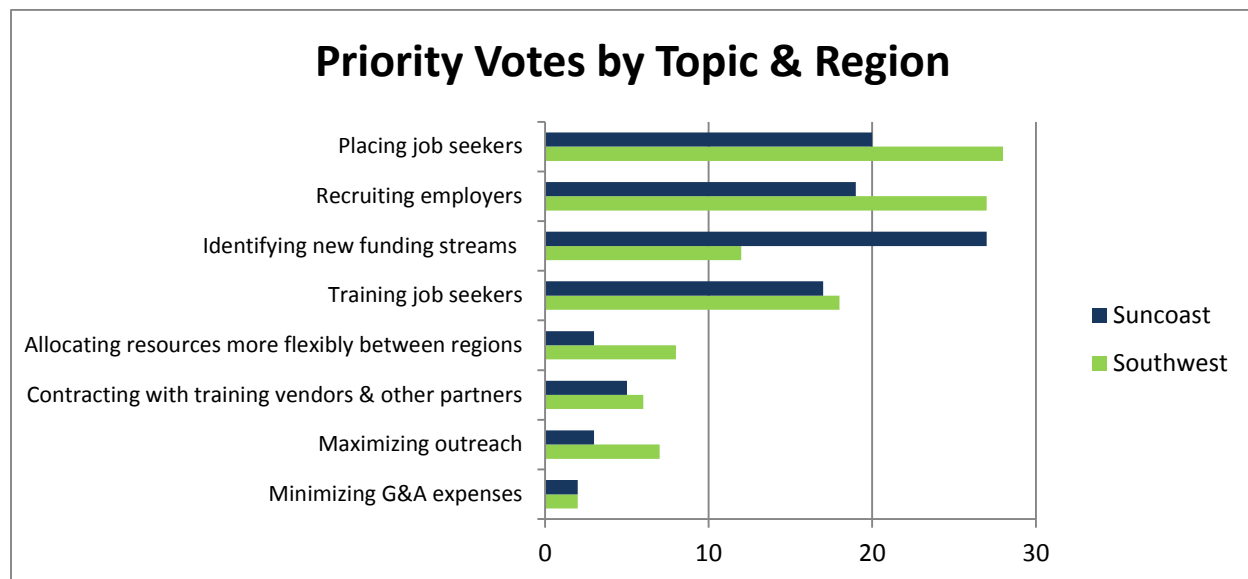
## First Exploration of Commonalities

Each participant was asked to rate importance on a 5 point scale for serving business customers and job seekers, and diversifying revenue streams. Participants from both regions rated these all very similarly.



Participants were then asked to vote on priorities for “an agreed upon process across both regions.” Each participant had 12 votes to allocate among 8 priority areas. A participant could place all 12 votes on a single topic, or spread her votes more evenly. Though the participants were almost evenly split, CareerSource Southwest had one more person in the room (and twelve more votes).

Priorities for agreed upon processes came through fairly clearly with placing job seekers, recruiting employers, identifying new funding streams, and training job seekers as the top issues. The two regions do have somewhat different emphases compared to each other with Suncoast being more focused on diversified revenue, an issue Southwest feels less urgently.



## Initial Thoughts on Working Across the Regions

Early thoughts from the group on cross-regional work fell into two large categories: learning more and being non-competitive.

### **Learning more**

- Learn how we each do business at a more granular level
- Use the regions as incubators – learn from each other
- Define what’s alike and what’s different

### **Being non-competitive**

- We would like to move resources across regions without going through the state – would like fewer limitations
- We should advocate for each other – “we work together”
- We should create common messages & caps so that we’re not competing with each other

## Comparative Priorities by Region

	Southwest	Suncoast
Region	<ul style="list-style-type: none"> <li>• Consistent messaging to legislators</li> <li>• Work relationships with local legislators &amp; give them a regional rationale</li> <li>• MOUs should be workable, but not too specific so they don't interfere with audits</li> <li>• Work on building collaboration around what we already have in place – be consistent</li> <li>• Identify clear ownership on issues – not too many chiefs</li> <li>• Compare &amp; align at the policy level</li> <li>• Understand what's the same and what's different (caps, contracts, payments)</li> <li>• Work collaboration from the bottom up (start with staff)</li> <li>• Metrics need to be meaningful at the state level, non-competitive</li> <li>• Metrics reflect benefit of collaboration</li> <li>• Maintain local flavor</li> <li>• Avoid competition</li> <li>• Map assets in each region</li> <li>• Prioritize jointly</li> </ul>	<ul style="list-style-type: none"> <li>• OJT agreements across the regions</li> <li>• Formal meetings across the regions</li> <li>• Unrestricted dollar sharing south of Tampa/Pasco</li> <li>• Collaboration on new revenue</li> <li>• Collaboration on board members</li> <li>• Convener of all regions – joint calls to businesses, joint hiring</li> <li>• Formal processes (<i>not all agree</i>)</li> </ul>
Job Seekers	<ul style="list-style-type: none"> <li>• Evaluate our levels of service / satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Continued excellent customer service</li> <li>• Placements for job seekers &amp; employers</li> <li>• Skilled workforce to meet employer needs</li> <li>• Job seekers trained to match employer needs &amp; 90% placements</li> <li>• US Dept. of Labor Career Stacking</li> <li>• We're known as the go-to place for career placement</li> <li>• We're known as the go-to resource for training opportunities and career advancement</li> <li>• Placements - 100% WIA completers</li> <li>• Training can be done online... soft skill training requires human interaction</li> </ul>

		<ul style="list-style-type: none"> <li>• Keep &amp; recruit young talent – journey to success... Young talent stays here</li> <li>• “We are not the finish line”</li> </ul>
Business	<ul style="list-style-type: none"> <li>• Research – what aren’t we providing that we should? Make this a formal poll</li> <li>• Explore fee for service</li> <li>• Quantify performance in simple, measurable terms (like 18’s performance council)</li> </ul>	<ul style="list-style-type: none"> <li>• Transformational – job seekers – businesses – ongoing resources “careers, not jobs”</li> <li>• Maximize employer needs – job placements filled to capacity</li> <li>• Want to relocate to Suncoast because of access to talented, skilled workforce</li> <li>• Can work with us to facilitate advanced training for workers through partnerships with accredited educational institutions</li> <li>• Employers mine talent locally</li> <li>• Business is the ultimate customer</li> </ul>
Funding		<ul style="list-style-type: none"> <li>• Use WIOA – Social security dollars for entrepreneur training; use grants for strategy</li> <li>• Fee for service – community investment, journey to success (youth, disabled)</li> <li>• Mobile unit used for skills assessment, background checks, OneStop</li> <li>• Unrestricted funding to use where needed most, since we have 100% job placement (future state of success)</li> <li>• 1/3 of budget is restricted, 2/3 is unrestricted (Business revenue / private grants / community investment)</li> <li>• 25-30% new revenue is funding from foundations / grants / fees</li> <li>• Sustainable (non Fed stream)</li> <li>• Diversified revenue streams             <ul style="list-style-type: none"> <li>○ Funding is not 95%+ dependent upon federal revenue streams</li> <li>○ More collaboration between regions</li> <li>○ More flexibility to train</li> </ul> </li> </ul>
Outreach		<ul style="list-style-type: none"> <li>• Tell the story</li> <li>• Board members are the brand ambassadors</li> </ul>
Staff	<ul style="list-style-type: none"> <li>• Understand satisfaction / efficacy of integrated work model</li> <li>• Define “high quality” service</li> </ul>	<ul style="list-style-type: none"> <li>• Around 100 employees... we have been purposeful and intentional... now we need to be transformational</li> </ul>

Partners		<ul style="list-style-type: none"> <li>• Align sector strategy with community vision (EDC, Chamber)</li> <li>• Recognized as go-to organization for workforce needs: training &lt;collaborated&gt; job seekers – business</li> <li>• We can expand our partnership with Career Edge</li> <li>• Viewed as #1 Workforce leader for region</li> <li>• Diverse, sustainable enterprise</li> <li>• Synergy with EDOs and education system</li> <li>• Holistic community ownership of “workforce”</li> <li>• Integration with colleges &amp; school district</li> <li>• Integration with 2 EDCs, 2+ Chambers, SBDC</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Check committee charters (aligned with goals, names, etc.)</li> <li>• Provide governance training to board</li> </ul>	

## Next Steps

Per the group discussion, there are several areas to address.

### ***Continue to explore cross-regional work***

Starting at the staff level, build on the collaborative work already in place and better define more specifically where we’re already alike and where we differ. Have the staff recommend changes to encourage further collaboration with approvals as needed from upper management and the board.

### ***Formalize communication in the six-region area***

Include the three regions, plus Hillsborough, Pinellas and Pasco/Hernando, in a once or twice annual meeting(s) to advance regional interaction. Also develop a regular communication between the staff of all regions.

### ***Continue with each region’s individual strategic planning***

Building upon the base established in this joint planning meeting, each region still has individual priorities and needs which should be separately addressed. During the planning process, additional cross-region meetings may be useful as specific strategic priorities and goals are developed to ensure that the strategy of each progresses in mutually supportive way.

# Local Plan Attachment: Memorandums of Understanding

## **Mandatory MOU List**

Manatee Community Action Agency

Florida Department of Education Division of Vocational Rehabilitation-pending signature from DOE

Sarasota County Government operating as the Sarasota County Community Action Agency (SCCAA)

Sarasota Housing Authority

Manatee County Housing Authority

AARP-Senior Community Service Employment Program (SCSEP)

Adult Education and Literacy School Board of Sarasota County

Adult Education and Literacy School Board of Manatee County-pending signature

Farmworker Career Development Program at Manatee Technical College (FCDP at MTC)

FL Dept. Of Education Division of Blind Services

## Memorandum of Understanding

Agreement #17-26

Between: Suncoast Workforce Board, Inc. dba CareerSource Suncoast)

And: Manatee Community Action Agency, Inc.

### I. Purpose

It is the purpose of this Memorandum of Understanding (MOU) to state the conditions under which the Career Center Partner – Manatee Community Action Agency, Inc. (MCAA) will implement and provide services, as shall be described herein, in partnership with the Suncoast Workforce Board, Inc. dba CareerSource Suncoast (CSS), to eligible clients in Florida Workforce Region 18 as required under the Workforce Innovation and Opportunity Act (WIOA, [2014]). 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.

Activities within this MOU include the cooperative workforce training, employment and economic development efforts of CSS and the Partner and the actions to be taken by each to assure the coordination of their efforts in accordance with state issued requirements. This agreement is intended to coordinate resources and to prevent duplication and ensure the effective and efficient delivery of workforce services in Manatee and Sarasota Counties. In addition, this agreement will establish joint processes and procedures that will enable the Partner to integrate with the current Career Center service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities and significant barriers to employment within Manatee and Sarasota Counties.

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.

### II. Services Provided

Career Source Suncoast has been designated by the Manatee Board of County Commissioners and the Sarasota Board of County Commissioners to act as the administrative entity, grant recipient and fiscal agent for this area.

#### **CareerSource will perform the following functions:**

1. Coordinate with the Partner to provide access to workforce services and programs through the One-stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
2. Coordinate with the Partner to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to appropriate technology and materials that are available through the One-stop Career Center System.
3. Coordinate with the Partner for the funding of the infrastructure costs of the one-stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida, should such costs arise.



## Memorandum of Understanding

Agreement #17-26

Between: Suncoast Workforce Board, Inc. dba CareerSource Suncoast)

And: Manatee Community Action Agency, Inc.

4. Maintain the statewide "CareerSource" branding of each center.
5. Maintain and operate at least one comprehensive one-stop career center within the local workforce development area shall be open to the public from 8:30 am until 5:00 pm, Monday through Friday (excluding recognized holidays and emergency situations.)
6. Provide an area for the Partner's meetings and/or co-location as space permits.
7. Model CareerSource core values and maintain a professional working environment and abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.
8. Review this MOU annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.

### **The Partner agrees to perform the following functions:**

1. Coordinate with CareerSource to provide access to its workforce services and programs through the One-stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-stop System.
2. To identify low-income individuals who are unemployed or underemployed, and to provide referrals and assistance to employment services offered by CSS through the Family Self-Sufficiency Program.
3. To provide on-going mentoring services for individuals in economic stability programs including the review of activities related to employment, through the Family Self-Sufficiency Program.
4. To collect and maintain data related including the successful completion of employment programs; and to collect, maintain, and share data related to the new employment, value-added employment, and increased employment benefits received by low-income individuals in economic stability programs.
5. To provide support necessary for its staff located within the local area to be fully educated regarding the services provided by the One-stop System.
6. To provide CareerSource with monthly outcome numbers for performance data tracking and Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.

### **III. Methods of Internal Referral**

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

### **IV. Confidentiality of Records**

In the event that either party to this MOU obtains access to any records, files, or other information of the other party in connection with, or during the performance of this MOU, then that party shall keep all

## Memorandum of Understanding

Agreement #17-26

Between: Suncoast Workforce Board, Inc. dba CareerSource Suncoast  
And Manatee Community Action Agency, Inc.

such records, files or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files or other information to the same extent as such laws and regulations apply to the other party.

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### **V. Infrastructure Costs and Insurance**

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MCAA does not co-locate in the One stop center and therefore does not have an FTE needing to allocate center costs. There is a virtual connection on CSS's website to MCAA's website.

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### **VII. Term**

This MOU is effective \_\_\_ 12/21/2017 \_\_\_ through \_\_\_ 12/21/2018 \_\_\_ and will be automatically renewed for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

Neither this MOU nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement.

### **VIII. Merger**

This MOU constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all prior understandings, agreements, and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

### **IX. Third Party Beneficiary**

This MOU is for the benefit of CareerSource, the Partner, and the Manatee Board of County Commissioners and the Sarasota Board of County Commissioners and no third party is an intended beneficiary.

### **X. Governance and Termination**

The accountability and responsibility for the One-stop System's organizational activity and accomplishments will rest with CareerSource, the Manatee Board of County Commissioners, and the Sarasota Board of County Commissioners. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-stop System. This Memorandum of Understanding may be terminated by either party upon no less than thirty (30) days written notice. Said notice shall be delivered by certified mail, return receipt requested, or in person with proof of delivery.

CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding With  
Manatee Community Action Agency

CareerSource Suncoast

Name: Ted Ehrlichman

Title: President/CEO

Date: 1/10/18

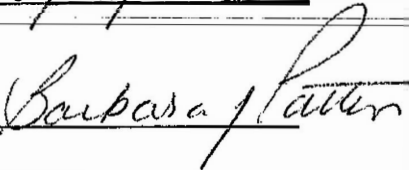
Signature: 

Manatee Community Action Agency

Name: Barbara Patten

Title: President/CEO

Date: 12/21/2017

Signature: 

Manatee Board of County Commissioners

Name: Robin DiSabitino

Title: Manatee County Commissioner

Date: 1/12/18

Signature: 

Sarasota Board of County Commissioners

Name: Michael Moran

Title: Sarasota County Commissioner

Date: 1/12/18

Signature: 

## **MEMORANDUM OF UNDERSTANDING ONE-STOP CAREER CENTER SYSTEM**

### **I. PARTIES**

This Memorandum of Understanding ("MOU"), is made pursuant to Rehabilitation Act of 1973, 29 U.S.C. §721(a)(11) and the Workforce Innovation and Opportunity Act of 2014 (WIOA), and is entered into by the Division of Vocational Rehabilitation (hereafter referred to as the Partner) and Suncoast Workforce Board, Inc. d/b/a/ CareerSource Suncoast (hereafter referred to as "CareerSource").

### **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 MOU is to describe the cooperative workforce training, employment and economic development efforts of CareerSource and the Partner 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 System.

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

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.

### **III. PROVISION OF SERVICES**

A. The Manatee/Sarasota local area workforce board and the Manatee Board of County Commissioners and the Sarasota Board of County Commissioners have designated CareerSource to act as the administrative entity, grant recipient and fiscal agent for this area. CareerSource will perform the following functions:

1. Review this MOU annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
2. Coordinate with the Partner to provide access to workforce services and programs through the One-stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment

Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.

3. Coordinate with the Partner to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-stop System.
4. Coordinate with the Partner for the funding of the infrastructure costs of the one-stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.
5. Maintain the statewide "CareerSource" branding of each center.
6. Maintain and operate at least one comprehensive one-stop career center within the local workforce development area that shall be open to the public from 8:00 am until 5:00 pm, Monday through Friday (excluding recognized holidays and emergency situations.)
7. Provide an area for the Partner's meetings and/or co-location as space permits.
8. Model CareerSource core values and maintain a professional working environment.
9. Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.

B. The Partner will perform the following functions:

1. Coordinate with CareerSource to provide access to its workforce services and programs through the One-stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-stop System.
2. Coordinate with CareerSource to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-stop System.
3. Coordinate with CareerSource for the funding of the infrastructure costs of the one-stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-stop System.

5. Provide CareerSource with monthly outcome numbers for performance data tracking.
6. Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
7. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.

#### **IV. METHODS OF INTERNAL REFERRAL**

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

#### **V. CONFIDENTIALITY OF RECORDS**

In the event that either party to this MOU obtains access to any records, files, or other information of the other party in connection with, or during the performance of this MOU, then that party shall keep all such records, files or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files or other information to the same extent as such laws and regulations apply to the other party.

#### **VI. INFRASTRUCTURE COSTS**

Costs of the infrastructure of one-stop centers will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements. The Department of Education, Division of Vocational Rehabilitation will transfer its total statewide infrastructure cost contribution, minus funds already committed through MOUs containing lease agreements, to the Department of Economic Opportunity for disbursement to local area workforce boards, as it deems appropriate.

#### **VII. TERM**

This MOU is effective July 1, 2016 through June 30, 2017 and will be automatically renewed for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

Neither this MOU nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement.

#### **VIII. MERGER**

This MOU constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all prior understandings, agreements, and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

#### **IX. THIRD PARTY BENEFICIARY**


This MOU is for the benefit of CareerSource, the Partner, and the Manatee Board of County Commissioners and the Sarasota Board of County Commissioners and no third party is an intended beneficiary.

**X. GOVERNANCE**

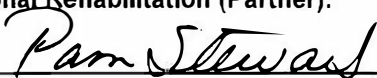
The accountability and responsibility for the One-stop System's organizational activity and accomplishments will rest with CareerSource, the Manatee Board of County Commissioners, and the Sarasota Board of County Commissioners. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-stop System.

**SIGNATURES**

CareerSource Suncoast:

  
\_\_\_\_\_  
Signature  
TED EHRICHMAN  
\_\_\_\_\_  
Printed Name  
7/13/16  
\_\_\_\_\_  
Date


Vocational Rehabilitation (Partner):

  
\_\_\_\_\_  
Signature  
\_\_\_\_\_  
Printed Name  
6/27/16  
\_\_\_\_\_  
Date

Manatee Board of County  
Commissioners:

  
\_\_\_\_\_  
Signature  
ROBIN S. DiSabatino  
\_\_\_\_\_  
Printed Name  
8-2-16  
\_\_\_\_\_  
Date

Sarasota Board of County  
Commissioners:

  
8-2-16  
\_\_\_\_\_  
Signature  
Carolyn Mason  
\_\_\_\_\_  
Printed Name  
6-28-16  
\_\_\_\_\_  
Date

CONTRACT NO. 2018-088

Agreement #: 17-28  
Partner:  
DBA:  
Date:

BCC APPROVED 1/30/18

**Memorandum of Understanding  
with**

**Sarasota County Government (Operating as the Sarasota County Community Action Agency)  
And**

**Suncoast Workforce Board, Inc. dba CareerSource Suncoast**

This Agreement is entered into this 30<sup>th</sup> day of January, 2018, by and between Sarasota County, a political subdivision of the State of Florida, operating as the Sarasota County Community Action Agency, hereinafter referred to as SCCAA and Suncoast Workforce Board, Inc., dba CareerSource Suncoast, hereinafter referred to as CSS.

**I. Purpose**

It is the purpose of this Memorandum of Understanding (MOU) to state the conditions under which SCCAA will continue a collaborative partnership with CSS to implement and provide the delivery of services to eligible clients in Florida Workforce Region 18 as required under the Workforce Innovation and Opportunity Act (WIOA). The cornerstone of WIOA is its One-Stop Delivery System. The One-Stop Delivery System assures collaboration with SCCAA and CSS and coordination between the activities authorized under the WIOA.

Activities within this MOU include the cooperative workforce training, employment and economic development efforts of CSS and the SCCAA and the actions to be taken by each to ensure the coordination of their efforts in accordance with state issued requirements. The purpose of this MOU is to establish an agreement between SCCAA and CSS concerning their respective roles and responsibilities for implementation of the provisions of Section 121(2) of Title 1 of WIOA. This Agreement is intended to coordinate resources, to prevent duplication, and ensure the effective and efficient delivery of workforce services in Sarasota County. In addition, this Agreement will establish joint processes and procedures that will enable the SCCAA to integrate with the current Career Center service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities and significant barriers to employment within Sarasota County.

This MOU describes the actions that will be taken by SCCAA and CSS and all of the SCCAA's Community Services Block Grant (CSBG) Subcontractors which provide direct services to CSBG-eligible households. This MOU supersedes the MOU executed on July 12, 2016. (Contract No. 2016-349)

**II. CSS Responsibilities**

CSS has been designated by the Sarasota Board of County Commissioners to act as the administrative entity, grant recipient and fiscal agent for this area. The duly authorized agent of the recipient agrees to satisfy the requirements of 34 CFR 361.505 and 34 CFR 361.720.

CSS shall:

1. Coordinate with the SCCAA to provide access to workforce services and programs through the One-stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System to CSBG eligible clients. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI);

FILED FOR THE BOARD OF COUNTY COMMISSIONERS



**Memorandum of Understanding  
with  
Sarasota County Government (Operating as the Sarasota County Community Action Agency)  
And  
Suncoast Workforce Board, Inc. dba CareerSource Suncoast**

Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.

2. Maintain, update, and distribute identified resources for SCCAA and its Subcontractors use when referring clients, including but not limited to, website link sharing, electronic and printed documents, brochures, and flyers.

3. Provide training programs and employment assistance, as appropriate, to CSBG eligible clients.

4. Coordinate with the SCCAA to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to appropriate technology and materials that are available through the One-Stop Career Center System.

5. Coordinate with the SCCAA for the funding of the infrastructure costs of the One-Stop Career Centers and the funding, including in-kind funding, of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.

6. Maintain the statewide "CareerSource" branding of each center.

7. Maintain and operate at least one comprehensive One-Stop Career Center within the local workforce development area that shall be open to the public from 8:30 am until 5:00 pm, Monday through Friday (excluding recognized holidays and emergency situations.)

8. Model CareerSource core values, maintain a professional working environment, and abide by all of the CareerSource policies, rules, and procedures and applicable Florida statutes and rules.

9. Review this MOU annually and solicit feedback from the SCCAA regarding improvements, changes, and/or additions. If substantial changes have occurred, renew, to ensure appropriate funding and delivery of services.

### **III. SCCAA Responsibilities**

SCCAA shall:

1. Coordinate with CSS to provide access to its workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System and educate staff and the community about agency resources.

2. Coordinate with CSS to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are

Agreement #: 17-28  
Partner:  
DBA:  
Date:

**Memorandum of Understanding  
with  
Sarasota County Government (Operating as the Sarasota County Community Action Agency)  
And  
Suncoast Workforce Board, Inc. dba CareerSource Suncoast**

addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.

3. Coordinate with CSS for the funding of any identified infrastructure costs of the One-Stop Career Centers and the funding, including in-kind funding, of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.

4. Maintain, update, and distribute identified resources for CSS use when referring clients, including, but not limited to, website link sharing, electronic and printed documents, brochures and flyers.

5. Provide information and referral in accessing the identified resources available for employment and training programs, as appropriate, to CSBG eligible clients.

6. Provide all logistical support necessary for its staff located within the local area to be fully educated regarding the services provided by CSS and integrated within the One-Stop System.

7. Provide CSS with Quarterly outcome numbers for performance data tracking and provide feedback to CSS management regarding the performance of the partnership, including its effectiveness and success.

8. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CSS staff.

#### **IV. Notices**

All notices, information, or requests to SCCAA from CSS under the terms of this MOU shall be addressed to:

Nancy DeLoach, Homeless and Poverty Policy Coordinator  
Sarasota County Human Services  
2200 Ringling Blvd., Suite 221  
Sarasota, Florida 34237  
(941) 861-2576  
[ndeloach@scgov.net](mailto:ndeloach@scgov.net)

#### **V. Methods of Internal Referral**

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

Agreement #: 17-28  
Partner:  
DBA:  
Date:

**Memorandum of Understanding  
with  
Sarasota County Government (Operating as the Sarasota County Community Action Agency)  
And  
Suncoast Workforce Board, Inc. dba CareerSource Suncoast**

**VI. Confidentiality of Records**

If either party to this MOU obtains access to any records, files, or other information of the other party in connection with, or during the performance of this MOU, then that party shall keep all such records, files or other information confidential to the extent allowable by law, and shall comply with all laws and regulations concerning the confidentiality of such records, files or other information to the same extent as such laws and regulations apply to the other party.

**VII. Infrastructure Costs and Insurance**

SCCAA does not co-locate in the One-Stop center and therefore does not have an FTE needing to allocate center costs. This is a virtual connection on the CSS website to the SCCAA website.

**VIII. Term**

This MOU is effective January 1, 2018 through December 31, 2019 and will be automatically renewed for successive one-year terms not to exceed three years. This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

**IX. Modification**

Neither this MOU nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement.

**X. Merger**

This MOU constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all prior understandings, agreements, and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

**XI. Third Party Beneficiary**

This MOU is for the benefit of CSS and SCCAA and no third party is an intended beneficiary.

**XII. Governance**

The accountability and responsibility for the One-Stop System's organizational activity and accomplishments will rest with CSS and SCCAA. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-Stop System.

Agreement #: 17-28  
Partner:  
DBA:  
Date:

**Memorandum of Understanding**  
with  
**Sarasota County Government (Operating as the Sarasota County Community Action Agency)**  
And  
**Suncoast Workforce Board, Inc. dba CareerSource Suncoast**

IN WITNESS WHEREOF, the parties hereto have hereunto set their hands and seals as of the day and year first above written.

CAREERSOURCE SUNCOAST

SIGNATURE: 

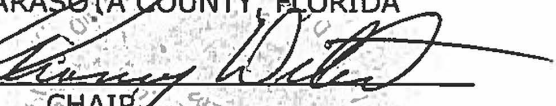
DATE: 1/25/18

TYPED NAME: Ted Ehrlichman

TITLE: President/CEO

**SARASOTA COUNTY**


BOARD OF COUNTY COMMISSIONERS  
OF SARASOTA COUNTY, FLORIDA

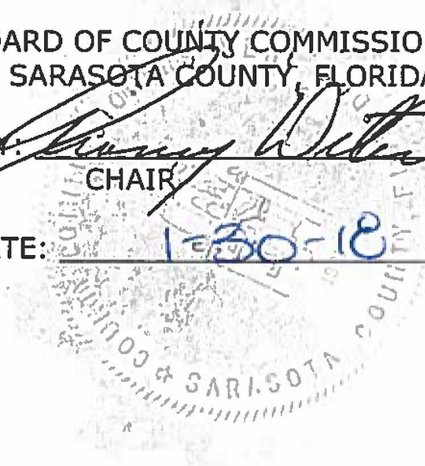
BY:   
CHAIR

DATE: 1-30-18

ATTEST:  
KAREN E. RUSHING, Clerk of the Circuit  
Court and Ex-Officio Clerk of the Board  
of County Commissioners

BY: 

Approved as to form and correctness:  
BY:   
COUNTY ATTORNEY *OBM*



**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

MOU  
Agreement #: 17-29  
Partner:  
DBA:  
Date:

**I. Purpose**

It is the purpose of this Memorandum of Understanding (MOU) to state the conditions under which the Career Center Partner, the Sarasota Housing Authority, will implement and provide services, as shall be described herein, in partnership with the Suncoast Workforce Board, Inc. dba CareerSource Suncoast (CSS), to eligible clients in Local Workforce Development Board 18 as required under the Workforce Innovation and Opportunity Act (WIOA, [2014]). 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

Activities within this MOU include the cooperative workforce training, employment and economic development efforts of CSS and the Partner and the actions to be taken by each to assure the coordination of their efforts in accordance with state issued requirements. This agreement is intended to coordinate resources and to prevent duplication and ensure the effective and efficient delivery of workforce services in Manatee and Sarasota Counties. In addition, this agreement will establish joint processes and procedures that will enable the Partner to integrate with the current Career Center service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities and significant barriers to employment within Manatee and Sarasota Counties.

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.

**II. Services Provided**

Career Source Suncoast has been designated by the Manatee Board of County Commissioners and Sarasota Board of County Commissioners to act as the administrative entity, grant recipient and fiscal agent for this area.

**CareerSource will perform the following functions:**

1. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
2. Coordinate with the Partner to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to appropriate technology and materials that are available through the One-Stop Career Center System.
3. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by State of Florida.

**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

MOU  
Agreement #:17-29  
Partner:  
DBA:  
Date:

4. Maintain the statewide "CareerSource" branding of each center.
5. Maintain and operate at least one comprehensive career center within the local workforce development area that shall be open to the public from 8:30 am until 5:00 pm, Monday through Friday (excluding recognized holidays and emergency situations.)
6. Provide an area for the Partner's meetings and/or co-location as space permits.
7. Model CareerSource core values and maintain a professional working environment and abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.
8. Review this MOU annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
9. Coordinate with Sarasota Housing Authority to identify eligible Section 3 participants and/or businesses.

**The Partner agrees to perform the following functions:**

1. Coordinate with CareerSource to provide access to its workforce services and programs in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System
2. Coordinate with CareerSource to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
3. Coordinate with CareerSource for the funding of any required infrastructure costs of the One-stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida.
4. Provide all logistical support necessary for its staff located within the local area to be fully educated regarding the services provided by the One-Stop System.
5. Provide CareerSource with monthly outcome numbers for performance data tracking and Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
6. Participate in periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.

**III. Methods of Internal Referral**

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

**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

MOU  
Agreement #:17-29  
Partner:  
DBA:  
Date:

**IV. Confidentiality of Records**

In the event that either party to this MOU obtains access to any records, files, or other information of the other party in connection with, or during the performance of this MOU, then that party shall keep all such records, files or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files or other information to the same extent as such laws and regulations apply to the other party.

**V. Infrastructure Costs and Insurance**

Sarasota Housing Authority does not co-locate in the One-Stop center and therefore does not have an FTE needing to allocate center costs. There is a virtual connection on CSS's website to the Sarasota Housing Authority website.

**VI. Term**

This MOU is effective \_\_\_ 01/18/2018 \_\_\_ through \_\_\_ 01/18/2019 \_\_\_ and will be automatically renewed for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

Neither this MOU nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement.

**VII. Merger**

This MOU constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all prior understandings, agreements, and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

**VIII. Third Party Beneficiary**

This MOU is for the benefit of CareerSource, the Partner, and the Manatee Board of County Commissioners and the Sarasota Board of County Commissioners and no third party is an intended beneficiary.

**IX. Governance**

The accountability and responsibility for the One-Stop System's organizational activity and accomplishments will rest with CareerSource, the Manatee Board of County Commissioners, and the Sarasota Board of County Commissioners. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-Stop System.

**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

MOU  
Agreement #: 17-29  
Partner:  
DBA:  
Date:

**Signatures:**

**CareerSource Suncoast**

**Name: Ted Ehrlichman**

**Title: President/CEO**

**Date:** 3/14/18

**Signature:** 

**Sarasota Housing Authority**

**Name:**

**Title: President/CEO**

**Date:** 2/8/18

**Signature:** 

**Manatee Board of County Commissioners**

**Name: Robin DiSabatino**

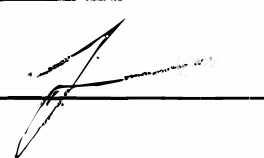
**Date:** 3-15-18

**Signature:** 

**Sarasota Board of County Commissioners**

**Name: Michael Moran**

**Date:** 3/19/18

**Signature:** 



**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

MOU  
Agreement #: 17-34  
Partner:  
DBA:  
Date:

**I. Purpose**

It is the purpose of this Memorandum of Understanding (MOU) to state the conditions under which the Career Center Partner, the Manatee County Housing Authority, will implement and provide services, as shall be described herein, in partnership with the Suncoast Workforce Board, Inc. dba CareerSource Suncoast (CSS), to eligible clients in Local Workforce Development Board 18 as required under the Workforce Innovation and Opportunity Act (WIOA, [2014]). 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.

Activities within this MOU include the cooperative workforce training, employment and economic development efforts of CSS and the Partner and the actions to be taken by each to assure the coordination of their efforts in accordance with state issued requirements. This agreement is intended for workforce services in Manatee and Sarasota Counties. In addition, this agreement will establish joint processes and procedures that will enable the Partner to integrate with the current Career Center service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities and significant barriers to employment within Manatee and Sarasota Counties.

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.

**II. Services Provided**

Career Source Suncoast has been designated by the Manatee Board of County Commissioners and Sarasota Board of County Commissioners to act as the administrative entity, grant recipient and fiscal agent for this area.

**CareerSource will perform the following functions:**

1. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
2. Coordinate with the Partner to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to appropriate technology and materials that are available through the One-Stop Career Center System.
3. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida. Manatee County Housing Authority and CareerSource Suncoast will coordinate with each other regarding the funding of the infrastructure costs for the one stop career center based on the WIOA regulations. However, since Manatee County Housing Authority has no one located at the center there is no need to allocate costs.

**CareerSource Suncoast  
One-Stop Career Center  
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MOU  
Agreement #17-34:  
Partner:  
DBA:  
Date:

4. Maintain the statewide "CareerSource" branding of each center.
5. Maintain and operate at least one comprehensive One-Stop career center within the local workforce development area that shall be open to the public from 8:30 am until 5:00 pm, Monday through Friday (excluding recognized holidays and emergency situations.)
6. Provide an area for the Partner's meetings and/or co-location as space permits.
7. Model CareerSource core values and maintain a professional working environment and abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.
8. Review this MOU annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.
9. Coordinate with Manatee County Housing Authority to identify eligible Section 3 participants and/or businesses.

**The Partner agrees to perform the following functions:**

1. Coordinate with CareerSource to provide access to its workforce services and programs in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop System.
2. Coordinate with CareerSource to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop System.
3. Coordinate with CareerSource for the funding of any required infrastructure costs of the one-stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida. Manatee County Housing Authority and CareerSource Suncoast will coordinate with each other regarding the funding of the infrastructure costs for the one stop career center based on the WIOA regulations. However, since Manatee County Housing Authority has no one located at the center there is no need to allocate costs.
4. Provide all logistical support necessary for its staff located within the local area to be fully educated regarding the services provided by the One-Stop System.
5. Provide CareerSource with monthly outcome numbers for performance data tracking and Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
6. Participate in periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.

**III. Methods of Internal Referral**

Internal cross-referral procedures will be developed and/or reassessed based upon availability of funding, services and program need to ensure that high quality and convenient services are

**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

MOU  
Agreement #:17-34  
Partner:  
DBA:  
Date:

available to potentially eligible customers of the One-Stop Career Center system.

**IV. Confidentiality of Records**

In the event that either party to this MOU obtains access to any records, files, or other information of the other party in connection with, or during the performance of this MOU, then that party shall keep all such records, files or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files or other information to the same extent as such laws and regulations apply to the other party.

**V. Infrastructure Costs and Insurance**

Manatee County Housing Authority does not co-locate in the One-Stop center and therefore does not have an FTE needing to allocate center costs. This is a virtual connection on the CSS website to the Manatee County Housing Authority website.

**VI. Term**

This MOU is effective 3-1-18 through 3-1-19 and will be automatically renewed for successive one-year terms. This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

Neither this MOU nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement.

**VII. Merger**

This MOU constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all prior understandings, agreements, and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

**VIII. Third Party Beneficiary**

This MOU is for the benefit of CareerSource, the Partner, and the Manatee Board of County Commissioners and the Sarasota Board of County Commissioners and no third party is an intended beneficiary.

**IX. Governance**

The accountability and responsibility for the One-Stop System's organizational activity and accomplishments will rest with CareerSource, the Manatee Board of County Commissioners, and the Sarasota Board of County Commissioners. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-Stop System.

**Partner Contact: Lori Hostetter, Ross Coordinator**

**Phone: 941-756-3974 ext. 227**

**Email: Lori.H@manateehousing.com**

**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

MOU  
Agreement #:17-34  
Partner:  
DBA:  
Date:

**Signatures:**

**CareerSource Suncoast**

**Name: Ted Ehrlichman**

**Title: President/CEO**

Date: 3/14/18

Signature: 

**Manatee County Housing Authority**

**Name: Willie Calhoun Jr.**

**Title: Executive Director**

Date: 3-1-18

Signature: 

**Manatee Board of County Commissioners**

**Name: Robin DiSabatino**

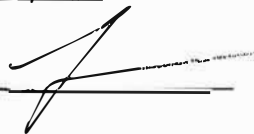
Date: 3-15-18

Signature: 

**Sarasota Board of County Commissioners**

**Name: Michael Moran**

Date: 3/19/18

Signature: 

**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

MOU  
Agreement #:17-38  
Partner: AARP Foundation  
DBA:  
Date:

**I. Purpose**

It is the purpose of this Memorandum of Understanding (MOU) to state the conditions under which the Career Center Partner, the AARP Foundation SCSEP, hereinafter referred to as "Partner", will implement and provide services, as described herein, in partnership with the Suncoast Workforce Board, Inc. dba CareerSource Suncoast (CSS), to eligible clients in Florida Workforce Region 18 as required under the Workforce Innovation and Opportunity Act (WIOA, [2014]). 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.

Activities within this MOU include the cooperative workforce training, employment and economic development efforts of CSS and the Partner and the actions to be taken by each to assure the coordination of their efforts in accordance with state issued requirements. This agreement is intended to coordinate resources and to prevent duplication and ensure the effective and efficient delivery of workforce services in Manatee and Sarasota Counties. In addition, this agreement will establish joint processes and procedures that will enable the Partner to integrate with the current Career Center service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities and significant barriers to employment within Manatee and Sarasota Counties.

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.

**II. Services Provided**

Career Source Suncoast has been designated by the Manatee Board of County Commissioners and the Sarasota Board of County Commissioners to act as the administrative entity, grant recipient and fiscal agent for this area.

**CareerSource will perform the following functions:**

1. Coordinate with the Partner to provide access to workforce services and programs through the One-stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
2. Coordinate with the Partner to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to appropriate technology and materials that are available through the One-stop Career Center System.
3. Coordinate with the Partner for the funding of the infrastructure costs of the one-stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida. See Section V – Infrastructure Cost.
4. Maintain the statewide "CareerSource" branding of each center.
5. Maintain and operate at least one comprehensive one-stop career center within the local workforce development area that shall be open to the public from 8:30 am until 5:00 pm, Monday through Friday (excluding recognized holidays and emergency situations.)

**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

MOU  
Agreement #: 17-38  
Partner: AARP Foundation  
DBA:  
Date:

6. Provide an area for the Partner's meetings and/or co-location as space permits.
7. Model CareerSource core values and maintain a professional working environment and abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.
8. Review this MOU annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.

**The Partner agrees to perform the following functions:**

1. Coordinate with CareerSource to provide access to its workforce services and programs through the One-stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-stop System.
2. Coordinate with CareerSource to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-stop System.
3. Coordinate with CareerSource for the funding of the infrastructure costs of the one-stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida. Partner is co-located in the Bradenton Career Center located at 1112 Manatee Ave East, Bradenton, FL 34208. See Section V – Infrastructure Costs.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-stop System.
5. Provide CareerSource with monthly outcome numbers for performance data tracking and Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
6. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.

**III. Methods of Internal Referral**

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

**IV. Confidentiality of Records**

In the event that either party to this MOU obtains access to any records, files, or other information of the other party in connection with, or during the performance of this MOU, then that party shall keep all such records, files or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files or other information to the same extent as such laws and regulations apply to the other party.

**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

MOU  
Agreement #: 17-38  
Partner: AARP Foundation  
DBA:  
Date:

**V. Infrastructure Costs and Insurance**

Costs of the infrastructure of one-stop centers will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements. The Partner agrees to pay CSS \$6,180 per year or \$515 per month for infrastructure costs and rent for one office. See Attachment 1 for allocated infrastructure cost at one stop/career center:

Bradenton Career Center – 1112 Manatee Ave. East, Bradenton, FL 34208

The Partner agrees to keep current a Certificate of Insurance for General Liability listing CSS as additional insured for the Bradenton Career Center location and include proof of workers comp coverage. Partner will provide a copy each year. Additionally, Partner shall carry Contents Insurance for contents located in CSS Career Centers. CSS is not responsible for lost or damaged contents

**VII. Term**

This MOU is effective 3/1/2018 through 6/30/19 and will be automatically renewed for successive one-year terms with a 3% increase each year beginning 7/1/2019. This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

Neither this MOU nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement.

**VIII. Merger**

This MOU constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all prior understandings, agreements, and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

**IX. Third Party Beneficiary**

This MOU is for the benefit of CareerSource, the Partner, and the Manatee Board of County Commissioners and the Sarasota Board of County Commissioners and no third party is an intended beneficiary.

**X. Governance**

The accountability and responsibility for the One-stop System's organizational activity and accomplishments will rest with CareerSource, the Manatee Board of County Commissioners, and the Sarasota Board of County Commissioners. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-stop System.

Partner Contact: David Leopard

Phone: 941-255-8409

E-Mail: [dleopard@aarp.org](mailto:dleopard@aarp.org)

**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

MOU  
Agreement #:17-38  
Partner: AARP Foundation  
DBA:  
Date:

**Signatures**

**CareerSource Suncoast**

**Name: Ted Ehrlichman**

**Title: President/CEO**

**Date: 3/7/18**

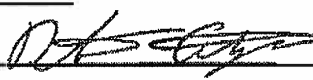
**Signature:** 

**AARP Foundation**

**Name: Demetri Antzoulatos**

**Title: VP, Finance and Operations**

**Date: 3-7-18**

**Signature:** 

**Manatee Board of County Commissioners**

**Name: Robin DiSabatino**

**Title: County Commissioner**

**Date: 3-15-18**

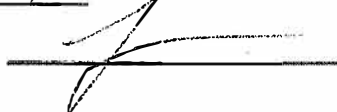
**Signature:** 

**Sarasota Board of County Commissioners**

**Name: Michael Moran**

**Title: County Commissioner**

**Date: 3/19/18**

**Signature:** 



**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

**I. Purpose**

It is the purpose of this Memorandum of Understanding (MOU) to state the conditions under which the Career Center Partner – Sarasota County School District will implement and provide the delivery of Adult Education and Literacy Services, as shall be described herein, in partnership with the Suncoast Workforce Board, Inc. dba CareerSource Suncoast (CSS), to eligible clients in Florida Workforce Region 18 as required under the Workforce Innovation and Opportunity Act (WIOA, [2014]). 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.

Activities within this MOU include the cooperative workforce training, employment and economic development efforts of CSS and the Partner and the actions to be taken by each to assure the coordination of their efforts in accordance with state issued requirements. The purpose of this MOU is to establish an agreement between the above mentioned entities concerning their respective roles and responsibilities for implementation of the provisions of Section 121(2) of Title I of WIOA. This agreement is intended to coordinate resources and to prevent duplication and ensure the effective and efficient delivery of workforce services in Manatee and Sarasota Counties. In addition, this agreement will establish joint processes and procedures that will enable the Partner to integrate with the current Career Center service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities and significant barriers to employment within Manatee and Sarasota Counties.

**II. Services Provided**

Career Source Suncoast has been designated by the Manatee Board of County Commissioners and the Sarasota Board of County Commissioners to act as the administrative entity, grant recipient and fiscal agent for this area. The duly authorized agent of the recipient agrees to satisfy the requirements of 34 CFR 361.505 and CFR 361.720.

**CareerSource will perform the following functions:**

1. Coordinate with the Partner to provide access to workforce services and programs through the One-stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
2. Coordinate with the Partner to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to appropriate technology and materials that are available through the One-stop Career Center System.
3. Coordinate with the Partner for the funding of the infrastructure costs of the one-stop career

**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida.

4. Maintain the statewide "CareerSource" branding of each center.
5. Maintain and operate at least one comprehensive one-stop career center within the local workforce development area that shall be open to the public from 8:30 am until 5:00 pm, Monday through Friday (excluding recognized holidays and emergency situations.)
6. Provide an area for the Partner's meetings and/or co-location as space permits.
7. Model CareerSource core values and maintain a professional working environment and abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.
8. Review this MOU annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.

**The Partner agrees to perform the following functions:**

1. Coordinate with CareerSource to provide access to its workforce services and programs through the One-stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-stop System.
2. Coordinate with CareerSource to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-stop System.
3. Coordinate with CareerSource for the funding of the infrastructure costs of the one-stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida. Under this MOU, the Partner and CSS will each be providing in-kind contributions:
  - a. CSS – GED Lab office space, furniture, and computers at the Sarasota Career Center located at 3660 North Washington Blvd., Sarasota. Access to lab Monday – Friday 8:30 am – 5 pm & Monday – Thursday 5:30 pm – 8:00 pm. Annual Cost \$18,860
  - b. Sarasota County School District – Provide a GED Instructor at Sarasota Career Center during the above location and hours of operations. Annual Cost \$52,416

**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-stop System.
5. Provide CareerSource with monthly outcome numbers for performance data tracking and Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
6. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.

### **III. Methods of Internal Referral**

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

### **IV. Confidentiality of Records**

In the event that either party to this MOU obtains access to any records, files, or other information of the other party in connection with, or during the performance of this MOU, then that party shall keep all such records, files or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files or other information to the same extent as such laws and regulations apply to the other party.

### **V. Infrastructure Costs and Insurance**

Costs of the infrastructure of one-stop centers will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements. When applicable, the Partner agrees to maintain annual lease agreements in compliance with the stipulations of item # 11.3 above and to keep current a Certificate of Insurance for General Liability listing CSS as additional insured. Additionally, Partner shall carry Contents Insurance for contents located in CSS Career Centers. CSS is not responsible for lost or damaged contents.

### **VII. Term**

This MOU is effective September 6, 2017 through June 30, 2018 and will be automatically renewed for successive one-year terms not to exceed three years. After the three year term the MOU must to be updated. This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

Neither this MOU nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement.

### **VIII. Merger**

This MOU constitutes and expresses the entire and integrated understanding and agreement

**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

between the parties hereto, superseding, incorporating and merging all prior understandings, agreements, and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

**IX. Third Party Beneficiary**

This MOU is for the benefit of CareerSource, the Partner, and the Manatee Board of County Commissioners and the Sarasota Board of County Commissioners and no third party is an intended beneficiary.

**X. Governance**

The accountability and responsibility for the One-stop System's organizational activity and accomplishments will rest with CareerSource, the Manatee Board of County Commissioners, and the Sarasota Board of County Commissioners. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-stop System.

Partner Contact: Eric McClendon Phone: (941) 924-1365 (62494)  
E-Mail: Eric.McClendon@sarasotaschools.net

Signed:

CareerSource Suncoast

Name: Ted Ehrlichman

Title: President/CEO

Date: 9.14.17


Signature: 

Sarasota County School District

Name: Todd Bowden

Title: Superintendent of Schools


Date: 9/6/2017

Signature: 

Sarasota Board of County Commissioners –  
Chief Elected Official

Name: Michael Moran

Date: 9/18/17

Signature: 

Manatee Board of Commissioners  
Chief Elected Official

Name: Robin DiSabatino

Date: 9/18/17

Signature: 

**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

MOU  
Agreement #:17-37  
Partner:  
DBA:  
Date:

## **I. Purpose**

It is the purpose of this Memorandum of Understanding (MOU) to state the conditions under which the Career Center Partner – Manatee County School District will implement and provide the delivery of Adult Education and Literacy Services and Career and Technical Education Services as shall be described herein, in partnership with the Suncoast Workforce Board, Inc. dba CareerSource Suncoast (CSS), to eligible clients in Florida Workforce Region 18 as required under the Workforce Innovation and Opportunity Act (WIOA, [2014]). 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.

Activities within this MOU include the cooperative workforce training, employment and economic development efforts of CSS and the Partner and the actions to be taken by each to assure the coordination of their efforts in accordance with state issued requirements. The purpose of this MOU is to establish an agreement between the above mentioned entities concerning their respective roles and responsibilities for implementation of the provisions of Section 121(2) of Title I of WIOA. This agreement is intended to coordinate resources and to prevent duplication and ensure the effective and efficient delivery of workforce services in Manatee and Sarasota Counties. In addition, this agreement will establish joint processes and procedures that will enable the Partner to integrate with the current Career Center service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities and significant barriers to employment within Manatee and Sarasota Counties.

## **II. Services Provided**

Career Source Suncoast has been designated by the Manatee Board of County Commissioners and the Sarasota Board of County Commissioners to act as the administrative entity, grant recipient and fiscal agent for this area. The duly authorized agent of the recipient agrees to satisfy the requirements of 34 CFR 361.505 and CFR 361.720.

### **CareerSource will perform the following functions:**

1. Coordinate with the Partner to provide access to workforce services and programs through the One-stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-stop System. Workforce services and programs include, but are not limited to, the allowable activities described in the WIOA and related legislation for: WIOA adult, dislocated worker and youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance (TAA); Temporary Assistance for Needy Families (TANF) program; adult education and family literacy; Perkins Act programs; and Vocational Rehabilitation.
2. Coordinate with the Partner to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to appropriate technology and materials that are available through the One-stop Career Center System.
3. Coordinate with the Partner for the funding of the infrastructure costs of the one-stop career

**CareerSource Suncoast  
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centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any state infrastructure funding mechanism requirements issued by the State of Florida. Under this MOU, the Partner and CSS will each be providing in-kind contributions:

- a. CSS Provides: Computer Lab space for GED Prep/ESOL, space, furniture, and computers at the Bradenton Career Center with access to lab Monday – Friday 8:30 am – 2:30 pm & Monday – Thursday 5:30 pm – 8:00 pm.

Annual Computer Lab Space, Equipment & Furniture	\$21,500
Annual Infrastructure Costs - One Stop for 1 FTE	<u>\$ 3,876</u>
Total CSS In-Kind	\$25,376

- 4. Maintain the statewide "CareerSource" branding of each career center.
- 5. Maintain and operate at least one comprehensive one-stop career center within the local workforce development area that shall be open to the public from 8:30 am until 5:00 pm, Monday through Friday (excluding recognized holidays and emergency situations.)
- 6. Provide an area for the Partner's meetings and/or co-location as space permits.
- 7. Model CareerSource core values and maintain a professional working environment and abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.
- 8. Review this MOU annually and solicit feedback from the Partner regarding improvements, changes, and/or additions.

**The Partner agrees to perform the following functions:**

- 9. Coordinate with CareerSource to provide access to its workforce services and programs through the One-stop System in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-stop System concerning Adult Education and Literacy Services and CTE Services.
- 10. Coordinate with CareerSource to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-stop System.
- 11. Coordinate with CareerSource for the funding of the infrastructure costs of the one- stop career centers and the funding of shared services and operating costs in accordance with 29 U.S.C § 3151 and any infrastructure funding mechanism requirements issued by the State of Florida. Under this MOU, the Partner and CSS will each be providing in-kind contributions:

**CareerSource Suncoast  
One-Stop Career Center  
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- a. Manatee County School District Provides: A GED & ESOL Instructor, GED/ESOL materials/supplies at the Bradenton Career Center during the above location and hours of operation, and furnishes CSS staff office space @ MTC Main Campus:

Annual GED Instructor Salary & FB	\$30,973
Annual ESOL Instructor Salary & FB	\$12,816
Materials and Supplies	\$14,410
CSS Office Space @ MTC Main Campus (for career & placement assistance)	<u>\$17,245</u>
<b>Total MCSB In-Kind</b>	<b>\$75,444</b>

12. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-stop System.
13. Provide CareerSource with monthly outcome numbers for performance data tracking and Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
14. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.

### **III. Methods of Internal Referral**

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

### **IV. Confidentiality of Records**

In the event that either party to this MOU obtains access to any records, files, or other information of the other party in connection with, or during the performance of this MOU, then that party shall keep all such records, files or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files or other information to the same extent as such laws and regulations apply to the other party.

### **V. Infrastructure Costs and Insurance**

Costs of the infrastructure of one-stop centers will be funded through in-kind contributions from both CSS and Partner. Partner agrees to provide a current Certificate of Insurance for General Liability and Worker Compensation Insurance, listing CSS as additional insured. Additionally, Partner shall carry contents insurance for contents located in CSS Career Centers. CSS is not responsible for lost or damaged contents.

**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

MOU  
Agreement #:17-37  
Partner:  
DBA:  
Date:

**VII. Term**

This MOU is effective March 1, 2018 through February 28, 2019 and will be automatically renewed for successive one-year terms not to exceed three years. After the three year term the MOU must to be updated. This MOU may be terminated for convenience at any time by either patty upon thirty (30) days written notice.

Neither this MOU nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement.

**VIII. Merger**

This MOU constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all prior understandings, agreements, and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

**IX. Third Party Beneficiary**

This MOU is for the benefit of CareerSource, the Partner, and the Manatee Board of County Commissioners and the Sarasota Board of County Commissioners and no third party is an intended beneficiary.

**X. Governance**

The accountability and responsibility for the One-stop System's organizational activity and accomplishments will rest with CareerSource, the Manatee Board of County Commissioners, and the Sarasota Board of County Commissioners. Pursuant to the Workforce Innovation and Opportunity Act of 2014, the local Board in partnership with the CEOs shall conduct oversight with respect to the One-stop System.

Partner Contact: Ellen Sage Phone: 941-209-6800 ext 2242

E-Mail: sagee@manateeschools.net



**CareerSource Suncoast  
One-Stop Career Center  
Memorandum of Understanding**

MOU  
Agreement #:17-37  
Partner:  
DBA:  
Date:

**Signatures**

**CareerSource Suncoast  
Name: Ted Ehrlichman  
Title: President/CEO**

**Manatee County School District  
Name: Doug Wagner  
Title: Executive Director ACT &  
Manatee Technical College**

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

**Manatee Board of County Commissioners  
Chief Elected Official**

**Sarasota Board of County Commissioners  
Chief Elected Official**

**Name: Robin DiSabitino  
Title: County Commissioner**

**Name: Michael Moran  
Title: County Commissioner**

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

**Memorandum of Understanding  
between  
CareerSource Suncoast and  
Farmworker Career Development Program  
(Manatee Technical College)**

**For the Delivery of Services to Farmworkers under the Workforce Innovation and  
Opportunity Act (WIOA 167)**

This Memorandum of Understanding (MOU) sets forth the terms of the agreement for cooperation and collaboration between Suncoast Workforce Board, Inc. d/b/a CareerSource Suncoast and the Manatee Technical College - Farmworker Career Development Program (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 to establish standards of performance through federal, state, and locally required guidelines.

- I. Purpose of this agreement
  - A. To establish the organizational framework to integrate the delivery of program services delivered by the FCDP into the CareerSource Suncoast Career Center system; and
  - B. To satisfy the requirements contained in the Workforce Innovation and Opportunity Act (WIOA) for a Memorandum of Understanding between CareerSource Suncoast and the FCDP to provide program career services in a coordinated, seamless, and customer-friendly manner within the locally established CareerSource Suncoast service delivery system.
- II. Services
  - A. CareerSource Suncoast  
CareerSource Suncoast maintains centers throughout Local Workforce Development Area (LWDA) Region 18, which includes centers in Manatee and Sarasota Counties. These services include referral of qualified candidates to open job orders and access to other programs, activities, and support services provided by various partners. CareerSource Suncoast maintains a "universal eligibility" for the provision of services. Referrals for more intensive training and support services may be extended to individuals with special needs and barriers to employment.

All 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. 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.

Other services include resume preparation, interview techniques, job placement assistance, workshops, and access to computers, fax, copier, and phones for job search.

Referrals of individuals to FCDP will be made as appropriate.

#### B. Farmworker Career Development Program

Provides services through Manatee Technical College by offering:

- Outreach, intake, orientation, eligibility determination, assessment, and counseling, as well as emergency services and referrals for farm workers.
- Testing, career determination, and development of an individual employment plan for eligible farm workers.
- Training services, which may include ESOL, GED, or vocational or certificate programs will be made available through the most appropriate facility in the area.
- Communication of job development services – prior to participant hire – to CareerSource Suncoast to facilitate data entry into EFM (Employ Florida Marketplace).

FCDP shall retain fiscal responsibility and accountability for the administration of the funds allocated to it under WIOA title I, Section 167, and any other applicable federal and state laws for the workforce program services directly delivered by the Program.

#### C. Joint Services

1. CareerSource Suncoast and FCDP staff will work together to build training and placement plans for co-enrolled participants.
2. CareerSource Suncoast and FCDP will share participants and resources by creating/developing a referral system form as a tool to better communicate between the organizations' programs.
3. CareerSource Suncoast and FCDP will use EFM as the shared database system.

Both FCDP and CareerSource Suncoast will coordinate their efforts to meet participant and employer job order needs. It is understood by the parties to this Agreement that each should be able to fulfill its responsibilities under the Agreement in accordance with the provisions of laws and regulations that govern their respective activities. Nothing in this Agreement is intended to negate or otherwise render ineffective any such provision or mandated operating procedure.

D. Other

The FCDP will maintain representation on the CareerSource Suncoast Board of Directors through the Office of the School District.

III. Duration of Agreement

The MOU will be automatically renewed for successive one-year terms with a review once every three years. Ongoing, with the provision that either party may terminate this agreement by giving a 30-day written notice to the other party.

IV. Amendments to this agreement may take place at any time, provided the amendment is in writing, is agreed upon by both parties, and is attached to the original MOU.

By signing this agreement, both parties agree that the provisions contained herein are subject to all applicable federal, state, and local laws, regulations and/ or guidelines relating to nondiscrimination, privacy rights of participants, and maintenance of records and other confidential information relating to CareerSource Suncoast customers and FCDP clients. The agreement may be amended at any time, in writing, and with mutual consent of both parties. Either party may terminate the agreement in writing and with mutual consent of both parties. Either party may terminate the agreement, in writing, without a cause, with thirty (30) calendar day notification.

By signatures affixed below, the parties specify their agreement:

CareerSource Suncoast



Ted Ehrlichman  
President/CEO

3/31/16  
Date

Farmworker Career Development Program



Esperanza Gamboa  
Coordinator

3/31/2016  
Date

**MEMORANDUM OF UNDERSTANDING  
ONE-STOP CAREER CENTER SYSTEM  
BY AND BETWEEN  
SUNCOAST WORKFORCE BOARD, INC.  
d.b.a. CAREERSOURCE SUNCOAST  
AND  
FLORIDA DEPARTMENT OF EDUCATION DIVISION OF BLIND SERVICES**

**I. PARTIES**

This Memorandum of Understanding ("MOU"), is made pursuant to the Workforce Innovation and Opportunity Act of 2014 ("the Act"), and is entered into by the **Florida Department of Education, Division of Blind Services** ("Partner") and **CareerSource Suncoast** ("CareerSource").

**II. PURPOSE**

The Act 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 the Act.

The purpose of this MOU is to describe the cooperative workforce training, employment and economic development efforts of CareerSource and the Partner 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 MOU is intended to coordinate resources and to prevent duplication and ensure the effective and efficient delivery of workforce services in Manatee and Sarasota Counties. In addition, this MOU will establish joint processes and procedures that will enable the Partner to integrate with the current One-Stop service delivery system resulting in a seamless and comprehensive array of education, human service, job training, and other workforce development services to persons with disabilities within Manatee and Sarasota Counties.

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.

**III. PROVISION OF SERVICES**

A. The CareerSource has been designated by the chief elected officials as the administrative entity, grant recipient and fiscal agent.

B. CareerSource agrees to perform the following functions under this MOU:

1. Coordinate with the Partner to provide access to workforce services and programs through the One-Stop delivery system in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop system. Workforce services and programs include, but are not limited to, the allowable activities described in the Act and related legislation for: the Adult; Dislocated Worker and Youth programs; Wagner-Peyser; Unemployment Insurance (UI); Veterans programs; Trade Adjustment Assistance

(TAA); Temporary Assistance for Needy Families (TANF) program; Adult Education and Family Literacy programs; Perkins Act programs; Blind Services and Vocational Rehabilitation.

2. Coordinate with Partner to ensure that the needs of job seekers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop delivery system.
3. Coordinate with the Partner for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with § 678.700 through § 678.755 of the Act and the funding of shared services and operating cost in accordance with § 678.760 of the Act and any infrastructure funding mechanism requirements issued by the State of Florida. Funding will occur at the state level through the Department of Economic Opportunity (DEO) for disbursement to the local area workforce boards.
3. Maintain the statewide "CareerSource" branding of each career center.
4. Maintain and operate at least one comprehensive One-Stop career center within the local workforce development area that shall be open to the public from 8:00 am until 5:00 pm, Monday through Friday (excluding recognized holidays and emergency situations).
5. Provide an area for the Partner's meetings and/or co-location as space and funding permits.
6. Model CareerSource Florida core values and maintain a professional working environment.
7. Abide by all of its policies, rules, and procedures and applicable Florida statutes and rules.
8. The contact information for CareerSource is as follows:

Ted Ehrlichman, President/CEO  
1112 Manatee Avenue East, Bradenton, FL 34028  
Telephone Number: 941-358-4080  
Fax Number: 941-358-4085  
E-Mail: [tehrlichman@careersourcesc.com](mailto:tehrlichman@careersourcesc.com)

C. Partner agrees to perform the following functions under this MOU:

1. Coordinate with CareerSource to provide access to its workforce services and programs through the One-Stop delivery system in accordance with published policies and procedures which include the manner in which the services will be coordinated and delivered through the One-Stop system.
2. Coordinate with CareerSource to ensure that the needs of job seekers, youth, and

individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the One-Stop delivery system.

3. Coordinate with CareerSource for the funding of the infrastructure costs of the One-Stop career centers and the funding of shared services and operating costs in accordance with § 678.700 through § 678.755 of the Act and the funding of shared services and operating cost in accordance with § 678.760 of the Act and any infrastructure funding mechanism requirements issued by the State of Florida. Funding will occur at the state level through the Department of Economic Opportunity (DEO) for disbursement to the local area workforce boards.
4. Provide all logistical support necessary for its staff located within the local area to be fully integrated within the One-Stop system.
5. Provide feedback to CareerSource management regarding the performance of the partnership, including its effectiveness and success.
6. Participate in career center periodic meetings to provide updates on the partners' programs and procedures to CareerSource staff.
7. The contact information for Partner is as follows:

Robert L. Doyle, III, Director  
Florida Department of Education Division of Blind Services  
325 West Gaines Street, Suite 1114, Tallahassee, Florida 32399  
Telephone Number: 850-245-0331  
Fax Number: 850-245-0363  
E-mail: Robert.Doyle@dbf.fldoe.org

#### **IV. METHODS OF INTERNAL REFERRAL**

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

#### **V. CONFIDENTIALITY OF RECORDS**

In the event that either party to this MOU obtains access to any records, files, or other information of the other party in connection with, or during the performance of this MOU, then that party shall keep all such records, files or other information confidential, and shall comply with all laws and regulations concerning the confidentiality of such records, files or other information to the same extent as such laws and regulations apply to the other party.

#### **VI. INFRASTRUCTURE COSTS**

Costs of the infrastructure of One-Stop Centers will be funded in accordance with the requirements of the Workforce Innovation and Opportunity Act; federal cost principles; and all other applicable legal requirements. The Department of Education will transfer its total statewide infrastructure cost contribution, minus funds already committed through MOUs containing lease agreements, to the Department of Economic Opportunity for disbursement to local area workforce boards, as it deems appropriate.

**VII. TERM**

The Term of this MOU shall commence on July 1, 2016, or the date last executed by both parties, whichever is later, through June 30, 2017, and will automatically renew annually on July 1 for successive one-year terms, unless otherwise terminated by either party. The parties agree to review this MOU no less than once every three year period to ensure appropriate funding, delivery of services and substantial changes in signatory official(s). This MOU may be terminated for convenience at any time by either party upon thirty (30) days written notice.

**VIII. AMENDMENTS AND MODIFICATIONS**

Neither this MOU nor any provision hereof may be changed, waived, discharged or terminated orally, but only by an instrument in writing signed by each of the parties to this Agreement sent via certified U. S. Mail.

**IX. MERGER**

This MOU constitutes and expresses the entire and integrated understanding and agreement between the parties hereto, superseding, incorporating and merging all prior understandings, agreements, and discussions relating to the transactions contemplated hereby, and no agreements, understandings, prior negotiations, prior discussions, warranties, representations or covenants not herein expressed shall be binding upon the parties.

**X. THIRD PARTY BENEFICIARY**

The Parties expressly acknowledge that it is not their intent to create or confer any rights or obligations in or upon any third person or entity under this MOU. None of the Parties intend to directly or substantially benefit a third party by this MOU. The Parties agree that there are no third party beneficiaries to this MOU and that no third party shall be entitled to assert a claim against any of the Parties based upon this MOU.

**XI. GOVERNANCE**

The accountability and responsibility for the One-Stop career center system's organizational activity and accomplishments will rest with CareerSource. Pursuant to the Act CareerSource shall conduct oversight with respect to the One-Stop delivery system. Any dispute concerning this MOU will be resolved in accordance with CareerSource's Grievance/Complaint and Hearing/Appeal Procedures QA-010.

**XII. DISPUTE RESOLUTION**

If an issue arises involving this MOU, both parties will make every effort to reach a resolution in a timely and efficient manner. Either partner 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 President/CEO of CareerSource and the Director of the Division of Blind Services, Partner. A joint decision shall be issued within 60 calendar days of receipt.

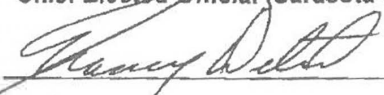
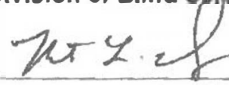
If dissatisfied with the decision, the dispute may be filed with the State of Florida Department of Economic Opportunity (DEO) and the Commissioner of the Department of Education (DOE) to review concerns and determine resolution. DEO and DOE may remand the issue back to the President/CEO of CareerSource and to the Director of the Division of Blind Services, Partner or impose other remedies to resolve the issue.




**XII. SIGNATURES**

**IN WITNESS WHEREOF**, Partner and CareerSource have caused this MOU to be duly executed as of the date set forth below.

<b>APPROVED BY:</b> Suncoast Workforce Board, Inc.	<b>APPROVED BY PARTNER:</b> Florida Department of Education
By: <u></u>	By: <u></u>
Name: <u>Ted Ehrlichman</u>	Name: <u>Pam Stewart</u>
Title: <u>President/CEO</u>	Title: <u>Commissioner of Education</u>
Date: <u>1/30/17</u>	Date: <u>9/27/17</u>

<b>APPROVED BY:</b> Chief Elected Official (Sarasota County)	<b>APPROVED BY PARTNER:</b> Division of Blind Services
By: <u></u>	By: <u></u>
Name: <u>Nancy Detert</u>	Name: <u>Robert L. Doyle, III</u>
Title: <u>Sarasota County Commissioner</u>	Title: <u>Director</u>
Date: <u>2/6/17</u>	Date: <u>2/14/17</u>

**APPROVED BY:**  
Chief Elected Official (Manatee County)

By: 

Name: Robin Di Sabatino

Title: Manatee County Commissioner

Date: Feb 7, 2017



(<https://careersourcesuncoast.com>)

## Public Notice

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### Public Meeting Notices

For meeting details, visit our events calendar [here \(https://careersourcesuncoast.com/events/\)](https://careersourcesuncoast.com/events/).

\*Meetings subject to change. Call (941) 358-4080 [📞](https://www.whatsapp.com) to confirm.

### 30-DAY PUBLIC COMMENT PERIOD FOR LOCAL PLAN

Through this announcement, CareerSource Suncoast (CSS) is soliciting public comment to a revision of its Local Plan under the Workforce Innovation and Opportunity Act (WIOA). The 30-day review period will end at noon on 3/27/2018.

The revised draft of the Local Plan is available for review by contacting Janella Baker at [jbaker@careersourcesc.com](mailto:jbaker@careersourcesc.com)

Written comments must be received by noon on 3/27/2018.

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### 2015-2020 Strategic Plan

- [Click here for the Strategic Plan \(http://www.careersourcesuncoast.com/strategy\)](http://www.careersourcesuncoast.com/strategy)

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### LWDA 18 Local Plans

- [LWDA 18 CSS Local Plan 2016-2020; effective 07-01-16](#) [📄](#)
- [LWDB 18 Local Plan Addendum Nov 2016](#) [📄](#)
- [Local Plan Amendment 1 to Organization Structure November 2017](#) [📄](#)

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(<https://www.youtube.com/channel/UCmG5-R69TSOkRUQBO3rD7ag>)

Email Address

Subscribe

(<http://www.careersourceflorida.com>)

CareerSource Suncoast is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers on this website may be reached by persons using TTY/TDD equipment via the Florida Relay Service at 711.

U.S. military veterans receive priority of service at each CareerSource Suncoast career center.

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Photos of Bradenton and Sarasota courtesy of [Bradenton Area Economic Development Corporation](http://www.thinkbradentonarea.com) (<http://www.thinkbradentonarea.com>) and [Visit Sarasota County](http://www.visitsarasota.org/) (<http://www.visitsarasota.org/>)

# BRADENTON HERALD

# CLASSIFIED ADVERTISING

Order:	132292559	Pubs:	1,9	Rate:	LE
Phone:	9413584080	Class:	4995	Charges:	\$ 0.00
Account:	18813	Start Date:	02/27/2018	List Price:	\$ 46.80
Name:	CAREERSOURCE,	Stop Date:	02/27/2018	Payments:	\$ 0.00
Firm:	CAREERSOURCE SUNCOAST	Insertions:	2	Balance:	\$ 46.80

**PUBLIC NOTICE: 30-DAY  
PUBLIC COMMENT PERIOD FOR LO-  
CAL PLAN**

Public Notice is hereby given:

Through this announcement, CareerSource Suncoast (CSS) is soliciting public comment to a revision of its Local Plan under the Workforce Innovation and Opportunity Act (WIOA). The 30-day review period will end at noon on 3/27/2018.

The revised draft of the Local Plan is available for review at the CareerSource Suncoast website, <https://careersourcesuncoast.com/info/public-notice/>. A copy can also be reviewed at the CSS administrative office, Monday through Friday, 8:30 am to 5:00 pm, by calling 941-358-4200 extension 1114. The administrative office is located at 1112 Manatee Avenue East, Bradenton, FL 34208.

Written comments may be submitted to CareerSource Suncoast via e-mail to [jbaker@careersourcesc.com](mailto:jbaker@careersourcesc.com) or by mail or hand delivery to the administrative office (address above). Written comments must be received by noon on 3/27/2018.  
**2/27/2018**



# Herald-Tribune

Order:	SC52G0QVQU	Pubs:	4,10	Rate:	LE
Phone:	(999)358-4200	Class:	0005	Charges:	\$ 0.00
Account:	H475155	Start Date:	02/28/2018	List Price:	\$ 41.25
Name:	Zak, Jen	Stop Date:	02/28/2018	Payments:	\$ 0.00
Caller:	Jen Zak	Insertions:	2	Balance:	\$ 41.25
Taken By:	SC52	Columns:	1	Lines:	33
Schedule:	2/28 1x, 2/28 1x, , ,			Taken On:	02/23/2018

**PUBLIC NOTICE: 30-DAY PUBLIC COMMENT PERIOD FOR LOCAL PLAN**

Public Notice is hereby given:

Through this announcement, CareerSource Suncoast (CSS) is soliciting public comment to a revision of its Local Plan under the Workforce Innovation and Opportunity Act (WIOA). The 30-day review period will end at noon on 3/27/2018.

The revised draft of the Local Plan is available for review at the CareerSource Suncoast website, <https://careersourcesuncoast.com/info/public-notice/>. A copy can also be reviewed at the CSS administrative office, Monday through Friday, 8:30 am to 5:00 pm, by calling 941-358-4200 extension 1114. The administrative office is located at 1112 Manatee Avenue East, Bradenton, FL 34209.

Written comments may be submitted to CareerSource Suncoast via e-mail to [jbaker@careersourcesc.com](mailto:jbaker@careersourcesc.com) or by mail or hand delivery to the administrative office (address above). Written comments must be received by noon on 3/27/2018.

Date of pub: February 28, 2018

Attention: \_\_\_\_\_ Fax: \_\_\_\_\_

This is a final proof. If any information is incorrect, please contact your sales representative prior to the deadline of the first insertion. Otherwise your order is accepted as having been approved.

## **Addendum to Local Modified Plan 2018-2020**

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### **DESCRIPTION OF PROGRAM SERVICES**

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

CareerSource Suncoast (CSS) is charged with serving Manatee and Sarasota counties in Florida's southwest. CSS is focused on creating a globally competitive workforce to facilitate economic development, and to promote prosperity for existing and future business and industry, as well as our communities.

CSS is the direct provider of services within our locations and we maintain a comprehensive full-service One Stop Career Center in Sarasota, Florida. Other locations include a One Stop Career Center in Bradenton, Florida and satellite locations in south Sarasota County and the LWDA's two Technical Colleges. These locations are staffed by Board and DEO employees. CSS works closely with partners to ensure programs and services are aligned to the greatest extent possible.

CSS Workforce System Core Programs include:

- WIOA Adult, Dislocated Worker and Youth Services
- Welfare Transition (TANF) services
- Supplemental Nutrition Assistance Program
- Wagner-Peyser Labor Exchange services
- Local Veterans Employment & Disable Veterans Outreach Programs
- RESEA
- Trade Adjustment Assistance through DEO staff

The following required workforce programs are not administered by CareerSource Suncoast and require an MOU:

- Adult education and literacy activities authorized under title II of WIOA.
- The Vocational Rehabilitation program authorized under title I of the Rehabilitation Act of 1973.
- The Senior Community Service Employment Program (SCSEP) authorized under title V of the Older Americans Act of 1965.
- Career and technical education programs at the post-secondary level authorized under the Carl D. Perkins Career and Technical Education Act of 2006.

CareerSource Suncoast maintains the State of Talent Continuum Committee whose mission is to identify and address the skills development needs of the regional workforce, employers, and our community partners.

Moving forward, the State of Talent Continuum Committee provides leadership through communication, coordination, and collaboration with local businesses, chambers of commerce, economic development organizations, and education providers, including school districts in Manatee and Sarasota Counties.

In Addition, this Committee oversees the development of the region's Targeted Occupations List (TOL) and makes recommendations to the full Board on which occupations are included on the Regional Targeted Occupations List (RTOL). The State of Talent Continuum Committee will also oversee the development of the region's Eligible Training Providers List (ETPL) and makes recommendation to the full Board on which training providers should be approved as Eligible Training Providers (ETP).

Having a single committee oversee both the RTOL and ETPL will ensure the inclusion of programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.). This structure also supports the strategy identified in the State Plan under WIOA section 102(b)(1)(E) and WIOA §108(b)(2) .

CareerSource Suncoast (CSS) is charged with serving Manatee and Sarasota counties in Florida's southwest. CSS is focused on creating a globally competitive workforce to facilitate economic development, and to promote prosperity for existing and future business and industry, as well as our communities.

Referral partnerships are in place for Vocational Rehabilitation, Division of Blind Services and Adult Education. We are in the process of working with these partners to develop closer service delivery processes.