



# CareerSource Broward

## Broward Workforce Development Board Workforce Services Plan

### Local Workforce Development Area 22

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Date Submitted: March 16, 2020-DRAFT  
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## Executive Summary

### I. Organizational Structure

The elected officials entered into a Consortium Agreement which describes how they shall execute their duties and responsibilities. The Consortium Agreement was amended on January 28, 2016, at a publically noticed regularly scheduled combined elected officials and workforce board meeting to incorporate their WIOA responsibilities.

CSBD serves as staff to the local board and also as the fiscal agent. There is an agreement in place between the Board and the CSBD Council of Elected Officials. In accordance with the requirement that firewalls are to be in place to guard against conflict of interest, the Board, the CSBD Council of Elected Officials and CSBD have also implemented the following safeguards:

1. We have adopted a code of conduct applicable to the Board and to CSBD employees in accordance with the Uniform Guidance found at 2 CFR 200.
2. Because CSBD is a political subdivision under Florida Statutes 163.01, staff, the Board and the CSBD Council follow state statutes with respect to the application of conflict of interest policies, in accordance with the Florida state statutes and the code of ethics for public officials, and files Form 8B as required whenever there is a conflict, which arises in conjunction with a contract to be entered into by CSBD, or its governing boards.
3. CSBD follows the State Contracting Policy regarding conflict of interest, which is echoed by the Uniform Guidance that requires CSBD as a sub-recipient to notify the state (recipient) in the event of a conflict.
4. All issues concerning conflict of interest of board members or staff are also noted in the minutes of the meeting at which a vote is taken.
5. The BWDB has appointed an Audit Committee, which reviews all budget, monitoring and monetary issues.
6. CSBD contracts for external monitoring. All monitoring reports, state and external reports, as well as the annual audit appear on the Audit Committee Agenda and on the joint CSBD Council of Elected Officials and BWDB Board Regular Meeting Agendas for acceptance or action as appropriate.

Currently, CSBD procures a staffing company to manage and staff the one-stop career centers. CSBD will continue to use the staffing company model for the delivery of WIOA Title I adult and dislocated worker services and for the delivery of career services under

any discretionary grants received. EmpHire Staffing is the staffing agency that was competitively procured to provide the staff who delivers the career services.

CSBD procured and contracted with a one-stop operator, Workforce Guidance Associates, LLC., to coordinate services among the partners.

## **II. Analysis of Need and Available Resources**

This section provides an analysis of existing and emerging in-demand industry sectors and occupations, along with the knowledge and skills needed to meet the needs of the employers in the workforce area.

All youth program elements are available to youth as part of a menu of services based on their objective assessment and Individual Service Strategy (ISS). The 14 elements identified by WIOA are available to youth on an as-needed basis through our contracted youth services providers. CSBD continues to contract with out-of-school youth service providers using three different service models 1) Navigator, 2) Vendor and 3) Traditional Full Service.

CSBD combines funds provided by the CSC and various local units of government to serve an estimated 600 – 800 at-risk and low-income youth, ages 16 – 18, during the summer months. WIOA funds, when available, may be used to serve youth with employability skills and a work experience. Welfare Transition Program funds, when available, may serve youth through age 24 with employability skills and a work experience.

## **III. Local Workforce Development Area Vision and Strategic Goals**

The Plan includes a description of the workforce development activities in the local workforce area, an analysis of the strengths and challenges experienced in the delivery of the services, and the capacity to provide services to meet the education and skill needs of job seekers and the employment needs of local employers.

The core partners all have seats on the BWDB as required by law and also serve on Board committees. CSBD has entered in a Memoranda of Understanding with both our core and legislative partners. Because of the presence of our core partners on the board and BWDB committees, they are a part of the decision-making process.

## **IV. Coordination of Services**

To expand our function as strategists and community conveners to hear “the voice of the customer” on the workforce needs of Broward County, we participate in community and business initiatives to harness the expertise that exists within the local workforce area. The intent of our participation in these collaborative efforts is to meet local workforce area development needs, coordinate services as well as to find solutions for special



populations with barriers to employment. Recommendations from the meetings move on to our governing boards, culminating in the roadmap, which are both incorporated into this workforce services plan and also into a strategic planning matrix, as applicable to each of the board's committees, so that the members can work on the objectives throughout the year.

As is required by WIOA, secondary and post-secondary education is represented on the Board. This provides an opportunity for education to be aware of and have input into Board initiatives and activities. Education representatives are also invited to business forums so they can hear directly from the business community with respect to training needs and skills gaps. The Plan identifies the advantages of a single school district, technical college and community district has when working to meet employer and student needs.

#### **V. Description of Local One-Stop System**

All required partners are co-located in the CSBD career centers. The partners make their core services available through the one-stop centers. All one-stops are American with Disabilities Act (ADA) compliant. Integrated Resource Teams (IRT) are assembled for special needs individuals. Each center has a Disability Specialist assigned to assist these customers with using the assistive technology, or to schedule an interpreter as needed. CSBD assistive tools include: screen readers, screen magnifiers, JAWS software, bigger keyboards, and a specialized mouse. Staff is trained annually on disability etiquette and serving customers with disabilities.

CSBD has also hired staff to go out into the distressed communities to bring them information about CSBD services and also to bring our workshops to where the customers live. WIOA allows local boards to set the rate of reimbursed for OJT up to 75%. CSBD's OJT reimbursement rate is 75% straight-time wage reimbursement for all employers, including those with 251 or more employees that are located in a distressed zip code or opportunity tax zone. As job seekers work close to their homes, especially in distressed communities, it makes sense to offer this type of reimbursement to these employers instead of basing it on job seekers' characteristics, which could be discriminatory.

#### **VI. Description of Program Services**

The one-stop system provides access to the career services, as required by WIOA section 134 and integrates Wagner-Peyser, Veterans, RA and RESEA, WIOA Title I, TAA, WT/TANF, SNAP Employment and Training, Vocational Rehabilitation, Adult Education and Family Literacy Act funding streams and programs.

A key CSBD partnership with the Greater Ft. Lauderdale Alliance helps to prioritize industry clusters through sharing types of businesses relocating to our local workforce area. CSBD also reviews various industries' hiring demands, references Enterprise Florida's Statewide Strategic Plan along with the Florida Chamber Foundation's Six Pillars of Florida's Future Economy™.

Intermediaries are utilized to engage the targeted industries of Healthcare, Technology, Marine, Aviation, Hospitality/Tourism, Retail and Construction to partner with trade and professional associations expanding its service delivery to employers.

To comply with the WIOA priority emphasis to recipients of public assistance, low-income, and basic skills deficient job seekers and USDOL ETA TEGL 3-15, guidance CSBD has included the following priorities of service:

### **ADULT PRIORITIES**

1. Veterans and eligible spouses who are WIOA eligible and who also have one of the barriers in the priority list which follows.
2. Individuals who are not veterans or eligible spouses, but who have any one or more of the barriers in the priority list which follows.
3. Veterans and their eligible spouses who do not have any of the barriers listed as a WIOA priority in the chart below including:
  - a. Military spouses who have lost employment as a direct result of a relocation to accommodate a permanent change in duty station of the spouse.
  - b. Military spouses who are a dependent spouse of a member of the Armed Forces on active duty whose family income is significantly reduced, as determined by the State or local area, because of a deployment, a call or order to active duty, a permanent change of station, or the service-connected death or disability of the service member.
  - c. Military spouses who are unemployed or underemployed and are experiencing difficulty in obtaining or upgrading employment.
4. Individuals who are not veterans and do not have any of the adult barriers listed below.

The barriers referred to in the Adult Priorities chart are the barriers listed in WIOA, paragraph 24 (3) and below in alphabetical order and are defined pursuant to WIOA.

1. Disabled Individual
2. Displaced homemaker
3. Ex-Offender
4. Foster Care – dependent youth or who have aged out of the dependency system
5. Homeless or Runaway
6. Indian, Alaska Native, and Native Hawaiian as defined in WIOA Section 166
7. Individuals facing a substantial cultural barrier

8. Individuals within 2 years of exhausting lifetime eligibility under the Welfare Transition Program
9. Long-term unemployed individual (unemployed and looking for work 27 weeks or more)
10. Older individual
11. Migrant and seasonal farm worker
12. Single parent (including single pregnant women)

In addition to these priorities, customers must also meet income eligibility based on the BWDB Self-Sufficiency guidelines.

Dislocated workers have their own eligibility criteria.

CSBD supports the use of registered apprenticeships to enhance employment opportunities for job seekers. CSBD meets periodically with Atlantic Technical College to discuss additional ways we can partner to expand apprenticeship opportunities. CSBD added all the apprenticeships in Broward County to its ITA List, which is available to job seekers. CSBD has two representatives on its Board that provide training in the apprenticeship arena, which helps to enhance the awareness of apprenticeships and their use.

CSBD is providing entrepreneurial training to Broward County residents interested in starting their own businesses.

In PY 18-19, CSBD was awarded two CareerSource Florida Apprenticeship Grants; one is a pre-apprenticeship training in construction and the other is apprenticeship training in the IT industry. Thirty-five (35) youth completed pre-apprenticeship training in administration, construction, culinary arts and horticulture. CSBD has also placed seven (7) individuals in a construction apprenticeship program with the Fort Lauderdale Housing Authority. In PY 19-20, CSBD was awarded a CareerSource Florida Apprenticeship Grant in the Marine Industry.

In addition to the Youth Program eligibility, CSBD wanted to expand the universe of youth able to be served under WIOA the One Stop Services Committee reviewed the current definition of “requires additional assistance.” Their recommendations were approved for inclusion in the plan by the CSBD governing boards as follows:

CSBD is defining the term “requires additional assistance” (for OSY) to enter or complete an educational program or to secure or hold employment as having low income (as referred by law) and one of the barriers listed below:

1. Historical or current personal or family substance abuse
2. Gang involved, affiliated, or affected due to family member involvement
3. Victim of abuse or domestic violence or family history of abuse or domestic violence
4. Victim of human trafficking
5. A youth who has a parent that is or was incarcerated within the past 24 months

6. A youth lacking a significant or positive work history based upon:
  - a. Their having been fired from one (1) or more jobs within the last six (6) months, or
  - b. Their having been employed in three (3) or more jobs within the last 12 months, and who is no longer employed or,
  - c. A youth who has actively been seeking full-time employment for at least two (2) months, but remains unemployed, or employed part-time. Includes a youth with no employment history.

## **VII. Public Comment Process**

In accordance with the WIOA regulations, which require local areas to establish a public comment process consistent with state direction, CSBD made available this plan to the public on its website on 02/10/2020 with notice advising the community of the public hearing to solicit their comments on CSBD's WIOA Local Plan.

A public hearing was held on 02/12/2020, pursuant to an advertised notice. Present at the public hearing and representing was CSBD's Quality Assurance and Executive Office staff.

A draft of the proposed CSBD Local Plan was posted on the CSBD website on 2/10/2020, and the public had 30-days to submit comments, including at its publicly held hearing on 02/12/2020.

Entities represented on the Broward Workforce Development Board and its committees, which include economic development, public and private education, veterans groups, community based organizations, chambers, entities representing the disabled, to name a few provided input to the plan by appearing at committee and board meetings to share their thoughts and recommendations regarding the local workforce system.

CSBD also held a planning "retreat" to solicit ideas for the plan in November 2019. Questions were formulated as a guide for the Board members, which centered on how to make our services more accessible to employers and job seekers, and enhance the effectiveness of CSBD.

## INTRODUCTION

These guidelines provide direction for local plans submitted [under Public Law 113-128, the Workforce Innovation and Opportunity Act \(WIOA\)](#). WIOA requires each local workforce development board (LWDB) to develop and deliver to the state a comprehensive four-year plan. These plans must be submitted in partnership with the chief elected official. Regulations require states and LWDBs to regularly revisit and recalibrate state plan strategies in response to changing economic conditions and workforce needs of the state ([20 CFR, Unified and Combined Plans Under Title I of the Workforce Innovation and Opportunity Act, §676.135](#)).

The law emphasizes the importance of collaboration and transparency in the development and submission of local plans. Affected entities and the public must have an opportunity to provide input in the development of the plan. Local boards must make the plan available electronically and in open meetings to ensure transparency to the public.

Local workforce development boards provide leadership and should seek broad stakeholder involvement in the development of their local plan. Local elected officials, local workforce development board members, core program partners and mandatory one-stop partners are an integral part of the planning process. WIOA encourages an enhanced, integrated system by including core programs in its planning and performance requirements. Each plan addresses how the LWDB coordinates service delivery with core programs of the Division of Vocational Rehabilitation, the Division of Blind Services and the Division of Career and Adult Education.

Each plan is based on current and projected needs of the workforce investment system, with an increased emphasis on coordination and collaboration at all levels to ensure a seamless system for employers and job seekers, including those with disabilities. Local plans identify the education and skill needs of the workforce and the employment needs of the local area. Plans include an analysis of the strengths and weaknesses of services provided to address identified needs. Assessments include the best available information, evidence of effectiveness, and performance information for specific service models and a plan to improve program effectiveness by adopting proven or promising practices as a part of the local vision. LWDBs provide a comprehensive view of the systemwide needs of the local workforce development area.

Local plans address how LWDBs foster strategic alignment, improve service integration and ensure the workforce system is industry-relevant, responding to the economic needs of the local workforce development area and matching employers with skilled workers. Services described in local plans should lead to greater efficiencies, reduce duplication, and maximize financial and human resources. These plan guidelines require LWDBs to address current and future strategies and efficiencies to address the continuous improvement of Florida's workforce system and its focus on customer service excellence.

Local plans should align with CareerSource Florida's business and market-driven principles to be the global leader for talent. These principles include:

- Increasing the prosperity of workers and employers
- Reducing welfare dependency
- Meeting employer needs
- Enhancing productivity and competitiveness

The Plan addresses how CareerSource Broward will foster strategic alignment, improve service integration and ensure that the workforce system is industry-relevant; responding to the economic needs of the local workforce development area and matching employers with skilled workers. The Plan outlines how CSBD through its governing boards will make decisions regarding the investment of workforce resources to improve the lives of its citizens and residents. These decisions are always guided by efforts to reduce duplication and maximizing financial and human resources. Our Plan also aligns with the business- and market-driven principles of the CareerSource Florida network.

To meet the State of Florida's principles as listed below, CSBD has adopted the following initiatives in addition to services and activities available:

- Increasing the prosperity of workers and employers
  - By providing training in target occupations that will increase the wages of participants while meeting employer's skill needs.
- Reducing welfare dependency
  - By partnering with the education system and economic development to bring services to the distressed community.
  - By using Welfare Transition Program Funds to expand opportunities for welfare recipients so that they do not return to the rolls once they enter transition.
  - By recognizing that many recipients look for alternative training that allows them to care for their children and providing options through the eligible training provider course list that meet welfare recipient requests and needs.
- Meeting employer needs
  - By using updated marketing tools.
  - By assessing employer hiring and training needs and making it a priority for staff to meet and fill those needs.
- Enhancing productivity and competitiveness
  - Through the adoption of continuous improvement principles to increase productivity, efficiency and competitiveness.

CSBD works at emphasizing the critical nature of workforce development in maintaining a prosperous local economy by working closely with:

- Public and private education
- Economic development

- Industry associations
- Chambers of commerce
- Local municipalities
- The one-stop partner agencies
- Community-based organizations.

CSBD participates in workforce area-wide initiatives targeting common goals, ensuring that the workforce area, encompassing Broward County, the second most populous County in the state, provides a quality lifestyle and prosperity to its citizens, residents and businesses.

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<b>Key Dates Sent to Local Boards.....</b>	<b>October 11, 2019</b>
<b>Local Plan Guidelines Issued .....</b>	<b>November 1, 2019</b>
<b>Labor Market Analysis Sent to Local Boards.....</b>	<b>December 6, 2019</b>
<b>Local Plans Due .....</b>	<b>March 16, 2020</b>
<b>WIOA Statewide Unified Plan Due .....</b>	<b>March 30, 2020</b>
<b>WIOA Statewide Unified Plan Approved .....</b>	<b>May 1, 2020</b>
<b>Local Plans Approved .....</b>	<b>June 4, 2020</b>
<b>WIOA Program Year 2020 Begins.....</b>	<b>July 1, 2020</b>

Per the above instructions, the below is an explanation of the process of how the local Board reviewed and approved this local plan. Specifically:

- The governing boards began by reviewing the basic tenets of WIOA § 108 at its annual planning session, which identifies the required analyses and projections needed to develop the WIOA Local Plan (i.e, The Plan).
- The Plan was posted on the CSBD website on 2/10/2020, and the BWDB and local elected officials were noticed regarding its availability so that, along with the public, they could review the plan at their convenience.
- The Plan will be presented to the BWDB Executive Committee at a publicly noticed meeting on 3/16/2020 where it will be recommended for submission at the next regularly scheduled joint CSBD Council of Elected Officials (Council) / BWDB publicly noticed meeting.
- While all the above meetings are public, where notices were provided to allow for the public to be recognized and be heard, CSBD also scheduled a public hearing on 02/12/2020.
- On 03/26/2020, at a publicly noticed meeting of the Joint CSBD Council / BWDB, the Plan will be voted on by both the CSBD Council and the BWDB.



## PUBLIC COMMENT PROCESS

Prior to the date on which the local board submits a local plan, the local board shall:

- (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)).

In accordance with the WIOA regulations, which require local areas to establish a public comment process consistent with state direction, CSBD made available this plan to the public on its website on 02/10/2020 with notice advising the community of the public hearing to solicit their comments on CSBD's WIOA Local Plan.

A public hearing was held on 02/12/2020, pursuant to an advertised notice. Present at the public hearing and representing was CSBD's Quality Assurance and Executive Office staff.

- (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)).

A draft of the proposed CSBD Local Plan was posted on the CSBD website on 2/10/2020. The public was solicited to submit comments, including at its publicly held hearing from 02/12/2020 through 3/11/2020.

- (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)).

Business and labor organizations are part of the BWDB Committees and the BWDB. The Plan will be presented to the Executive Committee on 3/16/2020 for input and to recommend approval, and then to the BWDB on 3/26/2020 for input and approval.

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

CSBD used our committee structure as the venue for getting community input for the Plan. Stakeholders were invited to one of the following BWDB Committees:

- One Stop Services
- Employer Services
- Strategic Planning, Policy Development, Legislative Advocacy and Regionalism
- Executive

Entities represented on the Broward Workforce Development Board and its committees, which include economic development, public and private education, veterans groups, community based organizations, chambers, entities representing the disabled, to name a few provided input to the plan by appearing at committee and board meetings to share their thoughts and recommendations regarding the local workforce system.

CSBD also held a planning “retreat” to solicit ideas for the plan in November 2019. Questions were formulated as a guide for the Board members, which centered on how to make our services more accessible to employers and job seekers, and enhance the effectiveness of CSBD.

- (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)).

There were no public comments.

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## PLAN SUBMISSION TO CAREERSOURCE FLORIDA ONLINE FORM

CareerSource Florida, Inc., established an online form for WIOA local plan submissions, required attachments and contact information for primary and secondary points of contact for each local workforce development board. **Please note the local plan and all attachments must be submitted in a searchable PDF format.**<sup>1</sup>

The web address for submitting local plans, required attachments and links to requested documents is <https://careersourceflorida.com/wioa-form/>

**It is recommended that those submitting local plans carefully review these instructions and those posted online prior to submitting plans.**

**All local plans must be submitted no later than 5:00 p.m. (EST) on Monday, March 16, 2020.**

**Prior to plan submission, please ensure:**

- **The local board reviewed the plan;**
- **The board chair and the chief elected official signed the appropriate documents;**
- **The name and number of the local board and are on the plan cover page;**
- **The plan submitted or point of contact is on the cover page;**
- **The structure and numbering follows the plan instructions format;**
- **A table of contents with page numbers is included and each page of the plan is numbered;**
- **Text is typed, preferably in the fonts Arial or Calibri, with a font size of 11 or greater;**
- **Responses to all questions are informative and concise; and,**
- **The name of the local area, the page number and plan submission date are listed in the footer of the document.**

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<sup>1</sup> A searchable PDF file is a PDF file that includes text that can be searched upon using the standard Adobe Reader “search” functionality [CTRL+F]. In Microsoft Word Click **File > Save As** and choose where you want the file to be saved. In the **Save As** dialog box, choose **PDF** in the Save as type list. Click **Options**, make sure the **Document structure tags for accessibility** check box is selected, and then click **OK**.

## ATTACHMENTS

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

- A. **Executed Memoranda of Understanding for all one-stop partners** (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan);
- B. **Executed Infrastructure Funding Agreements with all applicable WIOA required partners** (Section III(b)(2) and Section IV(a)(1)(d) of the State of Florida WIOA Unified Plan);
- C. **Executed Interlocal Agreements (in cases where there is more than one unit of general local government);**
- D. **Agreements describing how any single entity selected to operate in more than one of the following roles: local fiscal agent, local board staff, one-stop operator or direct provider of career services or training services entity will carry out its multiple responsibilities, including how it develops appropriate firewalls to guard against conflicts of interest. Also attach copies of any procedures on how roles are delineated to verify the firewalls are effective.**
- E. **The current board member roster, meeting minutes for the local plan agenda item, discussions about the plan, and the board's vote on the local plan;**
- F. **Any comments submitted during the public comment period that represent disagreement with the local plan** (Public Law 113-128, Section 108(d).
- G. **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;**
- H. **A copy of the agreement executed between the chief elected official(s) and the Local Workforce Development Board;**
- I. **A copy of the current by-laws established by the chief elected official to address criteria contained in §679.310(g) of the WIOA regulations;**

**NOTE: THERE IS NO REQUIREMENT TO SUBMIT HARD COPIES OF LOCAL PLANS OR ATTACHMENTS.**

If you have any questions, please contact CareerSource Florida at:

[FloridaWIOA@careersourceflorida.com](mailto:FloridaWIOA@careersourceflorida.com)

Once plans are received, the plan's official review by CareerSource Florida and the Department of Economic Opportunity (DEO) begins. All plans are reviewed for completeness and adherence to plan formatting requirements.

If there are questions or concerns local boards are notified. **The content of plans is reviewed by both DEO and CareerSource Florida staff with recommendations provided to the CareerSource Florida Board of Directors at its meeting scheduled for June 4, 2020.**

A recommendation for approval is made unless the staff review indicates: (1) there are deficiencies in local workforce investment activities that are not addressed, or (2) the plan is inconsistent with WIOA and its regulations, including required public comment provisions. It is recognized that this updated plan will include strategies and activities that are fully completed, as well as some that are still being developed and implemented.

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

As stated in the final WIOA regulations at 20 CFR 300:

“The vision for the Local WDB is to serve as a strategic leader and convener of local workforce development system stakeholders. The Local WDB partners with employers and the workforce development system to develop policies and investments that support public workforce system strategies that support regional economies, the development of effective approaches including local and regional sector partnerships and career pathways, and high quality, customer centered service delivery and service delivery approaches.”

In implementing the Workforce Innovation and Opportunity Act (WIOA), the CSBD governing boards incorporated the WIOA vision as stated above and integrated the CareerSource Florida principles. CSBD's approach has been to allow its goals to be business-led, market-driven, results-oriented and coordinated.

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.

CSBD considered the CareerSource Florida goals:

Through the implementation of the Workforce Innovation and Opportunity Act (WIOA), CareerSource Broward has a business-led, market-responsive, results-oriented and integrated workforce development system. The enhanced system will foster customer service excellence, seek continuous improvement, and demonstrate value by enhancing employment opportunities for all individuals, including those with disabilities. This focused and deliberate collaboration

among education, workforce, and economic development networks increases economic prosperity by maximizing the competitiveness of Florida businesses and the productivity of Florida's workforce.

As can be seen from the Vision and Mission adopted by the BWDB and the CSBD Council, the CSBD governing boards, we are aligned with CareerSource Florida.

#### VISION

To be the premier workforce agency facilitating better jobs and providing quality workers that enhances the quality of life and builds a sustainable economy for Broward County.

#### MISSION

To provide innovative solutions through the professional delivery of quality services, which consistently and effectively meet workforce needs.

To implement the Vision and Mission, the CSBD governing boards have also established the following goals:

- Goal 1: Improve the sustainability of the workforce system through increased funding, efficiency, technology, and relevancy.
- Goal 2: Maintain our roles as workforce development leaders through advocacy by the board, collaboration, and providing information and intelligence to stakeholders with feedback from the community.
- Goal 3: Encourage employers by engaging and identifying their needs, and educating and connecting them to the workforce system to produce innovative workforce solutions.
- Goal 4: Encourage job seekers to choose CSBD for comprehensive employment, education and training services, and to connect them to the workforce system using the state's job bank.
- Goal 5: To align Broward County community services (social services and education) to maximize employment and work opportunities for targeted populations (veterans, youth, individuals with disabilities, and ex-offenders).
- Goal 6: Develop and utilize a legislative agenda to improve employment services and opportunities in Florida.

## ORGANIZATIONAL STRUCTURE

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

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

The CSBD Council of Elected Officials consists of the Mayors of the Cities of Hollywood and Fort Lauderdale and a Broward County Commissioner. They elect a Chair, a Vice Chair and a Chair Pro Tem each year. Any of the elected officials may act in place of the Chief Elected Official in his/her absence to sign documents, as appropriate, once the matters contained in the documents have been properly approved. Currently the Mayor of Hollywood, Josh Levy, serves as the Chair of the CSBD Council of Elected Officials.

Elected Official	Title on Council	Governmental Unit/Title	Mailing Address	Phone Number	Email Address
Mayor Josh Levy	Chair	City Of Hollywood	2600 Hollywood Blvd. Room 403 Hollywood, FL 33020	(954) 357-7007	jlevy@hollywoodfl.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.

Attached as Attachment C, is the Inter-local Agreement entered into by the three governmental units comprising the CSBD Council of Elected Officials. The Agreement, which was amended on January 28, 2016, at a publically noticed regularly scheduled Joint Meeting of the Elected Officials and the Workforce Board meeting, incorporates the WIOA requirements and describes their duties and responsibilities.

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

A copy of the agreement is attached as Attachment C.



- D. Attach a copy of the current by-laws established by the chief elected official to address criteria contained in §679.310(g) of the WIOA regulations. At a minimum the by-laws must include:
- i. The nomination process used by the chief elected official to elect the local board chair and local board members;
  - ii. The term limitations and how term appointments are staggered to ensure only a portion of memberships expire in each year;
  - iii. The process to notify the chief elected official of a board member vacancy ensuring a prompt nominee;
  - 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;
  - v. The use of technology, such as phone and web-based meetings used to promote board member participation;
  - 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,
  - vii. Any other conditions governing appointments or membership on the local board.

Please see attached Attachment I, which is a copy of the written policy and procedure adopted by the Consortium of local elected officials at a publically noticed, regularly scheduled, combined elected officials and workforce board meeting, including the minutes of that meeting.

- E. Describe how the chief elected official is involved in the development, review and approval of the local plan.

Each year the CSBD Council of Elected Officials and the Broward Workforce Development Board, Inc. schedule a planning session in the fall, which is a publicly noticed meeting to establish goals and objectives for the upcoming year. They are provided with a copy of the Board's Vision and Mission Statement and make changes as necessary after review and discussion. The elected officials preside over the opening of the meeting and, together with the board, review the prior year's goals and objectives. The board then breaks into workgroups to discuss thought questions and to consider continuing existing goals and setting new goals and objectives for the upcoming period.

The recommendations are brought before the full board and Council of Elected Officials at a regularly scheduled joint meeting held after the planning session for approval. The recommendations are incorporated into the CSBD Plan and into the strategic planning matrix, applicable to each of the board's committees, which work on the objectives throughout the year.

## **(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.

Dr. Lisa Knowles is the Chair. She is the Senior Consultant at JPC Marine Works, located at 2019 SW 20th St, Suite #109, Fort Lauderdale, FL 33315. Phone: (954) 533-9687. Email address: LisaKnowles70@gmail.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.

Janet Wincko is the Vice-Chair. She is the Senior Vice President of Human Resources at City Furniture, located at 670 Hiatus Road, Tamarac, FL 33321. Phone (954) 597-2200. Email address: janetw@city-furniture.com.

- C. Describe how the LWDB was involved in the development, review, and approval of the local plan.

Each year, the CSBD Council of Elected Officials and the Broward Workforce Development Board, Inc. (The Board) schedule a planning session in the fall, which is a publicly noticed meeting to establish goals and objectives for the upcoming year. They are provided with a copy of the State Board's Vision and Mission Statement. The elected officials preside over the meeting together with the Board they review the prior year's goals and objectives. The board and elected officials present break into workgroups to discuss thought questions, and to consider existing goals, along with new goals and objectives for the upcoming period.

The recommendations are brought before the full board and Council of Elected Officials at a regularly scheduled joint meeting held after the planning session for approval. The recommendations are incorporated into this plan and in a strategic

planning matrix, as applicable to each of the board's committees, so that the committee members and staff can work on the objectives throughout the year.

The LWDB One Stop Services Committee reviews the Plan in a scheduled meeting, inviting the public to comment on the Plan, so that the board can incorporate the wishes of the community as appropriate. From these committees, the Plan is reviewed by the board's Executive Committee and, following the end of such meetings and public comment period, the Plan is reviewed and approved at a publically noticed joint meeting of the chief local elected officials and the Board.

**(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

FISCAL AGENT: CareerSource Broward (CSBD)

ADMINISTRATIVE ENTITY: CareerSource Broward (CSBD)

CSBD is the entity created through the inter-local agreement entered into between the local workforce area governmental units, the Cities of Hollywood and Fort Lauderdale and Broward County, pursuant to the Florida Statutes under section 163.01 (7), which provides for the creation of an administrative entity to carry out the purposes of the inter-local Agreement. The Board and the CSBD Council of Elected Officials oversee the actions of CSBD.

- 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

CSBD serves as the administrative entity for the Broward Workforce Development Board, Inc. (BWDB), a private 501 (c)(3) not-for-profit organization.

The Council of Elected Officials and the BWDB hold joint, regularly scheduled monthly meetings. This results in unified planning and consistent coordinated implementation of the governing boards' policies.

- C. Identify 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, and describe 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](#).

#### **Local Board Staff and Local Fiscal Agent**

CSBD serves as staff to the local board and also as the fiscal agent. There is an agreement in place between the Board and the CSBD Council of Elected Officials. In accordance with the requirement that firewalls are to be in place to guard against conflict of interest, the Board, the CSBD Council of Elected Officials and CSBD have also implemented the following safeguards:

1. We have adopted a code of conduct applicable to the Board and to CSBD employees in accordance with the Uniform Guidance found at 2 CFR 200.
2. Because CSBD is a political subdivision under Florida Statutes 163.01, staff, the Board and the CSBD Council follow state statutes with respect to the application of conflict of interest policies, in accordance with the Florida state statutes and the code of ethics for public officials, and files Form 8B as required whenever there is a conflict, which arises in conjunction with a contract to be entered into by CSBD, or its governing boards.
3. CSBD follows the State Contracting Policy regarding conflict of interest, which is echoed by the Uniform Guidance that requires CSBD as a sub-recipient to notify the state (recipient) in the event of a conflict.
4. All issues concerning conflict of interest of board members or staff are also noted in the minutes of the meeting at which a vote is taken.
5. The BWDB has appointed an Audit Committee, which reviews all budget, monitoring and monetary issues.
6. CSBD contracts for external monitoring. All monitoring reports, state and external reports, as well as the annual audit appear on the Audit

Committee Agenda and on the joint CSBD Council of Elected Officials and BWDB Board Regular Meeting Agendas for acceptance or action as appropriate.

### **One Stop Operator**

CSBD is not the one-stop operator.

Currently, CSBD procures a staffing company to manage and staff the one-stop career centers. CSBD will continue to use the staffing company model for the delivery of WIOA Title I adult and dislocated worker services and for the delivery of career services under any discretionary grants received.

A competitive procurement was issued in Program Year 2019 to select a one-stop operator. Three proposals were received. A rating committee of the board reviewed the proposals and made a recommendation to its One Stop Services Committee. The One Stop Services Committee approved the recommendation, which was forwarded to the board's Executive Committee and then to the CSBD governing boards, which approved the selection at a joint regularly scheduled meeting of the governing boards. CSBD's One-Stop Operator is Workforce Guidance Associates, LLC.

### **Training Services**

CSBD does not provide training services. Participants are referred to training delivered by eligible training providers through an individual training account or to work-based training provided by employers.

### **Youth Career Services**

CSBD procures its youth program services providers. Youth may be served through the one-stop career center resource rooms or on an individual basis, as appropriate.

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

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

CSBD has one comprehensive Career Center located at 7550 Davie Road Extension, Hollywood, FL 33024 in the southern part of the workforce development area and two (2) additional full-service centers; one in the northern part of the workforce area

located at 4941 Coconut Creek Parkway, Coconut Creek, FL 33063, and one in the central part of the workforce area located at 2610 West Oakland Park Boulevard, Oakland Park, FL 33311. All centers are easily accessible by public transportation. The one-stop system provides access to the career services, described in WIOA section 134, such as, but not limited to, the following:

- Eligibility determination
- Outreach and intake
- Orientation to the information and other services available
- Initial assessment of literacy, skill levels / gaps and supportive service needs
- Labor exchange services
- Provision of information on in-demand industry sectors and occupations
- Provision of information on nontraditional employment
- Recruitment and business services on behalf of employers
- Referrals to and coordination of activities with other one-stop partners
- Provision of performance information and program cost information on eligible providers of training services per WIOA section 122
- Provision of all information in formats usable by and understandable by career center customers
- Provision of information and assistance regarding filing claims for reemployment assistance benefits
- Assistance in applying for WIOA and other federal and state financial aid assistance for training and education programs
- Development of an individual employment plan to identify and achieve employment goals
- Individual counseling
- Workshops
- Career planning
- Employability skills
- Internships and work experiences that are linked to careers
- Financial literacy services
- Referral to English language acquisition and integrated education and training programs; and
- Follow-up services.

The comprehensive one-stop center integrates the following funding streams and programs offering customers services as needed through: Wagner-Peyser, Veterans programs, RESEA, WIOA Title I, TAA, WT/TANF, SNAP Employment and Training, Vocational Rehabilitation, Adult Education and Family Literacy Act programs and CSBG.

Further, CSBD integrates a number of discretionary grant programs as awarded by the state and/or federal government, disability programs awarded through the Social Security Administration, apprenticeship programs awarded by CareerSource Florida, as well as a variety of grants awarded by the US Department of Labor. All these initiatives expand the universe of options available to our business and job seeker customers.

- 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.

Hours of operation are as follows:

Monday – Thursday from 8 a.m. to 6 p.m. and Friday from 8 a.m. to 5 p.m. during non-holiday weeks.

The one-stop centers are closed on state holidays.

During holiday weeks, the one-stop centers are open from 8 a.m. to 5 p.m.

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

Workforce Guidance Associates, LLC.

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

EmpHire Staffing is the staffing agency that was competitively procured to provide the staff who delivers the career services.

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

The CSBD contracted one-stop operator, Workforce Guidance Associates, LLC., coordinates services among the partners.

EmpHire Staffing is the staffing agency that was competitively procured to provide the staff who delivers the following career services to the one-stop customers:

- Information and eligibility determination for all available programs
- Outreach, orientation and intake to available services
- Skills and aptitude assessments
- Job search and job placement assistance, which might include: résumé development; use of computers, telephones, copy and fax machines; and a resource room and career counseling (if needed)
- Job vacancy listings and labor market information
- Information on local occupations in-demand, related earnings potential, and required job skills for these jobs
- Training program performance and cost information, and local performance measures funded under WIOA are available in the workforce area
- Information regarding filing claims for reemployment assistance benefits
- Comprehensive assessments of clients, including diagnostic testing, in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- Development of an individual employment plan
- Workshops to assist job seekers with the skills needed to acquire a new or better job
- Individual counseling
- Case management for participants seeking training services
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, soft skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training
- Appropriate referral to qualified training providers who meet the qualification criteria
- Monitoring of the Individual Training Accounts (ITA) for customers
- Support services; and
- Follow-up services.



In addition to the jobseeker customer, WIOA recognizes the employer as a customer. CSBD serves as a key resource in the community to businesses seeking qualified workers, training for their new and incumbent workers, interns and other work-based learning activities. The one-stop career center connects employers with participants and job seeker customers by recruiting, training and helping to retain workers. There is an established, dedicated business services team that works to partner closely with Florida's Vocational Rehabilitation (VR) business relations team. CSBD business services staff, together with Wagner-Peyser staff and one-stop career center employment relations staff, conducts on-site recruitments for employers and provides mobile support during these events.

- F. Pursuant to the [CareerSource Florida Administrative Policy 093 - One-Stop Career Center Certification Requirements](#), provide the required attestation that at least one comprehensive one-stop center in the local area meet the certification requirements.

The CSBD South Career Center is the comprehensive center for purposes of certification requirements of all of the centers to ensure the physical and programmatic accessibility of all one-stop centers in accordance with the Americans with Disabilities Act (ADA) of 1990, as amended. This includes assistive technology, along with physical accommodations.

## 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

The below represents existing in-demand industry sectors in LWDA 22, according to DEO's LMI. Data reflects job growth in the professional and business services, education and health services, trade, transportation and utilities, leisure and hospitality and government industries.

JOBS BY INDUSTRY					
WORKFORCE DEVELOPMENT AREA 22 - BROWARD COUNTY					
NAICS Code	NAICS Title	Employment			
		2019	2027	Growth	Percent Growth
	<b>Total All Industries</b>	930,444	1,013,196	82,752	8.9
11	<b>Agriculture, Forestry, Fishing and Hunting</b>	889	886	-3	-0.3
111	Crop Production	718	735	17	2.4
112	Animal Production	41	41	0	0.0
114	Fishing, Hunting and Trapping	7	6	-1	-14.3
115	Support Activities for Agriculture and Forestry	115	99	-16	-13.9
21	<b>Mining</b>	83	71	-12	-14.5
212	Mining (except Oil and Gas)	60	48	-12	-20.0
213	Support Activities for Mining	23	23	0	0.0
23	<b>Construction</b>	49,496	54,933	5,437	11.0
236	Construction of Buildings	10,273	11,087	814	7.9
237	Heavy and Civil Engineering Construction	4,683	5,209	526	11.2
238	Specialty Trade Contractors	34,540	38,637	4,097	11.9
31	<b>Manufacturing</b>	28,277	28,354	77	0.3
DUR	<i>Durable Goods Manufacturing</i>	18,722	18,755	33	0.2
321	Wood Product Manufacturing	522	536	14	2.7
327	Nonmetallic Mineral Product Manufacturing	1,472	1,484	12	0.8
331	Primary Metal Manufacturing	107	102	-5	-4.7
332	Fabricated Metal Product Manufacturing	3,117	3,153	36	1.2
333	Machinery Manufacturing	2,303	2,403	100	4.3
334	Computer and Electronic Product Manufacturing	2,801	2,226	-575	-20.5
335	Electrical Equipment, Appliance, and Component Manufacturing	722	797	75	10.4
336	Transportation Equipment Manufacturing	2,427	2,587	160	6.6
337	Furniture and Related Product Manufacturing	1,784	1,814	30	1.7
339	Miscellaneous Manufacturing	3,467	3,653	186	5.4
NONDUR	<i>Non-Durable Goods Manufacturing</i>	9,555	9,599	44	0.5
311	Food Manufacturing	2,024	2,163	139	6.9
312	Beverage and Tobacco Product Manufacturing	1,028	1,060	32	3.1
313	Textile Mills	256	257	1	0.4
314	Textile Product Mills	543	529	-14	-2.6
315	Apparel Manufacturing	280	257	-23	-8.2
316	Leather and Allied Product Manufacturing	40	36	-4	-10.0
322	Paper Manufacturing	46	42	-4	-8.7
323	Printing and Related Support Activities	2,404	2,172	-232	-9.7
324	Petroleum and Coal Products Manufacturing	100	101	1	1.0
325	Chemical Manufacturing	2,149	2,411	262	12.2
326	Plastics and Rubber Products Manufacturing	685	571	-114	-16.6

1021	<b>Trade, Transportation, and Utilities</b>	193,815	207,348	13,533	7.0
22	<i>Utilities</i>	913	917	4	0.4
42	<i>Wholesale Trade</i>	50,073	53,559	3,486	7.0
423	Merchant Wholesalers, Durable Goods	28,054	30,789	2,735	9.7
424	Merchant Wholesalers, Nondurable Goods	17,784	18,473	689	3.9
425	Wholesale Electronic Markets and Agents and Brokers	4,235	4,297	62	1.5
44	<i>Retail Trade</i>	111,093	118,238	7,145	6.4
441	Motor Vehicle and Parts Dealers	16,527	17,980	1,453	8.8
442	Furniture and Home Furnishings Stores	3,891	3,963	72	1.9
443	Electronics and Appliance Stores	4,713	5,132	419	8.9
444	Building Material and Garden Equipment and Supplies Dealers	7,254	7,773	519	7.2
445	Food and Beverage Stores	22,276	23,435	1,159	5.2
446	Health and Personal Care Stores	8,861	9,589	728	8.2
447	Gasoline Stations	2,814	3,147	333	11.8
448	Clothing and Clothing Accessories Stores	11,599	12,328	729	6.3
451	Sporting Goods, Hobby, Book, and Music Stores	3,206	3,329	123	3.8
452	General Merchandise Stores	19,243	19,879	636	3.3
453	Miscellaneous Store Retailers	5,351	5,712	361	6.7
454	Nonstore Retailers	5,358	5,971	613	11.4
48	<i>Transportation and Warehousing</i>	31,736	34,634	2,898	9.1
481	Air Transportation	9,907	11,607	1,700	17.2
482	Rail Transportation	217	213	-4	-1.8
483	Water Transportation	1,298	1,398	100	7.7
484	Truck Transportation	3,719	3,882	163	4.4
485	Transit and Ground Passenger Transportation	1,032	1,054	22	2.1
487	Scenic and Sightseeing Transportation	379	383	4	1.1
488	Support Activities for Transportation	6,796	7,491	695	10.2
492	Couriers and Messengers	4,753	4,881	128	2.7
493	Warehousing and Storage	3,598	3,688	90	2.5
51	<b>Information</b>	20,194	21,279	1,085	5.4
511	Publishing Industries (except Internet)	4,889	5,410	521	10.7
512	Motion Picture and Sound Recording Industries	2,213	2,330	117	5.3
515	Broadcasting (except Internet)	926	940	14	1.5
517	Telecommunications	6,586	6,524	-62	-0.9
518	Data Processing, Hosting and Related Services	4,818	5,312	494	10.3
519	Other Information Services	762	763	1	0.1

1023	<b>Financial Activities</b>	62,217	65,606	3,389	5.4
52	<i>Finance and Insurance</i>	40,844	42,543	1,699	4.2
522	Credit Intermediation and Related Activities	15,318	15,070	-248	-1.6
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	4,215	4,542	327	7.8
524	Insurance Carriers and Related Activities	21,237	22,853	1,616	7.6
525	Funds, Trusts, and Other Financial Vehicles	74	78	4	5.4
53	<i>Real Estate and Rental and Leasing</i>	21,373	23,063	1,690	7.9
531	Real Estate	16,611	18,133	1,522	9.2
532	Rental and Leasing Services	4,465	4,631	166	3.7
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	297	299	2	0.7
1024	<b>Professional and Business Services</b>	155,220	174,363	19,143	12.3
54	<i>Professional, Scientific, and Technical Services</i>	61,260	69,137	7,877	12.9
55	<i>Management of Companies and Enterprises</i>	8,766	9,820	1,054	12.0
56	<i>Administrative and Support and Waste Management and Remediation Services</i>	85,194	95,406	10,212	12.0
561	Administrative and Support Services	82,229	92,252	10,023	12.2
562	Waste Management and Remediation Service	2,965	3,154	189	6.4
1025	<b>Education and Health Services</b>	122,927	138,408	15,481	12.6
61	<i>Educational Services</i>	22,015	25,442	3,427	15.6
62	<i>Health Care and Social Assistance</i>	100,912	112,966	12,054	12.0
621	Ambulatory Health Care Services	52,957	61,965	9,008	17.0
622	Hospitals	21,914	21,954	40	0.2
623	Nursing and Residential Care Facilities	12,076	13,387	1,311	10.9
624	Social Assistance	13,965	15,660	1,695	12.1
1026	<b>Leisure and Hospitality</b>	95,959	104,597	8,638	9.0
71	<i>Arts, Entertainment, and Recreation</i>	12,292	13,028	736	6.0
711	Performing Arts, Spectator Sports, and Related Industries	4,647	5,249	602	13.0
712	Museums, Historical Sites, and Similar Institution	492	492	0	0.0
713	Amusement, Gambling, and Recreation Industries	7,153	7,287	134	1.9
72	<i>Accommodation and Food Services</i>	83,667	91,569	7,902	9.4
721	Accommodation, including Hotels and Motels	11,437	11,862	425	3.7
722	Food Services and Drinking Places	72,230	79,707	7,477	10.4
81	<b>Other Services (except Government)</b>	36,222	38,756	2,534	7.0
811	Repair and Maintenance	9,357	9,945	588	6.3
812	Personal and Laundry Services	13,763	15,369	1,606	11.7
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	13,102	13,442	340	2.6
90	<b>Government</b>	106,220	114,236	8,016	7.6
910	Federal Government	7,068	6,821	-247	-3.5
920	State Government	5,581	5,605	24	0.4
930	Local Government	93,571	101,810	8,239	8.8
	<b>Self Employed and Unpaid Family Workers, All Jobs</b>	58,925	64,359	5,434	9.2

FASTEST-GROWING INDUSTRIES							
WORKFORCE DEVELOPMENT AREA 22 - BROWARD COUNTY							
		Employment					
Rank	NAICS Code	NAICS Title	2019	2027	Growth	Percent Growth	
1	481	Air Transportation	9,907	11,607	1,700	17.2	
2	621	Ambulatory Health Care Services	52,957	61,965	9,008	17.0	
3	611	Educational Services	22,015	25,442	3,427	15.6	
4	711	Performing Arts, Spectator Sports, and Related Industries	4,647	5,249	602	13.0	
5	541	Professional, Scientific, and Technical Services	61,260	69,137	7,877	12.9	
6	325	Chemical Manufacturing	2,149	2,411	262	12.2	
7	561	Administrative and Support Services	82,229	92,252	10,023	12.2	
8	624	Social Assistance	13,965	15,660	1,695	12.1	
9	551	Management of Companies and Enterprises	8,766	9,820	1,054	12.0	
10	238	Specialty Trade Contractors	34,540	38,637	4,097	11.9	
11	447	Gasoline Stations	2,814	3,147	333	11.8	
12	812	Personal and Laundry Services	13,763	15,369	1,606	11.7	
13	454	Nonstore Retailers	5,358	5,971	613	11.4	
14	237	Heavy and Civil Engineering Construction	4,683	5,209	526	11.2	
15	623	Nursing and Residential Care Facilities	12,076	13,387	1,311	10.9	
16	511	Publishing Industries (except Internet)	4,889	5,410	521	10.7	
17	722	Food Services and Drinking Places	72,230	79,707	7,477	10.4	
18	518	Data Processing, Hosting and Related Services	4,818	5,312	494	10.3	
19	488	Support Activities for Transportation	6,796	7,491	695	10.2	
20	423	Merchant Wholesalers, Durable Goods	28,054	30,789	2,735	9.7	

## INDUSTRIES GAINING THE MOST NEW JOBS

### WORKFORCE DEVELOPMENT AREA 22 - BROWARD COUNTY

Rank	NAICS Code	NAICS Title	Employment			Percent Growth
			2019	2027	Growth	
1	561	Administrative and Support Services	82,229	92,252	10,023	12.2
2	621	Ambulatory Health Care Services	52,957	61,965	9,008	17.0
3	930	Local Government	93,571	101,810	8,239	8.8
4	541	Professional, Scientific, and Technical Services	61,260	69,137	7,877	12.9
5	722	Food Services and Drinking Places	72,230	79,707	7,477	10.4
6	238	Specialty Trade Contractors	34,540	38,637	4,097	11.9
7	611	Educational Services	22,015	25,442	3,427	15.6
8	423	Merchant Wholesalers, Durable Goods	28,054	30,789	2,735	9.7
9	481	Air Transportation	9,907	11,607	1,700	17.2
10	624	Social Assistance	13,965	15,660	1,695	12.1
11	524	Insurance Carriers and Related Activities	21,237	22,853	1,616	7.6
12	812	Personal and Laundry Services	13,763	15,369	1,606	11.7
13	531	Real Estate	16,611	18,133	1,522	9.2
14	441	Motor Vehicle and Parts Dealers	16,527	17,980	1,453	8.8
15	623	Nursing and Residential Care Facilities	12,076	13,387	1,311	10.9
16	445	Food and Beverage Stores	22,276	23,435	1,159	5.2
17	551	Management of Companies and Enterprises	8,766	9,820	1,054	12.0
18	236	Construction of Buildings	10,273	11,087	814	7.9
19	448	Clothing and Clothing Accessories Stores	11,599	12,328	729	6.3
20	446	Health and Personal Care Stores	8,861	9,589	728	8.2

## FASTEST-GROWING OCCUPATIONS

### WORKFORCE DEVELOPMENT AREA 22 - BROWARD COUNTY

Rank	SOC Code	SOC Title	Employment				Total Job Openings	2018 Median Hourly Wage (\$)*	Education	
			2019	2027	Growth	Percent Growth			FL†	BLS†
1	29-1071	Physician Assistants	636	858	222	34.9	538	51.18	B	M
2	15-1132	Software Developers, Applications	4,690	6,057	1,367	29.1	4,066	46.78	A	B
3	29-1171	Nurse Practitioners	668	862	194	29.0	488	55.55	M+	M
4	25-1071	Health Specialties Teachers, Postsecondary	873	1,125	252	28.9	850	93,287.00	M+	D
5	31-9092	Medical Assistants	5,870	7,408	1,538	26.2	7,132	17.04	PS	PS
6	15-2031	Operations Research Analysts	490	604	114	23.3	369	34.62	M+	B
7	13-1161	Market Research Analysts and Marketing Specialists	4,117	5,024	907	22.0	4,386	31.22	B	B
8	21-1013	Marriage and Family Therapists	1,002	1,222	220	22.0	1,129	22.94	M+	M
9	31-9011	Massage Therapists	1,537	1,865	328	21.3	1,706	17.65	PS	PS
10	39-9021	Personal Care Aides	2,557	3,086	529	20.7	3,687	11.52	PS	HS
11	39-2021	Nonfarm Animal Caretakers	1,609	1,931	322	20.0	2,430	11.43	NR	HS
12	31-2021	Physical Therapist Assistants	511	611	100	19.6	628	27.74	A	A
13	29-1126	Respiratory Therapists	1,165	1,391	226	19.4	698	27.37	A	A
14	29-2056	Veterinary Technologists and Technicians	776	920	144	18.6	665	17.17	A	A
15	21-1011	Substance Abuse and Behavioral Disorder Counselors	695	823	128	18.4	748	20.21	B	B
16	31-1011	Home Health Aides	3,407	4,033	626	18.4	3,938	10.59	PS	HS
17	11-3031	Financial Managers	2,424	2,869	445	18.4	1,980	56.15	B	B
18	31-9096	Veterinary Assistants and Laboratory Animal Caretakers	491	580	89	18.1	737	14.22	PS	HS
19	13-2082	Tax Preparers	569	672	103	18.1	617	17.13	PS	HS
20	15-1152	Computer Network Support Specialists	1,168	1,365	197	16.9	924	26.62	PS	A
21	13-1111	Management Analysts	4,402	5,133	731	16.6	3,927	31.93	B	B
22	29-2032	Diagnostic Medical Sonographers	833	971	138	16.6	505	30.44	PS	A
23	35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	23,671	27,542	3,871	16.4	40,982	9.24	NR	NR
24	13-1151	Training and Development Specialists	1,876	2,177	301	16.0	1,842	27.25	B	B
25	31-9097	Phlebotomists	818	947	129	15.8	841	15.29	PS	PS
26	29-1062	Family and General Practitioners	2,113	2,446	333	15.8	801	86.53	M+	D
27	47-2051	Cement Masons and Concrete Finishers	806	932	126	15.6	862	18.86	PS	NR
28	29-2053	Psychiatric Technicians	1,436	1,659	223	15.5	1,174	14.72	PS	PS
29	21-1014	Mental Health Counselors	701	809	108	15.4	725	20.21	M+	M
30	43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	2,753	3,177	424	15.4	2,862	16.80	HS	HS
31	15-1133	Software Developers, Systems Software	1,978	2,280	302	15.3	1,371	40.87	B	B
32	43-6013	Medical Secretaries	2,728	3,144	416	15.2	2,912	16.91	PS	HS
33	15-1151	Computer User Support Specialists	4,385	5,050	665	15.2	3,374	20.84	PS	SC
34	29-1123	Physical Therapists	1,403	1,615	212	15.1	696	45.30	M+	D
35	29-1122	Occupational Therapists	669	770	101	15.1	380	42.49	M+	M
36	11-3021	Computer and Information Systems Managers	1,667	1,918	251	15.1	1,285	59.74	B	B
37	47-2073	Operating Engineers and Other Construction Equipment Operators	1,275	1,460	185	14.5	1,370	20.79	PS	HS
38	47-2181	Roofers	2,329	2,666	337	14.5	2,266	14.76	PS	NR
39	43-3021	Billing and Posting Clerks	3,531	4,036	505	14.3	3,467	18.29	HS	HS

40	27-4011	Audio and Video Equipment Technicians	679	776	97	14.3	620	20.09	A	PS
41	13-2052	Personal Financial Advisors	1,545	1,765	220	14.2	1,194	30.37	B	B
42	29-2071	Medical Records and Health Information Technicians	1,414	1,615	201	14.2	917	20.25	A	PS
43	21-1091	Health Educators	446	509	63	14.1	518	21.44	B	B
44	23-2011	Paralegals and Legal Assistants	2,923	3,335	412	14.1	2,903	25.31	PS	A
45	19-3031	Clinical, Counseling, and School Psychologists	405	462	57	14.1	276	33.64	M+	D
46	11-2021	Marketing Managers	978	1,112	134	13.7	831	54.32	B	B
47	17-2141	Mechanical Engineers	592	673	81	13.7	395	36.67	B	B
48	51-9198	Helpers--Production Workers	498	566	68	13.7	701	12.82	NR	HS
49	31-9093	Medical Equipment Preparers	457	519	62	13.6	539	17.53	PS	HS
50	47-2021	Brickmasons and Blockmasons	504	572	68	13.5	431	21.86	PS	HS
51	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	14,029	15,917	1,888	13.5	17,222	11.27	NR	NR
52	29-2055	Surgical Technologists	914	1,037	123	13.5	722	22.91	PS	PS
53	49-2098	Security and Fire Alarm Systems Installers	801	908	107	13.4	842	17.81	PS	HS
54	21-1012	Educational, Guidance, School, and Vocational Counselors	1,665	1,887	222	13.3	1,673	20.87	M+	M
55	13-2011	Accountants and Auditors	10,061	11,393	1,332	13.2	8,803	29.95	B	B
56	47-2152	Plumbers, Pipefitters, and Steamfitters	2,582	2,923	341	13.2	2,613	21.41	PS	HS
57	15-1121	Computer Systems Analysts	2,894	3,273	379	13.1	1,931	39.86	A	B
58	21-1022	Healthcare Social Workers	1,100	1,244	144	13.1	1,077	21.44	M+	M
59	49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	4,231	4,783	552	13.0	3,966	19.51	PS	PS
60	11-3121	Human Resources Managers	566	639	73	12.9	451	38.97	B	B
61	37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	1,112	1,255	143	12.9	1,021	21.50	PS	HS
62	31-9091	Dental Assistants	2,186	2,466	280	12.8	2,295	18.87	PS	PS
63	29-1127	Speech-Language Pathologists	736	830	94	12.8	403	36.29	M+	M
64	43-9041	Insurance Claims and Policy Processing Clerks	2,514	2,835	321	12.8	2,436	17.83	HS	HS
65	49-3011	Aircraft Mechanics and Service Technicians	2,205	2,486	281	12.7	1,697	28.08	PS	PS
66	29-1021	Dentists, General	865	975	110	12.7	301	53.78	M+	D
67	11-9111	Medical and Health Services Managers	1,705	1,921	216	12.7	1,318	54.16	B	B
68	37-3011	Landscaping and Groundskeeping Workers	8,622	9,712	1,090	12.6	9,753	13.36	NR	NR
69	15-1141	Database Administrators	829	933	104	12.5	545	45.09	A	B
70	47-2044	Tile and Marble Setters	696	783	87	12.5	581	26.04	PS	NR
71	15-1134	Web Developers	1,017	1,144	127	12.5	727	29.47	PS	A
72	37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	1,516	1,705	189	12.5	1,618	19.22	PS	HS
73	27-2012	Producers and Directors	652	733	81	12.4	562	29.84	B	B
74	15-1143	Computer Network Architects	1,968	2,212	244	12.4	1,302	47.96	PS	B
75	11-3011	Administrative Services Managers	1,033	1,161	128	12.4	820	42.35	A	B
76	11-9151	Social and Community Service Managers	463	520	57	12.3	391	36.62	A	B
77	29-2041	Emergency Medical Technicians and Paramedics	1,880	2,108	228	12.1	1,162	15.59	A	PS
78	29-2021	Dental Hygienists	1,508	1,690	182	12.1	931	27.54	A	A
79	13-1121	Meeting, Convention, and Event Planners	531	595	64	12.1	571	21.74	A	B
80	21-1021	Child, Family, and School Social Workers	1,270	1,423	153	12.0	1,225	23.37	M+	B
81	13-1081	Logisticians	583	653	70	12.0	539	25.25	B	B
82	29-2081	Opticians, Dispensing	570	638	68	11.9	406	13.65	A	HS
83	17-2112	Industrial Engineers	629	704	75	11.9	414	32.59	B	B
84	47-2061	Construction Laborers	7,646	8,556	910	11.9	7,443	14.74	NR	NR
85	29-1141	Registered Nurses	19,711	22,056	2,345	11.9	10,760	33.61	A	B
86	11-2022	Sales Managers	1,919	2,146	227	11.8	1,583	56.41	B	B
87	35-2014	Cooks, Restaurant	8,728	9,760	1,032	11.8	11,281	12.83	PS	NR
88	11-1021	General and Operations Managers	9,056	10,084	1,028	11.4	7,182	48.13	A	B
89	41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	3,473	3,866	393	11.3	3,328	30.05	PS	B
90	25-2031	Secondary School Teachers, Except Special and Career/Technical Education	3,893	4,332	439	11.3	2,674	53,759.00	B	B
91	25-3098	Substitute Teachers	3,655	4,067	412	11.3	3,740	10.87	B	B
92	15-1142	Network and Computer Systems Administrators	2,224	2,474	250	11.2	1,397	38.13	A	B
93	37-2021	Pest Control Workers	997	1,109	112	11.2	1,242	17.04	PS	HS
94	25-9031	Instructional Coordinators	809	899	90	11.1	695	25.82	M+	M
95	25-2052	Special Education Teachers, Kindergarten and Elementary School	766	851	85	11.1	536	47,082.00	B	B
96	25-2021	Elementary School Teachers, Except Special Education	7,099	7,886	787	11.1	4,984	30,283.00	B	B
97	25-2022	Middle School Teachers, Except Special and Career/Technical Education	3,757	4,172	415	11.0	2,636	51,698.00	B	B
98	49-9098	Helpers--Installation, Maintenance, and Repair Workers	691	767	76	11.0	797	12.33	NR	HS
99	13-1071	Human Resources Specialists	4,202	4,662	460	10.9	3,820	27.29	B	B
100	43-5021	Couriers and Messengers	686	761	75	10.9	593	13.52	NR	HS

This table includes occupations with a minimum of 400 jobs in 2019.

\* Annual wage rates are reported where hourly wage rates do not exist but annual wage rates do. These rates are italicized.

† Education levels are abbreviated as follow.

Florida	U.S. Department of Labor, Bureau of Labor Statistics
A: associate degree	A: associate degree
B: bachelor's degree	B: bachelor's degree
HS: high school diploma or GED	D: doctoral or professional degree
M+: master's, doctoral or professional degree	HS: high school diploma or GED
NR: no formal educational credential required	M: master's degree
PS: postsecondary non-degree award	NR: no formal educational credential required
	PS: postsecondary non-degree award
	SC: some college, no degree

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

Based on in-demand industry and job opening from data DEO LMI data, the below charts illustrate the in-demand industry for LWDA 22 and the number of open jobs in those industries.

OCCUPATIONS GAINING THE MOST NEW JOBS										
WORKFORCE DEVELOPMENT AREA 22 - BROWARD COUNTY										
Rank	SOC Code	SOC Title	Employment				Total Job Openings	2018 Median Hourly Wage (\$)*	Education	
			2019	2027	Growth	Percent Growth			FL†	BLS†
1	35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	23,671	27,542	3,871	16.4	40,982	9.24	NR	NR
2	41-2031	Retail Salespersons	33,472	35,918	2,446	7.3	42,045	11.05	HS	NR
3	43-4051	Customer Service Representatives	29,678	32,042	2,364	8.0	33,506	16.13	PS	HS
4	29-1141	Registered Nurses	19,711	22,056	2,345	11.9	10,760	33.61	A	B
5	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	14,029	15,917	1,888	13.5	17,222	11.27	NR	NR
6	31-9092	Medical Assistants	5,870	7,408	1,538	26.2	7,132	17.04	PS	PS
7	35-3031	Waiters and Waitresses	17,985	19,410	1,425	7.9	29,461	9.31	NR	NR
8	43-5081	Stock Clerks and Order Fillers	15,938	17,306	1,368	8.6	18,101	12.26	HS	HS
9	15-1132	Software Developers, Applications	4,690	6,057	1,367	29.1	4,066	46.78	A	B
10	13-2011	Accountants and Auditors	10,061	11,393	1,332	13.2	8,803	29.95	B	B
11	53-7062	Laborers and Freight, Stock, and Material Movers, Hand	13,802	15,081	1,279	9.3	16,880	12.60	NR	NR
12	41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	13,327	14,492	1,165	8.7	12,290	22.84	PS	HS
13	37-3011	Landscaping and Groundskeeping Workers	8,622	9,712	1,090	12.6	9,753	13.36	NR	NR
14	35-2014	Cooks, Restaurant	8,728	9,760	1,032	11.8	11,281	12.83	PS	NR
15	11-1021	General and Operations Managers	9,056	10,084	1,028	11.4	7,182	48.13	A	B
16	47-2061	Construction Laborers	7,646	8,556	910	11.9	7,443	14.74	NR	NR
17	13-1161	Market Research Analysts and Marketing Specialists	4,117	5,024	907	22.0	4,386	31.22	B	B
18	49-9071	Maintenance and Repair Workers, General	9,229	10,134	905	9.8	8,367	16.48	PS	HS
19	43-4171	Receptionists and Information Clerks	9,626	10,497	871	9.0	11,218	14.32	HS	HS
20	37-2012	Maids and Housekeeping Cleaners	7,681	8,498	817	10.6	9,227	11.28	NR	NR
21	25-2021	Elementary School Teachers, Except Special Education	7,099	7,886	787	11.1	4,984	30,283.00	B	B
22	41-1011	First-Line Supervisors of Retail Sales Workers	10,521	11,253	732	7.0	9,808	20.39	PS	HS
23	13-1111	Management Analysts	4,402	5,133	731	16.6	3,927	31.93	B	B
24	47-2031	Carpenters	7,355	8,067	712	9.7	6,262	19.47	PS	HS
25	33-9032	Security Guards	9,581	10,264	683	7.1	10,989	12.48	PS	HS
26	15-1151	Computer User Support Specialists	4,385	5,050	665	15.2	3,374	20.84	PS	SC
27	31-1011	Home Health Aides	3,407	4,033	626	18.4	3,938	10.59	PS	HS
28	43-1011	First-Line Supervisors of Office and Administrative Support Workers	10,975	11,594	619	5.6	9,333	25.69	A	HS
29	41-3021	Insurance Sales Agents	6,122	6,726	604	9.9	5,457	23.23	PS	HS
30	53-3033	Light Truck or Delivery Services Drivers	6,646	7,249	603	9.1	6,452	15.20	PS	HS
31	35-1012	First-Line Supervisors of Food Preparation and Serving Workers	5,922	6,515	593	10.0	7,568	17.88	PS	HS
32	31-1014	Nursing Assistants	6,078	6,644	566	9.3	6,229	12.44	PS	PS
33	39-9011	Childcare Workers	7,320	7,876	556	7.6	9,282	11.05	PS	HS
34	49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	4,231	4,783	552	13.0	3,966	19.51	PS	PS
35	39-9021	Personal Care Aides	2,557	3,086	529	20.7	3,687	11.52	PS	HS
36	43-3021	Billing and Posting Clerks	3,531	4,036	505	14.3	3,467	18.29	HS	HS
37	43-9061	Office Clerks, General	19,295	19,782	487	2.5	18,597	15.52	HS	HS
38	47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	4,468	4,955	487	10.9	4,072	30.30	A	HS
39	41-1012	First-Line Supervisors of Non-Retail Sales Workers	5,245	5,715	470	9.0	4,372	35.83	A	HS
40	53-3032	Heavy and Tractor-Trailer Truck Drivers	6,397	6,864	467	7.3	6,048	18.88	PS	PS
41	13-1071	Human Resources Specialists	4,202	4,662	460	10.9	3,820	27.29	B	B
42	35-2021	Food Preparation Workers	4,401	4,858	457	10.4	6,628	10.97	NR	NR
43	11-3031	Financial Managers	2,424	2,869	445	18.4	1,980	56.15	B	B
44	25-2031	Secondary School Teachers, Except Special and Career/Technical Education	3,893	4,332	439	11.3	2,674	53,759.00	B	B
45	11-9141	Property, Real Estate, and Community Association Managers	4,260	4,699	439	10.3	3,123	30.32	A	HS
46	43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	2,753	3,177	424	15.4	2,862	16.80	HS	HS
47	25-9041	Teacher Assistants	4,006	4,428	422	10.5	3,813	21,991.00	PS	SC
48	43-6013	Medical Secretaries	2,728	3,144	416	15.2	2,912	16.91	PS	HS
49	25-2022	Middle School Teachers, Except Special and Career/Technical Education	3,757	4,172	415	11.0	2,636	51,698.00	B	B
50	33-3051	Police and Sheriff's Patrol Officers	4,819	5,234	415	8.6	2,954	35.51	PS	HS
51	25-3098	Substitute Teachers	3,655	4,067	412	11.3	3,740	10.87	B	B
52	23-2011	Paralegals and Legal Assistants	2,923	3,335	412	14.1	2,903	25.31	PS	A
53	47-2111	Electricians	5,255	5,666	411	7.8	5,180	20.92	PS	HS
54	41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	3,473	3,866	393	11.3	3,328	30.05	PS	B
55	11-9021	Construction Managers	3,765	4,155	390	10.4	2,524	41.07	A	B
56	41-9041	Telemarketers	5,874	6,260	386	6.6	7,856	11.49	HS	NR
57	49-3023	Automotive Service Technicians and Mechanics	5,436	5,819	383	7.0	4,520	19.98	PS	PS
58	15-1121	Computer Systems Analysts	2,894	3,273	379	13.1	1,931	39.86	A	B
59	41-2011	Cashiers	21,390	21,739	349	1.6	32,355	9.95	HS	NR
60	47-2152	Plumbers, Pipefitters, and Steamfitters	2,582	2,923	341	13.2	2,613	21.41	PS	HS
61	39-5012	Hairdressers, Hairstylists, and Cosmetologists	4,477	4,817	340	7.6	4,677	11.81	PS	PS
62	47-2181	Roofers	2,329	2,666	337	14.5	2,266	14.76	PS	NR
63	49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	3,369	3,706	337	10.0	2,712	29.13	PS	HS
64	29-1062	Family and General Practitioners	2,113	2,446	333	15.8	801	86.53	M+	D
65	31-9011	Massage Therapists	1,537	1,865	328	21.3	1,706	17.65	PS	PS
66	41-9022	Real Estate Sales Agents	4,173	4,498	325	7.8	3,453	17.49	PS	HS
67	39-2021	Nonfarm Animal Caretakers	1,609	1,931	322	20.0	2,430	11.43	NR	HS
68	43-9041	Insurance Claims and Policy Processing Clerks	2,514	2,835	321	12.8	2,436	17.83	HS	HS
69	43-3031	Bookkeeping, Accounting, and Auditing Clerks	11,358	11,670	312	2.7	10,442	19.73	A	SC

70	29-2052	Pharmacy Technicians	2,816	3,120	304	10.8	2,127	15.62	PS	HS
71	15-1133	Software Developers, Systems Software	1,978	2,280	302	15.3	1,371	40.87	B	B
72	13-1151	Training and Development Specialists	1,876	2,177	301	16.0	1,842	27.25	B	B
73	29-2061	Licensed Practical and Licensed Vocational Nurses	3,202	3,487	285	8.9	2,158	22.51	PS	PS
74	49-3011	Aircraft Mechanics and Service Technicians	2,205	2,486	281	12.7	1,697	28.08	PS	PS
75	31-9091	Dental Assistants	2,186	2,466	280	12.8	2,295	18.87	PS	PS
76	47-2141	Painters, Construction and Maintenance	3,300	3,574	274	8.3	2,583	16.69	PS	NR
77	25-3097	Teachers and Instructors, All Other, Except Substitute Teachers	2,524	2,792	268	10.6	2,559	40,693.00	B	B
78	25-1071	Health Specialties Teachers, Postsecondary	873	1,125	252	28.9	850	93,287.00	M+	D
79	11-3021	Computer and Information Systems Managers	1,667	1,918	251	15.1	1,285	59.74	B	B
80	15-1142	Network and Computer Systems Administrators	2,224	2,474	250	11.2	1,397	38.13	A	B
81	15-1143	Computer Network Architects	1,968	2,212	244	12.4	1,302	47.96	PS	B
82	39-9032	Recreation Workers	2,669	2,911	242	9.1	3,935	13.45	A	HS
83	53-7061	Cleaners of Vehicles and Equipment	2,470	2,711	241	9.8	3,108	11.95	NR	NR
84	53-6021	Parking Lot Attendants	3,012	3,245	233	7.7	3,906	9.73	NR	NR
85	29-2041	Emergency Medical Technicians and Paramedics	1,880	2,108	228	12.1	1,162	15.59	A	PS
86	11-2022	Sales Managers	1,919	2,146	227	11.8	1,583	56.41	B	B
87	29-1126	Respiratory Therapists	1,165	1,391	226	19.4	698	27.37	A	A
88	29-2053	Psychiatric Technicians	1,436	1,659	223	15.5	1,174	14.72	PS	PS
89	35-3011	Bartenders	3,770	3,993	223	5.9	5,281	9.48	NR	NR
90	21-1012	Educational, Guidance, School, and Vocational Counselors	1,665	1,887	222	13.3	1,673	20.87	M+	M
91	29-1071	Physician Assistants	636	858	222	34.9	538	51.18	B	M
92	13-2052	Personal Financial Advisors	1,545	1,765	220	14.2	1,194	30.37	B	B
93	21-1013	Marriage and Family Therapists	1,002	1,222	220	22.0	1,129	22.94	M+	M
94	11-9111	Medical and Health Services Managers	1,705	1,921	216	12.7	1,318	54.16	B	B
95	29-1123	Physical Therapists	1,403	1,615	212	15.1	696	45.30	M+	D
96	35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	2,629	2,831	202	7.7	5,107	11.19	NR	NR
97	29-2071	Medical Records and Health Information Technicians	1,414	1,615	201	14.2	917	20.25	A	PS
98	39-3091	Amusement and Recreation Attendants	1,991	2,191	200	10.0	3,954	10.25	NR	NR
99	33-2011	Firefighters	2,311	2,509	198	8.6	1,447	33.97	PS	PS
100	15-1152	Computer Network Support Specialists	1,168	1,365	197	16.9	924	26.62	PS	A
* Annual wage rates are reported where hourly wage rates do not exist but annual wage rates do. These rates are italicized.										
† Education levels are abbreviated as follow.										
Florida					U.S. Department of Labor, Bureau of Labor Statistics					
A: associate degree					A: associate degree					
B: bachelor's degree					B: bachelor's degree					
HS: high school diploma or GED					D: doctoral or professional degree					
M+: masters, doctoral or professional degree					HS: high school diploma or GED					
NR: no formal educational credential required					M: master's degree					
PS: postsecondary non-degree award					NR: no formal educational credential required					
					PS: postsecondary non-degree award					
					SC: some college, no degree					



JOB BY OCCUPATION

WORKFORCE DEVELOPMENT AREA 22 - BROWARD COUNTY

SOC Code	SOC Title	Employment				Total Job Openings	2018 Median Hourly Wage (\$)*	Education	
		2019	2027	Growth	Percent Growth			FL†	BLS‡
00-0000	<b>Total, All Occupations</b>	930,444	1,013,196	82,752	8.9	937,383	17.31	-	-
11-0000	<b>Management Occupations</b>	40,233	44,550	4,317	10.7	30,191	46.32	-	-
11-1000	<i>Top Executives</i>	11,734	12,798	1,064	9.1	8,724	-	-	-
11-1011	Chief Executives	2,514	2,536	22	0.9	1,434	93.31	B	B
11-1021	General and Operations Managers	9,056	10,084	1,028	11.4	7,182	48.13	A	B
11-1031	Legislators	164	178	14	8.5	108	33,153.00	B	B
11-2000	<i>Advertising, Marketing, Promotions, Public Relations, and Sales Managers</i>	3,223	3,616	393	12.2	2,679	-	-	-
11-2011	Advertising and Promotions Managers	90	99	9	10.0	85	35.92	B	B
11-2021	Marketing Managers	978	1,112	134	13.7	831	54.32	B	B
11-2022	Sales Managers	1,919	2,146	227	11.8	1,583	56.41	B	B
11-2031	Public Relations and Fundraising Managers	236	259	23	9.7	180	55.58	B	B
11-3000	<i>Operations Specialties Managers</i>	7,119	8,159	1,040	14.6	5,585	-	-	-
11-3011	Administrative Services Managers	1,033	1,161	128	12.4	820	42.35	A	B
11-3021	Computer and Information Systems Managers	1,667	1,918	251	15.1	1,285	59.74	B	B
11-3031	Financial Managers	2,424	2,869	445	18.4	1,980	56.15	B	B
11-3051	Industrial Production Managers	417	442	25	6.0	262	51.42	A	B
11-3061	Purchasing Managers	239	268	29	12.1	187	48.42	A	B
11-3071	Transportation, Storage, and Distribution Managers	459	501	42	9.2	329	47.73	A	HS
11-3111	Compensation and Benefits Managers	65	72	7	10.8	45	44.08	A	B
11-3121	Human Resources Managers	566	639	73	12.9	451	38.97	B	B
11-3131	Training and Development Managers	249	289	40	16.1	226	53.02	A	B
11-9000	<i>Other Management Occupations</i>	18,157	19,977	1,820	10.0	13,203	-	-	-
11-9013	Farmers, Ranchers, and Other Agricultural Managers	536	537	1	0.2	316	-	A	HS
11-9021	Construction Managers	3,765	4,155	390	10.4	2,524	41.07	A	B
11-9031	Education Administrators, Preschool and Childcare Center/Program	216	229	13	6.0	144	22.84	B	B
11-9032	Education Administrators, Elementary and Secondary School	398	443	45	11.3	292	89,785.00	B	M
11-9033	Education Administrators, Postsecondary	173	199	26	15.0	136	45.34	B	M
11-9039	Education Administrators, All Other	165	186	21	12.7	124	37.71	B	B
11-9041	Architectural and Engineering Managers	453	493	40	8.8	299	54.38	B	B
11-9051	Food Service Managers	1,321	1,465	144	10.9	1,319	28.74	A	HS
11-9081	Lodging Managers	222	237	15	6.8	195	34.13	A	HS
11-9111	Medical and Health Services Managers	1,705	1,921	216	12.7	1,318	54.16	B	B
11-9121	Natural Sciences Managers	113	127	14	12.4	90	46.73	B	B
11-9141	Property, Real Estate, and Community Association Managers	4,260	4,699	439	10.3	3,123	30.32	A	HS
11-9151	Social and Community Service Managers	463	520	57	12.3	391	36.62	A	B
11-9161	Emergency Management Directors	21	23	2	9.5	15	50.88	A	B
11-9199	Managers, All Other	4,244	4,636	392	9.2	2,843	42.76	A	B
13-0000	<b>Business and Financial Operations Occupations</b>	52,211	58,359	6,148	11.8	44,879	29.17	-	-
13-1000	<i>Business Operations Specialists</i>	33,600	37,652	4,052	12.1	29,654	-	-	-
13-1022	Wholesale and Retail Buyers, Except Farm Products	572	587	15	2.6	533	27.87	A	B
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	1,749	1,776	27	1.5	1,225	27.87	A	B
13-1031	Claims Adjusters, Examiners, and Investigators	3,043	3,145	102	3.4	2,100	30.65	PS	HS
13-1032	Insurance Appraisers, Auto Damage	351	367	16	4.6	248	30.74	PS	PS
13-1041	Compliance Officers	1,776	1,922	146	8.2	1,306	30.17	PS	B
13-1051	Cost Estimators	1,295	1,424	129	10.0	1,178	30.67	A	B
13-1071	Human Resources Specialists	4,202	4,662	460	10.9	3,820	27.29	B	B
13-1075	Labor Relations Specialists	297	278	-19	-6.4	199	26.16	B	B
13-1081	Logisticians	583	653	70	12.0	539	25.25	B	B
13-1111	Management Analysts	4,402	5,133	731	16.6	3,927	31.93	B	B
13-1121	Meeting, Convention, and Event Planners	531	595	64	12.1	571	21.74	A	B
13-1131	Fundraisers	503	550	47	9.3	454	24.84	HS	B
13-1141	Compensation, Benefits, and Job Analysis Specialists	557	616	59	10.6	433	26.93	A	B
13-1151	Training and Development Specialists	1,876	2,177	301	16.0	1,842	27.25	B	B
13-1161	Market Research Analysts and Marketing Specialists	4,117	5,024	907	22.0	4,386	31.22	B	B
13-1199	Business Operations Specialists, All Other	7,635	8,629	994	13.0	6,788	28.96	A	B
13-2000	<i>Financial Specialists</i>	18,611	20,707	2,096	11.3	15,225	-	-	-
13-2011	Accountants and Auditors	10,061	11,393	1,332	13.2	8,803	29.95	B	B
13-2021	Appraisers and Assessors of Real Estate	352	391	39	11.1	228	28.72	PS	B
13-2031	Budget Analysts	430	462	32	7.4	293	32.93	B	B
13-2041	Credit Analysts	388	401	13	3.4	267	35.57	PS	B
13-2052	Personal Financial Advisors	1,545	1,765	220	14.2	1,194	30.37	B	B
13-2053	Insurance Underwriters	635	636	1	0.2	404	26.97	PS	B
13-2071	Credit Counselors	311	364	53	17.0	268	20.20	A	B
13-2072	Loan Officers	1,623	1,763	140	8.6	1,218	29.98	A	B
13-2081	Tax Examiners and Collectors, and Revenue Agents	369	362	-7	-1.9	194	27.49	B	B
13-2082	Tax Preparers	569	672	103	18.1	617	17.13	PS	HS
13-2099	Financial Specialists, All Other	516	564	48	9.3	404	18.10	PS	B
15-0000	<b>Computer and Mathematical Occupations</b>	24,714	28,683	3,969	16.1	17,845	35.89	-	-
15-1100	<i>Computer Occupations</i>	24,141	27,974	3,833	15.9	17,403	-	-	-
15-1121	Computer Systems Analysts	2,894	3,273	379	13.1	1,931	39.86	A	B
15-1131	Computer Programmers	1,952	1,955	3	0.2	973	31.27	PS	B
15-1132	Software Developers, Applications	4,690	6,057	1,367	29.1	4,066	46.78	A	B
15-1133	Software Developers, Systems Software	1,978	2,280	302	15.3	1,371	40.87	B	B
15-1134	Web Developers	1,017	1,144	127	12.5	727	29.47	PS	A
15-1141	Database Administrators	829	933	104	12.5	545	45.09	A	B
15-1142	Network and Computer Systems Administrators	2,224	2,474	250	11.2	1,397	38.13	A	B
15-1143	Computer Network Architects	1,968	2,212	244	12.4	1,302	47.96	PS	B
15-1151	Computer User Support Specialists	4,385	5,050	665	15.2	3,374	20.84	PS	SC
15-1152	Computer Network Support Specialists	1,168	1,365	197	16.9	924	26.62	PS	A
15-1199	Computer Occupations, All Other	691	769	78	11.3	462	30.69	PS	B
15-2000	<i>Mathematical Science Occupations</i>	573	709	136	23.7	442	-	-	-
15-2011	Actuaries	35	42	7	20.0	26	47.25	B	B
15-2031	Operations Research Analysts	490	604	114	23.3	369	34.62	M+	B

17-0000	<b>Architecture and Engineering Occupations</b>	8,589	9,378	789	9.2	5,994	32.12	-	-
17-1000	<i>Architects, Surveyors, and Cartographers</i>	1,341	1,439	98	7.3	875	-	-	-
17-1012	Landscape Architects	567	590	23	4.1	346	18.95	B	B
17-1022	Surveyors	240	267	27	11.3	169	28.30	B	B
17-2000	<b>Engineers</b>	4,886	5,367	481	9.8	3,172	-	-	-
17-2011	Aerospace Engineers	78	86	8	10.3	47	47.62	B	B
17-2031	Biomedical Engineers	60	69	9	15.0	42	37.77	B	B
17-2051	Civil Engineers	1,618	1,766	148	9.1	1,108	36.29	B	B
17-2061	Computer Hardware Engineers	125	146	21	16.8	88	39.59	B	B
17-2071	Electrical Engineers	559	601	42	7.5	333	36.85	B	B
17-2072	Electronics Engineers, Except Computer	417	449	32	7.7	249	49.51	B	B
17-2081	Environmental Engineers	262	279	17	6.5	156	33.04	B	B
17-2111	Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	112	120	8	7.1	67	34.99	B	B
17-2112	Industrial Engineers	629	704	75	11.9	414	32.59	B	B
17-2131	Materials Engineers	36	38	2	5.6	22	44.80	B	B
17-2141	Mechanical Engineers	592	673	81	13.7	395	36.67	B	B
17-2199	Engineers, All Other	267	291	24	9.0	165	32.36	B	B
17-3000	<i>Drafters, Engineering Technicians, and Mapping Technicians</i>	2,362	2,572	210	8.9	1,947	-	-	-
17-3011	Architectural and Civil Drafters	501	545	44	8.8	394	26.77	PS	A
17-3012	Electrical and Electronics Drafters	31	33	2	6.5	24	25.30	PS	A
17-3013	Mechanical Drafters	116	127	11	9.5	92	28.74	PS	A
17-3022	Civil Engineering Technicians	320	349	29	9.1	256	26.45	A	A
17-3023	Electrical and Electronics Engineering Technicians	356	376	20	5.6	268	24.69	A	A
17-3024	Electro-Mechanical Technicians	14	15	1	7.1	11	27.84	PS	A
17-3026	Industrial Engineering Technicians	102	113	11	10.8	83	26.82	PS	A
17-3027	Mechanical Engineering Technicians	152	172	20	13.2	129	23.63	A	A
17-3029	Engineering Technicians, Except Drafters, All Other	137	148	11	8.0	107	20.20	A	A
17-3031	Surveying and Mapping Technicians	452	491	39	8.6	432	18.19	PS	HS
19-0000	<b>Life, Physical, and Social Science Occupations</b>	3,624	4,042	418	11.5	3,139	28.78	-	-
19-1000	<b>Life Scientists</b>	634	714	80	12.6	538	-	-	-
19-1022	Microbiologists	45	47	2	4.4	34	27.14	M+	B
19-1023	Zoologists and Wildlife Biologists	74	80	6	8.1	59	20.35	B	B
19-1032	Foresters	14	15	1	7.1	10	-	B	B
19-1042	Medical Scientists, Except Epidemiologists	222	261	39	17.6	198	31.20	M+	D
19-2000	<b>Physical Scientists</b>	743	817	74	10.0	626	-	-	-
19-2031	Chemists	300	339	39	13.0	263	28.86	B	B
19-2041	Environmental Scientists and Specialists, Including Health	356	382	26	7.3	293	27.33	B	B
19-2099	Physical Scientists, All Other	20	22	2	10.0	15	-	B	B
19-3000	<b>Social Scientists and Related Workers</b>	1,162	1,311	149	12.8	879	-	-	-
19-3031	Clinical, Counseling, and School Psychologists	405	462	57	14.1	276	33.64	M+	D
19-3039	Psychologists, All Other	198	227	29	14.6	137	30.70	M+	M
19-3041	Sociologists	32	35	3	9.4	27	-	B	M
19-3051	Urban and Regional Planners	219	250	31	14.2	181	34.30	B	M
19-3099	Social Scientists and Related Workers, All Other	111	125	14	12.6	99	38.65	B	B
19-4000	<b>Life, Physical, and Social Science Technicians</b>	1,085	1,200	115	10.6	1,096	-	-	-
19-4021	Biological Technicians	107	115	8	7.5	91	18.79	A	B
19-4031	Chemical Technicians	245	264	19	7.8	206	20.87	A	A
19-4061	Social Science Research Assistants	40	41	1	2.5	38	28.14	A	B
19-4091	Environmental Science and Protection Technicians, Including Health	73	78	5	6.8	74	21.01	PS	A
19-4092	Forensic Science Technicians	104	123	19	18.3	123	27.49	PS	B
19-4099	Life, Physical, and Social Science Technicians, All Other	502	564	62	12.4	551	17.85	A	A
21-0000	<b>Community and Social Service Occupations</b>	12,553	14,171	1,618	12.9	13,028	19.79	-	-
21-1000	<i>Counselors, Social Workers, and Other Community and Social Service Specialists</i>	10,802	12,324	1,522	14.1	11,232	-	-	-
21-1011	Substance Abuse and Behavioral Disorder Counselors	695	823	128	18.4	748	20.21	B	B
21-1012	Educational, Guidance, School, and Vocational Counselors	1,665	1,887	222	13.3	1,673	20.87	M+	M
21-1013	Marriage and Family Therapists	1,002	1,222	220	22.0	1,129	22.94	M+	M
21-1014	Mental Health Counselors	701	809	108	15.4	725	20.21	M+	M
21-1015	Rehabilitation Counselors	246	288	42	17.1	261	18.75	B	M
21-1019	Counselors, All Other	307	351	44	14.3	313	18.96	M+	M
21-1021	Child, Family, and School Social Workers	1,270	1,423	153	12.0	1,225	23.37	M+	B
21-1022	Healthcare Social Workers	1,100	1,244	144	13.1	1,077	21.44	M+	M
21-1023	Mental Health and Substance Abuse Social Workers	288	334	46	16.0	293	19.27	M+	M
21-1029	Social Workers, All Other	162	182	20	12.3	156	26.87	B	B
21-1091	Health Educators	446	509	63	14.1	518	21.44	B	B
21-1092	Probation Officers and Correctional Treatment Specialists	452	476	24	5.3	333	16.52	PS	B
21-1093	Social and Human Service Assistants	1,172	1,293	121	10.3	1,267	17.13	PS	HS
21-1094	Community Health Workers	367	428	61	16.6	441	17.24	B	HS
21-1099	Community and Social Service Specialists, All Other	929	1,055	126	13.6	1,073	17.91	B	B
21-2000	<b>Religious Workers</b>	1,751	1,847	96	5.5	1,796	-	-	-
21-2011	Clergy	703	745	42	6.0	663	21.01	B	B
21-2021	Directors, Religious Activities and Education	611	641	30	4.9	632	19.08	B	B
21-2099	Religious Workers, All Other	437	461	24	5.5	501	14.14	B	B
23-0000	<b>Legal Occupations</b>	12,059	13,118	1,059	8.8	7,131	31.17	-	-
23-1000	<i>Lawyers, Judges, and Related Workers</i>	7,761	8,368	607	7.8	3,283	-	-	-
23-1021	Administrative Law Judges, Adjudicators, and Hearing Officers	57	59	2	3.5	21	64.99	B	D
23-2000	<b>Legal Support Workers</b>	4,298	4,750	452	10.5	3,848	-	-	-
23-2011	Paralegals and Legal Assistants	2,923	3,335	412	14.1	2,903	25.31	PS	A
23-2093	Title Examiners, Abstractors, and Searchers	900	924	24	2.7	616	22.95	PS	HS
25-0000	<b>Education, Training, and Library Occupations</b>	40,575	45,120	4,545	11.2	33,785	16.88	-	-
25-1000	<b>Postsecondary Teachers</b>	4,229	4,930	701	16.6	3,440	-	-	-
25-1011	Business Teachers, Postsecondary	179	217	38	21.2	156	88,718.00	B	D
25-1021	Computer Science Teachers, Postsecondary	96	106	10	10.4	71	73,411.00	B	D
25-1022	Mathematical Science Teachers, Postsecondary	103	109	6	5.8	69	-	M+	D
25-1042	Biological Science Teachers, Postsecondary	169	200	31	18.3	141	89,467.00	M+	D
25-1066	Psychology Teachers, Postsecondary	95	111	16	16.8	77	27,631.00	M+	D
25-1071	Health Specialties Teachers, Postsecondary	873	1,125	252	28.9	850	93,267.00	M+	D
25-1072	Nursing Instructors and Teachers, Postsecondary	219	269	50	22.8	195	87,856.00	M+	D
25-1081	Education Teachers, Postsecondary	167	193	26	15.6	134	-	M+	D
25-1121	Art, Drama, and Music Teachers, Postsecondary	116	132	16	13.8	90	76,998.00	M+	M
25-1122	Communications Teachers, Postsecondary	52	57	5	9.6	38	63,097.00	M+	D
25-1123	English Language and Literature Teachers, Postsecondary	166	181	15	9.0	119	41,626.00	M+	D
25-1194	Vocational Education Teachers, Postsecondary	594	619	25	4.2	388	24.78	A	B
25-1199	Postsecondary Teachers, All Other	937	1,087	150	16.0	755	79,606.00	A	D

25-2000	Preschool, Primary, Secondary, and Special Education School Teachers	20,971	23,153	2,182	10.4	15,307	-	-	-
25-2011	Preschool Teachers, Except Special Education	2,556	2,699	143	5.6	2,171	13.00	A	A
25-2012	Kindergarten Teachers, Except Special Education	1,319	1,456	137	10.4	1,208	49,899.00	B	B
25-2021	Elementary School Teachers, Except Special Education	7,099	7,886	787	11.1	4,984	30,283.00	B	B
25-2022	Middle School Teachers, Except Special and Career/Technical Education	3,757	4,172	415	11.0	2,636	51,698.00	B	B
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	3,893	4,332	439	11.3	2,674	53,759.00	B	B
25-2052	Special Education Teachers, Kindergarten and Elementary School	766	851	85	11.1	536	47,082.00	B	B
25-2053	Special Education Teachers, Middle School	238	265	27	11.3	167	51,033.00	B	B
25-2059	Special Education Teachers, All Other	318	353	35	11.0	222	52,418.00	B	B
25-3000	Other Teachers and Instructors	8,377	9,286	909	10.9	8,520	-	-	-
25-3097	Teachers and Instructors, All Other, Except Substitute Teachers	2,524	2,792	268	10.6	2,559	40,693.00	B	B
25-3098	Substitute Teachers	3,655	4,067	412	11.3	3,740	10.87	B	B
25-4000	Librarians, Curators, and Archivists	936	1,024	88	9.4	920	-	-	-
25-4012	Curators	13	13	0	0.0	10	42.20	M+	M
25-4021	Librarians	567	625	58	10.2	497	25.44	M+	M
25-4031	Library Technicians	344	374	30	8.7	403	18.11	A	PS
25-9000	Other Education, Training, and Library Occupations	6,062	6,727	665	11.0	5,598	-	-	-
25-9031	Instructional Coordinators	809	899	90	11.1	695	25.82	M+	M
25-9041	Teacher Assistants	4,006	4,428	422	10.5	3,813	21,991.00	PS	SC
25-9099	Education, Training, and Library Workers, All Other	1,233	1,385	152	12.3	1,079	18.42	B	B
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	12,731	13,619	828	6.5	10,497	21.35	-	-
27-1000	Art and Design Workers	4,797	5,119	322	6.7	3,895	-	-	-
27-1011	Art Directors	253	270	17	6.7	180	30.17	B	B
27-1014	Multimedia Artists and Animators	132	147	15	11.4	102	30.69	A	B
27-1021	Commercial and Industrial Designers	52	57	5	9.6	45	28.23	A	B
27-1023	Floral Designers	125	131	6	4.8	100	13.61	PS	HS
27-1024	Graphic Designers	1,865	1,994	129	6.9	1,543	23.19	A	B
27-1025	Interior Designers	1,043	1,121	78	7.5	871	21.84	A	B
27-1026	Merchandise Displayers and Window Trimmers	1,105	1,167	62	5.6	894	11.45	HS	HS
27-1027	Set and Exhibit Designers	17	18	1	5.9	14	25.86	A	B
27-2000	Entertainers and Performers, Sports and Related Workers	2,273	2,458	185	8.1	2,082	-	-	-
27-2012	Producers and Directors	652	733	81	12.4	562	29.84	B	B
27-2022	Coaches and Scouts	299	336	37	12.4	370	27,633.00	HS	B
27-2041	Music Directors and Composers	544	576	32	5.9	456	10.35	B	B
27-2042	Musicians and Singers	450	473	23	5.1	372	30.50	NR	NR
27-3000	Media and Communication Workers	3,293	3,494	201	6.1	2,716	-	-	-
27-3011	Radio and Television Announcers	221	226	5	2.3	174	20.63	PS	B
27-3022	Reporters and Correspondents	100	91	-9	-9.0	66	22.85	B	B
27-3031	Public Relations Specialists	1,050	1,152	102	9.7	945	25.23	B	B
27-3041	Editors	443	434	-9	-2.0	329	25.18	B	B
27-3042	Technical Writers	208	245	37	17.8	204	26.21	B	B
27-3043	Writers and Authors	398	433	35	8.8	318	19.06	B	B
27-3091	Interpreters and Translators	310	376	66	21.3	309	-	A	B
27-3099	Media and Communication Workers, All Other	442	411	-31	-7.0	271	25.88	A	HS
27-4000	Media and Communication Equipment Workers	2,428	2,548	120	4.9	1,804	-	-	-
27-4011	Audio and Video Equipment Technicians	679	776	97	14.3	620	20.09	A	PS
27-4012	Broadcast Technicians	128	135	7	5.5	102	20.75	A	A
27-4021	Photographers	1,146	1,146	0	0.0	713	15.13	PS	HS
27-4031	Camera Operators, Television, Video, and Motion Picture	95	96	1	1.1	71	26.03	A	B
27-4032	Film and Video Editors	227	231	4	1.8	174	21.21	A	B
27-4099	Media and Communication Equipment Workers, All Other	93	102	9	9.7	79	-	A	HS
29-0000	Healthcare Practitioners and Technical Occupations	58,888	66,247	7,359	12.5	33,493	30.41	-	-
29-1000	Health Diagnosing and Treating Practitioners	36,292	41,045	4,753	13.1	18,474	-	-	-
29-1011	Chiropractors	416	453	37	8.9	123	27.28	M+	D
29-1021	Dentists, General	865	975	110	12.7	301	53.78	M+	D
29-1031	Dietitians and Nutritionists	386	425	39	10.1	234	26.18	B	B
29-1041	Optometrists	326	369	43	13.2	125	36.16	M+	D
29-1051	Pharmacists	2,364	2,516	152	6.4	978	59.91	M+	D
29-1062	Family and General Practitioners	2,113	2,446	333	15.8	801	86.53	M+	D
29-1065	Pediatricians, General	187	209	22	11.8	62	59.73	M+	D
29-1067	Surgeons	40	45	5	12.5	14	-	M+	D
29-1069	Physicians and Surgeons, All Other	2,266	2,558	292	12.9	788	92.49	M+	D
29-1071	Physician Assistants	636	858	222	34.9	538	51.18	B	M
29-1081	Podiatrists	147	155	8	5.4	68	64.96	M+	D
29-1122	Occupational Therapists	669	770	101	15.1	380	42.49	M+	M
29-1123	Physical Therapists	1,403	1,615	212	15.1	696	45.30	M+	D
29-1125	Recreational Therapists	26	25	-1	-3.8	10	22.17	B	B
29-1126	Respiratory Therapists	1,165	1,391	226	19.4	698	27.37	A	A
29-1127	Speech-Language Pathologists	736	830	94	12.8	403	36.29	M+	M
29-1128	Exercise Physiologists	79	90	11	13.9	47	23.96	M+	B
29-1129	Therapists, All Other	154	183	29	18.8	101	21.49	M+	B
29-1131	Veterinarians	364	425	61	16.8	172	30.71	M+	D
29-1141	Registered Nurses	19,711	22,056	2,345	11.9	10,760	33.61	A	B
29-1151	Nurse Anesthetists	32	37	5	15.6	18	-	M+	M
29-1171	Nurse Practitioners	668	862	194	29.0	488	55.55	M+	M

29-2000	<i>Health Technologists and Technicians</i>	22,060	24,601	2,541	11.5	14,728	-	-	-
29-2011	Medical and Clinical Laboratory Technologists	1,606	1,739	133	8.3	943	23.21	A	B
29-2012	Medical and Clinical Laboratory Technicians	1,385	1,512	127	9.2	829	23.21	A	A
29-2021	Dental Hygienists	1,508	1,690	182	12.1	931	27.54	A	A
29-2031	Cardiovascular Technologists and Technicians	352	391	39	11.1	190	25.15	PS	A
29-2032	Diagnostic Medical Sonographers	833	971	138	16.6	505	30.44	PS	A
29-2033	Nuclear Medicine Technologists	159	175	16	10.1	84	34.37	A	A
29-2034	Radiologic Technologists	1,107	1,216	109	9.8	581	27.20	PS	A
29-2035	Magnetic Resonance Imaging Technologists	362	405	43	11.9	198	31.03	PS	A
29-2041	Emergency Medical Technicians and Paramedics	1,880	2,108	228	12.1	1,162	15.59	A	PS
29-2051	Dietetic Technicians	202	217	15	7.4	143	13.18	PS	A
29-2052	Pharmacy Technicians	2,816	3,120	304	10.8	2,127	15.62	PS	HS
29-2053	Psychiatric Technicians	1,436	1,659	223	15.5	1,174	14.72	PS	PS
29-2055	Surgical Technologists	914	1,037	123	13.5	722	22.91	PS	PS
29-2056	Veterinary Technologists and Technicians	776	920	144	18.6	665	17.17	A	A
29-2061	Licensed Practical and Licensed Vocational Nurses	3,202	3,487	285	8.9	2,158	22.51	PS	PS
29-2071	Medical Records and Health Information Technicians	1,414	1,615	201	14.2	917	20.25	A	PS
29-2081	Opticians, Dispensing	570	638	68	11.9	406	13.65	A	HS
29-2092	Hearing Aid Specialists	26	29	3	11.5	16	-	PS	HS
29-2099	Health Technologists and Technicians, All Other	1,101	1,264	163	14.8	738	17.71	PS	PS
29-9000	<i>Other Healthcare Practitioners and Technical Occupations</i>	536	601	65	12.1	291	-	-	-
29-9011	Occupational Health and Safety Specialists	146	153	7	4.8	67	37.62	PS	B
29-9091	Athletic Trainers	103	118	15	14.6	59	44,051.00	B	B
29-9099	Healthcare Practitioners and Technical Workers, All Other	87	95	8	9.2	44	28.47	PS	PS
31-0000	<b>Healthcare Support Occupations</b>	23,252	27,166	3,914	16.8	26,141	14.42	-	-
31-1000	<i>Nursing, Psychiatric, and Home Health Aides</i>	9,949	11,242	1,293	13.0	10,726	-	-	-
31-1011	Home Health Aides	3,407	4,033	626	18.4	3,938	10.59	PS	HS
31-1014	Nursing Assistants	6,078	6,644	566	9.3	6,229	12.44	PS	PS
31-2000	<i>Occupational Therapy and Physical Therapist Assistants and Aides</i>	896	1,056	160	17.9	1,083	-	-	-
31-2011	Occupational Therapy Assistants	129	148	19	14.7	154	29.04	A	A
31-2021	Physical Therapist Assistants	511	611	100	19.6	628	27.74	A	A
31-2022	Physical Therapist Aides	256	297	41	16.0	301	13.13	PS	HS
31-9000	<i>Other Healthcare Support Occupations</i>	12,407	14,868	2,461	19.8	14,332	-	-	-
31-9011	Massage Therapists	1,537	1,865	328	21.3	1,706	17.65	PS	PS
31-9091	Dental Assistants	2,186	2,466	280	12.8	2,295	18.87	PS	PS
31-9092	Medical Assistants	5,870	7,408	1,538	26.2	7,132	17.04	PS	PS
31-9093	Medical Equipment Preparers	457	519	62	13.6	539	17.53	PS	HS
31-9094	Medical Transcriptionists	437	445	8	1.8	420	19.78	PS	PS
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	491	580	89	18.1	737	14.22	PS	HS
31-9097	Phlebotomists	818	947	129	15.8	841	15.29	PS	PS
33-0000	<b>Protective Service Occupations</b>	24,997	26,698	1,701	6.8	23,414	19.33	-	-
33-1000	<i>Supervisors of Protective Service Workers</i>	1,497	1,596	99	6.6	1,030	-	-	-
33-1011	First-Line Supervisors of Correctional Officers	96	95	-1	-1.0	49	39.40	PS	HS
33-1012	First-Line Supervisors of Police and Detectives	394	423	29	7.4	221	46.97	A	HS
33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	421	457	36	8.6	263	45.50	PS	PS
33-1099	First-Line Supervisors of Protective Service Workers, All Other	586	621	35	6.0	497	17.09	PS	HS
33-2000	<i>Fire Fighting and Prevention Workers</i>	2,415	2,622	207	8.6	1,543	-	-	-
33-2011	Firefighters	2,311	2,509	198	8.6	1,447	33.97	PS	PS
33-2021	Fire Inspectors and Investigators	104	113	9	8.7	96	36.31	PS	PS
33-3000	<i>Law Enforcement Workers</i>	7,716	8,123	407	5.3	4,690	-	-	-
33-3012	Correctional Officers and Jailers	1,866	1,830	-36	-1.9	1,150	-	PS	HS
33-3021	Detectives and Criminal Investigators	765	803	38	5.0	424	50.54	PS	HS
33-3041	Parking Enforcement Workers	57	42	-15	-26.3	20	20.23	HS	HS
33-3051	Police and Sheriffs Patrol Officers	4,819	5,234	415	8.6	2,954	35.51	PS	HS
33-9000	<i>Other Protective Service Workers</i>	13,369	14,357	988	7.4	16,151	-	-	-
33-9032	Security Guards	9,581	10,264	683	7.1	10,989	12.48	PS	HS
33-9091	Crossing Guards	151	164	13	8.6	238	10.01	NR	NR
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	921	1,000	79	8.6	1,954	16.05	NR	NR
33-9099	Protective Service Workers, All Other	529	576	47	8.9	1,125	14.44	PS	HS
35-0000	<b>Food Preparation and Serving Related Occupations</b>	82,096	90,659	8,563	10.4	127,540	9.88	-	-
35-1000	<i>Supervisors of Food Preparation and Serving Workers</i>	6,514	7,155	641	9.8	8,223	-	-	-
35-1011	Chefs and Head Cooks	592	640	48	8.1	655	24.79	PS	HS
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	5,922	6,515	593	10.0	7,568	17.88	PS	HS
35-2000	<i>Cooks and Food Preparation Workers</i>	16,635	18,173	1,538	9.2	21,872	-	-	-
35-2011	Cooks, Fast Food	1,449	1,421	-28	-1.9	1,563	10.58	NR	NR
35-2012	Cooks, Institution and Cafeteria	1,049	1,131	82	7.8	1,291	13.50	HS	NR
35-2013	Cooks, Private Household	3	3	0	0.0	3	-	NR	PS
35-2014	Cooks, Restaurant	8,728	9,760	1,032	11.8	11,281	12.83	PS	NR
35-2015	Cooks, Short Order	896	883	-13	-1.5	973	12.42	PS	NR
35-2019	Cooks, All Other	409	117	8	7.3	133	11.30	NR	NR
35-2021	Food Preparation Workers	1,401	4,858	457	10.4	6,628	10.97	NR	NR
35-3000	<i>Food and Beverage Serving Workers</i>	50,292	56,066	5,774	11.5	83,937	-	-	-
35-3011	Bartenders	3,770	3,993	223	5.9	5,281	9.48	NR	NR
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	23,671	27,542	3,871	16.4	40,982	9.24	NR	NR
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	3,796	3,965	169	4.5	6,830	10.56	NR	NR
35-3031	Waiters and Waitresses	17,985	19,410	1,425	7.9	29,461	9.31	NR	NR
35-3041	Food Servers, Nonrestaurant	1,070	1,156	86	8.0	1,383	9.52	NR	NR
35-9000	<i>Other Food Preparation and Serving Related Workers</i>	8,655	9,265	610	7.0	13,508	-	-	-
35-9021	Dishwashers	3,290	3,463	173	5.3	4,324	9.60	NR	NR
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	2,629	2,831	202	7.7	5,107	11.19	NR	NR

37-0000	<b>Building and Grounds Cleaning and Maintenance Occupations</b>	34,351	38,636	4,285	12.5	40,525	11.97	-	-
37-1000	<i>Supervisors of Building and Grounds Cleaning and Maintenance Workers</i>	2,628	2,960	332	12.6	2,639	-	-	-
37-1011	<i>First-Line Supervisors of Housekeeping and Janitorial Workers</i>	1,516	1,705	189	12.5	1,618	19.22	PS	HS
37-1012	<i>First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers</i>	1,112	1,255	143	12.9	1,021	21.50	PS	HS
37-2000	<b>Building Cleaning and Pest Control Workers</b>	22,729	25,551	2,822	12.4	27,721	-	-	-
37-2011	<i>Janitors and Cleaners, Except Maids and Housekeeping Cleaners</i>	14,029	15,917	1,888	13.5	17,222	11.27	NR	NR
37-2012	<i>Maids and Housekeeping Cleaners</i>	7,681	8,498	817	10.6	9,227	11.28	NR	NR
37-2019	<i>Building Cleaning Workers, All Other</i>	22	27	5	22.7	30	15.84	NR	NR
37-2021	<i>Pest Control Workers</i>	997	1,109	112	11.2	1,242	17.04	PS	HS
37-3000	<b>Grounds Maintenance Workers</b>	8,994	10,125	1,131	12.6	10,165	-	-	-
37-3011	<i>Landscaping and Groundskeeping Workers</i>	8,622	9,712	1,090	12.6	9,753	13.36	NR	NR
37-3012	<i>Pesticide Handlers, Sprayers, and Applicators, Vegetation</i>	193	214	21	10.9	213	14.83	A	HS
39-0000	<b>Personal Care and Service Occupations</b>	30,735	34,100	3,365	10.9	42,059	11.72	-	-
39-1000	<i>Supervisors of Personal Care and Service Workers</i>	1,941	2,133	192	9.9	1,842	-	-	-
39-1021	<i>First-Line Supervisors of Personal Service Workers</i>	1,669	1,847	178	10.7	1,484	18.45	PS	HS
39-2000	<b>Animal Care and Service Workers</b>	1,829	2,172	343	18.8	2,655	-	-	-
39-2011	<i>Animal Trainers</i>	220	241	21	9.5	225	17.57	HS	HS
39-2021	<i>Nonfarm Animal Caretakers</i>	1,609	1,931	322	20.0	2,430	11.43	NR	HS
39-3000	<b>Entertainment Attendants and Related Workers</b>	4,710	5,208	498	10.6	9,105	-	-	-
39-3012	<i>Gaming and Sports Book Writers and Runners</i>	112	121	9	8.0	147	-	NR	HS
39-3021	<i>Motion Picture Projectionists</i>	97	88	-9	-9.3	85	10.59	NR	NR
39-3091	<i>Amusement and Recreation Attendants</i>	1,991	2,191	200	10.0	3,954	10.25	NR	NR
39-3093	<i>Locker Room, Coatroom, and Dressing Room Attendants</i>	59	63	4	6.8	114	12.28	NR	HS
39-3099	<i>Entertainment Attendants and Related Workers, All Other</i>	74	79	5	6.8	143	-	HS	HS
39-4000	<b>Funeral Service Workers</b>	450	471	21	4.7	541	-	-	-
39-4021	<i>Funeral Attendants</i>	268	281	13	4.9	343	10.80	HS	HS
39-5000	<b>Personal Appearance Workers</b>	5,692	6,121	429	7.5	5,844	-	-	-
39-5012	<i>Hairdressers, Hairstylists, and Cosmetologists</i>	4,477	4,817	340	7.6	4,677	11.81	PS	PS
39-5094	<i>Skincare Specialists</i>	467	499	32	6.9	460	19.99	PS	PS
39-6000	<b>Baggage Porters, Bellhops, and Concierges</b>	1,599	1,967	368	23.0	2,302	-	-	-
39-7000	<b>Tour and Travel Guides</b>	150	166	16	10.7	231	-	-	-
39-9000	<b>Other Personal Care and Service Workers</b>	14,364	15,862	1,498	10.4	19,539	-	-	-
39-9011	<i>Childcare Workers</i>	7,320	7,876	556	7.6	9,282	11.05	PS	HS
39-9021	<i>Personal Care Aides</i>	2,557	3,086	529	20.7	3,687	11.52	PS	HS
39-9031	<i>Fitness Trainers and Aerobics Instructors</i>	1,236	1,324	88	7.1	1,782	20.60	HS	HS
39-9032	<i>Recreation Workers</i>	2,669	2,911	242	9.1	3,935	13.45	A	HS
39-9041	<i>Residential Advisors</i>	277	309	32	11.6	420	13.47	HS	HS
39-9099	<i>Personal Care and Service Workers, All Other</i>	305	356	51	16.7	433	11.82	PS	HS
41-0000	<b>Sales and Related Occupations</b>	126,889	135,524	8,635	6.8	145,383	13.61	-	-
41-1000	<i>Supervisors of Sales Workers</i>	15,766	16,968	1,202	7.6	14,180	-	-	-
41-1011	<i>First-Line Supervisors of Retail Sales Workers</i>	10,521	11,253	732	7.0	9,808	20.39	PS	HS
41-1012	<i>First-Line Supervisors of Non-Retail Sales Workers</i>	5,245	5,715	470	9.0	4,372	35.83	A	HS
41-2000	<b>Retail Sales Workers</b>	59,165	62,206	3,041	5.1	79,234	-	-	-
41-2011	<i>Cashiers</i>	21,390	21,739	349	1.6	32,355	9.95	HS	NR
41-2012	<i>Gaming Change Persons and Booth Cashiers</i>	325	329	4	1.2	490	-	HS	NR
41-2021	<i>Counter and Rental Clerks</i>	2,966	3,113	147	5.0	3,210	15.04	HS	NR
41-2022	<i>Parts Salespersons</i>	1,012	1,107	95	9.4	1,134	13.87	PS	NR
41-2031	<i>Retail Salespersons</i>	33,472	35,918	2,446	7.3	42,045	11.05	HS	NR
41-3000	<b>Sales Representatives, Services</b>	22,446	24,335	1,889	8.4	22,185	-	-	-
41-3011	<i>Advertising Sales Agents</i>	1,257	1,271	14	1.1	1,266	24.46	PS	HS
41-3021	<i>Insurance Sales Agents</i>	6,122	6,726	604	9.9	5,457	23.23	PS	HS
41-3031	<i>Securities, Commodities, and Financial Services Sales Agents</i>	2,714	2,772	58	2.1	2,080	26.89	B	B
41-3041	<i>Travel Agents</i>	1,908	1,887	-21	-1.1	1,710	20.39	PS	HS
41-3099	<i>Sales Representatives, Services, All Other</i>	10,445	11,679	1,234	11.8	11,672	25.15	HS	HS
41-4000	<b>Sales Representatives, Wholesale and Manufacturing</b>	16,800	18,358	1,558	9.3	15,618	-	-	-
41-4011	<i>Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products</i>	3,473	3,866	393	11.3	3,328	30.05	PS	B
41-4012	<i>Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products</i>	13,327	14,492	1,165	8.7	12,290	22.84	PS	HS
41-9000	<b>Other Sales and Related Workers</b>	12,712	13,657	945	7.4	14,166	-	-	-
41-9011	<i>Demonstrators and Product Promoters</i>	449	493	44	9.8	679	12.60	HS	NR
41-9021	<i>Real Estate Brokers</i>	436	469	33	7.6	359	35.30	PS	HS
41-9022	<i>Real Estate Sales Agents</i>	4,173	4,498	325	7.8	3,453	17.49	PS	HS
41-9031	<i>Sales Engineers</i>	260	305	45	17.3	272	45.99	B	B
41-9041	<i>Telemarketers</i>	5,874	6,260	386	6.6	7,856	11.49	HS	NR
41-9099	<i>Sales and Related Workers, All Other</i>	544	616	72	13.2	672	15.85	PS	HS
43-0000	<b>Office and Administrative Support Occupations</b>	168,258	175,139	6,881	4.1	162,138	16.71	-	-
43-1000	<i>Supervisors of Office and Administrative Support Workers</i>	10,975	11,594	619	5.6	9,333	-	-	-
43-1011	<i>First-Line Supervisors of Office and Administrative Support Workers</i>	10,975	11,594	619	5.6	9,333	25.69	A	HS
43-2000	<b>Communications Equipment Operators</b>	608	517	-91	-15.0	491	-	-	-
43-2011	<i>Switchboard Operators, Including Answering Service</i>	559	474	-85	-15.2	451	15.69	HS	HS
43-3000	<b>Financial Clerks</b>	22,063	22,735	672	3.0	19,869	-	-	-
43-3011	<i>Bill and Account Collectors</i>	3,588	3,596	8	0.2	2,974	18.85	HS	HS
43-3021	<i>Billing and Posting Clerks</i>	3,531	4,036	505	14.3	3,467	18.29	HS	HS
43-3031	<i>Bookkeeping, Accounting, and Auditing Clerks</i>	11,358	11,670	312	2.7	10,442	19.73	A	SC
43-3051	<i>Payroll and Timekeeping Clerks</i>	714	729	15	2.1	584	20.76	HS	HS
43-3061	<i>Procurement Clerks</i>	236	239	3	1.3	206	19.46	HS	HS
43-3071	<i>Tellers</i>	2,486	2,302	-184	-7.4	2,028	15.06	PS	HS
43-4000	<b>Information and Record Clerks</b>	53,235	57,503	4,268	8.0	58,535	-	-	-
43-4011	<i>Brokerage Clerks</i>	242	240	-2	-0.8	193	23.83	HS	HS
43-4031	<i>Court, Municipal, and License Clerks</i>	954	1,029	75	7.9	741	17.47	HS	HS
43-4041	<i>Credit Authorizers, Checkers, and Clerks</i>	249	250	1	0.4	199	20.65	HS	HS
43-4051	<i>Customer Service Representatives</i>	29,678	32,042	2,364	8.0	33,506	16.13	PS	HS
43-4061	<i>Eligibility Interviewers, Government Programs</i>	404	425	21	5.2	309	23.68	HS	HS
43-4071	<i>File Clerks</i>	1,844	1,758	-86	-4.7	1,669	16.54	HS	HS
43-4081	<i>Hotel, Motel, and Resort Desk Clerks</i>	1,083	1,148	65	6.0	1,440	12.18	HS	HS
43-4111	<i>Interviewers, Except Eligibility and Loan</i>	755	802	47	6.2	769	22.02	HS	HS
43-4121	<i>Library Assistants, Clerical</i>	498	547	49	9.8	633	13.11	PS	HS
43-4131	<i>Loan Interviewers and Clerks</i>	1,415	1,561	146	10.3	1,262	21.41	PS	HS
43-4151	<i>Order Clerks</i>	962	1,015	53	5.5	937	16.55	HS	HS
43-4161	<i>Human Resources Assistants, Except Payroll and Timekeeping</i>	846	871	25	3.0	776	18.28	PS	A
43-4171	<i>Receptionists and Information Clerks</i>	9,626	10,497	871	9.0	11,218	14.32	HS	HS
43-4181	<i>Reservation and Transportation Ticket Agents and Travel Clerks</i>	2,753	3,177	424	15.4	2,862	16.80	HS	HS
43-4199	<i>Information and Record Clerks, All Other</i>	1,843	2,061	218	11.8	1,954	17.32	HS	HS

43-5000	<i>Material Recording, Scheduling, Dispatching, and Distributing Workers</i>	26,820	28,470	1,650	6.2	26,296	-	-	-
43-5011	Cargo and Freight Agents	588	650	62	10.5	462	16.55	PS	HS
43-5021	Couriers and Messengers	686	761	75	10.9	593	13.52	NR	HS
43-5031	Police, Fire, and Ambulance Dispatchers	744	810	66	8.9	620	25.08	PS	HS
43-5032	Dispatchers, Except Police, Fire, and Ambulance	943	989	46	4.9	735	16.80	HS	HS
43-5041	Meter Readers, Utilities	88	89	1	1.1	53	16.71	HS	HS
43-5051	Postal Service Clerks	302	263	-39	-12.9	137	28.89	HS	HS
43-5052	Postal Service Mail Carriers	1,827	1,594	-233	-12.8	682	30.04	HS	HS
43-5053	Postal Service Mail Sorters, Processors, and Processing Machine Operators	50	42	-8	-16.0	18	28.90	HS	HS
43-5061	Production, Planning, and Expediting Clerks	1,002	1,093	91	9.1	926	19.51	HS	HS
43-5071	Shipping, Receiving, and Traffic Clerks	4,057	4,253	196	4.8	3,473	15.24	PS	HS
43-5081	Stock Clerks and Order Fillers	15,938	17,306	1,368	8.6	18,101	12.26	HS	HS
43-5111	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	595	620	25	4.2	496	17.67	HS	HS
43-6000	<i>Secretaries and Administrative Assistants</i>	27,626	27,049	-577	-2.1	22,664	-	-	-
43-6011	Executive Secretaries and Executive Administrative Assistants	4,125	3,658	-467	-11.3	2,841	25.31	PS	HS
43-6012	Legal Secretaries	1,300	1,119	-181	-13.9	847	17.74	PS	HS
43-6013	Medical Secretaries	2,728	3,144	416	15.2	2,912	16.91	PS	HS
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	19,473	19,128	-345	-1.8	16,064	16.20	PS	HS
43-9000	<i>Other Office and Administrative Support Workers</i>	26,931	27,271	340	1.3	24,950	-	-	-
43-9011	Computer Operators	237	205	-32	-13.5	147	26.94	PS	HS
43-9021	Data Entry Keyers	2,360	2,059	-301	-12.8	1,748	14.35	HS	HS
43-9022	Word Processors and Typists	532	406	-126	-23.7	293	12.69	PS	HS
43-9031	Desktop Publishers	53	42	-11	-20.8	30	19.49	PS	A
43-9041	Insurance Claims and Policy Processing Clerks	2,514	2,835	321	12.8	2,436	17.83	HS	HS
43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	538	489	-49	-9.1	404	14.10	HS	HS
43-9061	Office Clerks, General	19,295	19,782	487	2.5	18,597	15.52	HS	HS
43-9071	Office Machine Operators, Except Computer	511	449	-62	-12.1	360	16.17	HS	HS
43-9199	Office and Administrative Support Workers, All Other	857	972	115	13.4	898	16.81	HS	HS
45-0000	<b>Farming, Fishing, and Forestry Occupations</b>	911	926	15	1.6	1,038	20.45	-	-
45-1000	<i>Supervisors of Farming, Fishing, and Forestry Workers</i>	29	28	-1	-3.4	28	-	-	-
45-2000	<i>Agricultural Workers</i>	734	744	10	1.4	881	-	-	-
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	105	95	-10	-9.5	110	-	NR	NR
47-0000	<b>Construction and Extraction Occupations</b>	46,869	51,933	5,064	10.8	44,476	18.89	-	-
47-1000	<i>Supervisors of Construction and Extraction Workers</i>	4,468	4,955	487	10.9	4,072	-	-	-
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	4,468	4,955	487	10.9	4,072	30.30	A	HS
47-2000	<i>Construction Trades Workers</i>	37,011	41,017	4,006	10.8	34,526	-	-	-
47-2021	Brickmasons and Blockmasons	504	572	68	13.5	431	21.86	PS	HS
47-2031	Carpenters	7,355	8,067	712	9.7	6,262	19.47	PS	HS
47-2044	Tile and Marble Setters	696	783	87	12.5	581	26.04	PS	NR
47-2051	Cement Masons and Concrete Finishers	806	932	126	15.6	862	18.86	PS	NR
47-2061	Construction Laborers	7,646	8,556	910	11.9	7,443	14.74	NR	NR
47-2073	Operating Engineers and Other Construction Equipment Operators	1,275	1,460	185	14.5	1,370	20.79	PS	HS
47-2081	Drywall and Ceiling Tile Installers	1,021	1,073	52	5.1	775	15.88	PS	NR
47-2111	Electricians	5,255	5,666	411	7.8	5,180	20.92	PS	HS
47-2131	Insulation Workers, Floor, Ceiling, and Wall	103	110	7	6.8	95	-	PS	NR
47-2132	Insulation Workers, Mechanical	60	66	6	10.0	59	22.02	NR	HS
47-2141	Painters, Construction and Maintenance	3,300	3,574	274	8.3	2,583	16.69	PS	NR
47-2151	Pipelayers	277	288	11	4.0	244	18.06	PS	NR
47-2152	Plumbers, Pipefitters, and Steamfitters	2,582	2,923	341	13.2	2,613	21.41	PS	HS
47-2181	Roofers	2,329	2,666	337	14.5	2,266	14.76	PS	NR
47-2211	Sheet Metal Workers	1,569	1,731	162	10.3	1,523	19.25	PS	HS
47-3000	<i>Helpers, Construction Trades</i>	1,662	1,865	203	12.2	2,161	-	-	-
47-3013	Helpers--Electricians	633	680	47	7.4	776	14.77	NR	HS
47-3019	Helpers, Construction Trades, All Other	66	77	11	16.7	90	13.08	NR	NR
47-4000	<i>Other Construction and Related Workers</i>	3,699	4,066	367	9.9	3,692	-	-	-
47-4011	Construction and Building Inspectors	961	1,040	79	8.2	926	34.10	PS	HS
47-4021	Elevator Installers and Repairers	515	561	46	8.9	538	31.81	PS	HS
47-4051	Highway Maintenance Workers	150	163	13	8.7	138	19.14	PS	HS
47-4071	Septic Tank Servicers and Sewer Pipe Cleaners	177	196	19	10.7	203	19.36	HS	HS
47-4099	Construction and Related Workers, All Other	1,418	1,546	128	9.0	1,362	17.61	NR	HS
47-5000	<i>Extraction Workers</i>	29	30	1	3.4	25	-	-	-
49-0000	<b>Installation, Maintenance, and Repair Occupations</b>	42,337	46,232	3,895	9.2	37,237	19.73	-	-
49-1000	<i>Supervisors of Installation, Maintenance, and Repair Workers</i>	3,369	3,706	337	10.0	2,712	-	-	-
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	3,369	3,706	337	10.0	2,712	29.13	PS	HS
49-2000	<i>Electrical and Electronic Equipment Mechanics, Installers, and Repairers</i>	6,230	6,664	434	7.0	5,572	-	-	-
49-2011	Computer, Automated Teller, and Office Machine Repairers	1,233	1,360	127	10.3	1,126	17.34	PS	SC
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	2,758	2,847	89	3.2	2,417	32.11	PS	PS
49-2092	Electric Motor, Power Tool, and Related Repairers	101	109	8	7.9	85	-	PS	HS
49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment	59	66	7	11.9	49	20.02	PS	PS
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	248	263	15	6.0	190	27.75	PS	PS
49-2096	Electronic Equipment Installers and Repairers, Motor Vehicles	48	44	-4	-8.3	31	14.54	PS	HS
49-2098	Security and Fire Alarm Systems Installers	801	908	107	13.4	842	17.81	PS	HS
49-3000	<i>Vehicle and Mobile Equipment Mechanics, Installers, and Repairers</i>	12,697	13,776	1,079	8.5	10,858	-	-	-
49-3011	Aircraft Mechanics and Service Technicians	2,205	2,486	281	12.7	1,697	28.08	PS	PS
49-3021	Automotive Body and Related Repairers	1,050	1,155	105	10.0	936	19.06	PS	HS
49-3023	Automotive Service Technicians and Mechanics	5,436	5,819	383	7.0	4,520	19.96	PS	PS
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	1,202	1,306	104	8.7	984	26.27	PS	HS
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	338	380	42	12.4	312	27.06	PS	HS
49-3051	Motorboat Mechanics and Service Technicians	747	784	37	5.0	664	21.98	PS	HS
49-3053	Outdoor Power Equipment and Other Small Engine Mechanics	186	201	15	8.1	174	20.66	A	HS
49-3093	Tire Repairers and Changers	970	1,033	63	6.5	1,047	12.16	NR	HS
49-9000	<i>Other Installation, Maintenance, and Repair Occupations</i>	20,041	22,086	2,045	10.2	18,095	-	-	-
49-9012	Control and Valve Installers and Repairers, Except Mechanical Door	31	33	2	6.5	21	22.42	HS	HS
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	4,231	4,783	552	13.0	3,966	19.51	PS	PS
49-9031	Home Appliance Repairers	406	428	22	5.4	330	17.64	PS	HS
49-9041	Industrial Machinery Mechanics	1,197	1,307	110	9.2	966	21.92	PS	HS
49-9051	Electrical Power-Line Installers and Repairers	483	510	27	5.6	335	22.84	PS	HS
49-9052	Telecommunications Line Installers and Repairers	787	825	38	4.8	673	19.32	PS	HS
49-9062	Medical Equipment Repairers	578	635	57	9.9	471	26.42	PS	A
49-9071	Maintenance and Repair Workers, General	9,229	10,134	905	9.8	8,367	16.48	PS	HS
49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	241	227	-14	-5.8	192	14.24	HS	HS
49-9094	Locksmiths and Safe Repairers	307	309	2	0.7	226	27.05	PS	HS
49-9098	Helpers--Installation, Maintenance, and Repair Workers	691	767	76	11.0	797	12.33	NR	HS
49-9099	Installation, Maintenance, and Repair Workers, All Other	1,411	1,658	247	17.5	1,403	17.51	HS	HS



51-0000	<b>Production Occupations</b>	27,231	27,731	500	1.8	25,441	15.46	-	-
51-1000	Supervisors of Production Workers	2,097	2,190	93	4.4	1,737	-	-	-
51-1011	First-Line Supervisors of Production and Operating Workers	2,097	2,190	93	4.4	1,737	27.11	PS	HS
51-2000	<b>Assemblers and Fabricators</b>	5,630	5,153	-477	-8.5	4,476	-	-	-
51-2022	Electrical and Electronic Equipment Assemblers	1,116	960	-156	-14.0	808	12.42	PS	HS
51-2023	Electromechanical Equipment Assemblers	32	27	-5	-15.6	22	12.42	PS	HS
51-2031	Engine and Other Machine Assemblers	27	27	0	0.0	21	-	PS	HS
51-2041	Structural Metal Fabricators and Fitters	245	241	-4	-1.6	205	18.78	PS	HS
51-2091	Fiberglass Laminators and Fabricators	146	149	3	2.1	138	15.41	PS	HS
51-2092	Team Assemblers	3,373	3,081	-292	-8.7	2,681	-	HS	HS
51-2099	Assemblers and Fabricators, All Other	644	625	-19	-3.0	566	-	PS	HS
51-3000	<b>Food Processing Workers</b>	2,608	2,856	248	9.5	3,078	-	-	-
51-3011	Bakers	1,089	1,194	105	9.6	1,377	14.35	PS	NR
51-3021	Butchers and Meat Cutters	812	893	81	10.0	907	15.24	HS	NR
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	313	342	29	9.3	347	13.52	NR	NR
51-3092	Food Batchmakers	160	173	13	8.1	197	12.21	NR	HS
51-3099	Food Processing Workers, All Other	78	88	10	12.8	84	11.40	NR	NR
51-4000	<b>Metal Workers and Plastic Workers</b>	3,557	3,650	93	2.6	3,083	-	-	-
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	77	76	-1	-1.3	59	17.66	PS	HS
51-4012	Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	20	24	4	20.0	21	31.26	PS	PS
51-4021	Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	86	71	-15	-17.4	48	13.92	HS	HS
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	380	375	-5	-1.3	333	13.90	HS	HS
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	144	142	-2	-1.4	118	14.65	HS	HS
51-4034	Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	53	50	-3	-5.7	37	16.10	PS	HS
51-4035	Milling and Planing Machine Setters, Operators, and Tenders, Metal and Plastic	11	9	-2	-18.2	7	-	HS	HS
51-4041	Machinists	1,128	1,204	76	6.7	1,007	19.46	PS	HS
51-4051	Metal-Refining Furnace Operators and Tenders	27	28	1	3.7	22	-	HS	HS
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	227	191	-36	-15.9	152	14.43	PS	HS
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	41	45	4	9.8	41	16.15	HS	HS
51-4111	Tool and Die Makers	68	68	0	0.0	51	21.79	PS	PS
51-4121	Welders, Cutters, Solderers, and Brazers	1,052	1,129	77	7.3	990	18.36	PS	HS
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	83	81	-2	-2.4	66	16.93	PS	HS
51-5100	<b>Printing Workers</b>	1,268	1,204	-64	-5.0	1,023	-	-	-
51-5111	Prepress Technicians and Workers	92	86	-6	-6.5	78	18.24	PS	PS
51-5112	Printing Press Operators	943	901	-42	-4.5	725	17.52	HS	HS
51-5113	Print Binding and Finishing Workers	233	217	-16	-6.9	220	13.20	HS	HS
51-6000	<b>Textile, Apparel, and Furnishings Workers</b>	3,134	3,238	104	3.3	3,257	-	-	-
51-6011	Laundry and Dry-Cleaning Workers	1,425	1,493	68	4.8	1,635	10.16	HS	NR
51-6021	Pressers, Textile, Garment, and Related Materials	513	536	23	4.5	551	11.40	NR	NR
51-6031	Sewing Machine Operators	791	795	4	0.5	670	13.12	NR	NR
51-6052	Tailors, Dressmakers, and Custom Sewers	160	162	2	1.3	164	16.23	PS	NR
51-6091	Extruding and Forming Machine Setters, Operators, and Tenders, Synthetic and Glass Fibers	4	4	0	0.0	4	-	HS	HS
51-6093	Upholsterers	78	80	2	2.6	67	21.69	PS	HS
51-6099	Textile, Apparel, and Furnishings Workers, All Other	120	124	4	3.3	120	-	PS	HS
51-7000	<b>Woodworkers</b>	1,040	1,097	57	5.5	930	-	-	-
51-7011	Cabinetmakers and Bench Carpenters	602	634	32	5.3	537	20.50	PS	HS
51-7021	Furniture Finishers	163	170	7	4.3	128	13.87	NR	HS
51-7042	Woodworking Machine Setters, Operators, and Tenders, Except Sawing	197	209	12	6.1	187	18.28	HS	HS
51-8000	<b>Plant and System Operators</b>	685	686	1	0.1	462	-	-	-
51-8021	Stationary Engineers and Boiler Operators	22	23	1	4.5	20	-	PS	HS
51-8031	Water and Wastewater Treatment Plant and System Operators	586	587	1	0.2	385	25.07	PS	HS
51-9000	<b>Other Production Occupations</b>	7,212	7,657	445	6.2	7,395	-	-	-
51-9011	Chemical Equipment Operators and Tenders	76	79	3	3.9	69	14.23	HS	HS
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	21	22	1	4.8	19	21.66	PS	HS
51-9021	Crushing, Grinding, and Polishing Machine Setters, Operators, and Tenders	55	56	1	1.8	50	14.62	NR	HS
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	409	436	27	6.6	402	16.99	HS	HS
51-9032	Cutting and Slicing Machine Setters, Operators, and Tenders	113	114	1	0.9	103	16.50	HS	HS
51-9041	Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	45	45	0	0.0	43	16.54	NR	HS
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	1,674	1,694	20	1.2	1,611	19.08	HS	HS
51-9071	Jewelers and Precious Stone and Metal Workers	264	266	2	0.8	222	16.56	PS	HS
51-9081	Dental Laboratory Technicians	387	450	63	16.3	430	17.64	PS	HS
51-9111	Packaging and Filling Machine Operators and Tenders	1,463	1,607	144	9.8	1,539	13.62	NR	HS
51-9121	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	150	157	7	4.7	134	15.99	HS	HS
51-9122	Painters, Transportation Equipment	309	329	20	6.5	284	18.62	NR	HS
51-9192	Cleaning, Washing, and Metal Pickling Equipment Operators and Tenders	39	43	4	10.3	46	-	HS	HS
51-9196	Paper Goods Machine Setters, Operators, and Tenders	69	68	-1	-1.4	55	13.89	HS	HS
51-9198	Helpers--Production Workers	498	566	68	13.7	701	12.82	NR	HS
51-9199	Production Workers, All Other	493	573	80	16.2	560	12.85	NR	HS
53-0000	<b>Transportation and Material Moving Occupations</b>	56,281	61,165	4,884	8.7	62,009	14.30	-	-
53-1000	Supervisors of Transportation and Material Moving Workers	2,029	2,229	200	9.9	1,917	-	-	-
53-1011	Aircraft Cargo Handling Supervisors	101	119	18	17.8	106	27.16	A	HS
53-1021	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	678	727	49	7.2	616	27.68	HS	HS
53-1031	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	1,250	1,383	133	10.6	1,195	-	PS	HS
53-2000	<b>Air Transportation Workers</b>	3,998	4,779	781	19.5	4,307	-	-	-
53-2012	Commercial Pilots	440	482	42	9.5	381	126,949.00	PS	HS
53-2022	Airfield Operations Specialists	94	104	10	10.6	82	23.73	A	HS
53-3000	<b>Motor Vehicle Operators</b>	19,685	21,267	1,582	8.0	19,321	-	-	-
53-3011	Ambulance Drivers and Attendants, Except Emergency Medical Technicians	37	42	5	13.5	49	11.11	HS	HS
53-3021	Bus Drivers, Transit and Intercity	1,345	1,471	126	9.4	1,470	-	PS	HS
53-3022	Bus Drivers, School or Special Client	1,538	1,619	81	5.3	1,588	11.28	PS	HS
53-3031	Driver/Sales Workers	1,536	1,596	60	3.9	1,378	9.43	HS	HS
53-3032	Heavy and Tractor-Trailer Truck Drivers	6,397	6,864	467	7.3	6,048	18.88	PS	PS
53-3033	Light Truck or Delivery Services Drivers	6,646	7,249	603	9.1	6,452	15.20	PS	HS
53-3041	Taxi Drivers and Chauffeurs	1,767	1,947	180	10.2	1,663	11.89	NR	NR
53-3099	Motor Vehicle Operators, All Other	419	479	60	14.3	673	19.12	PS	NR
53-4000	<b>Rail Transportation Workers</b>	47	47	0	0.0	32	-	-	-
53-5000	<b>Water Transportation Workers</b>	516	520	4	0.8	433	-	-	-
53-5021	Captains, Mates, and Pilots of Water Vessels	185	182	-3	-1.6	144	27.04	PS	PS
53-6000	<b>Other Transportation Workers</b>	5,053	5,565	512	10.1	6,219	-	-	-
53-6021	Parking Lot Attendants	3,012	3,245	233	7.7	3,906	9.73	NR	NR
53-6031	Automotive and Watercraft Service Attendants	266	295	29	10.9	394	11.28	NR	NR
53-6051	Transportation Inspectors	354	382	28	7.9	307	47.57	HS	HS
53-6099	Transportation Workers, All Other	1,282	1,487	205	16.0	1,447	17.74	NR	HS

53-7000	Material Moving Workers	24,953	26,758	1,805	7.2	29,780	-	-	-
53-7021	Crane and Tower Operators	280	297	17	6.1	255	26.81	PS	HS
53-7032	Excavating and Loading Machine and Dragline Operators	305	335	30	9.8	307	16.73	HS	HS
53-7051	Industrial Truck and Tractor Operators	2,024	2,150	126	6.2	1,957	17.76	PS	NR
53-7061	Cleaners of Vehicles and Equipment	2,470	2,711	241	9.8	3,108	11.95	NR	NR
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	13,802	15,081	1,279	9.3	16,880	12.60	NR	NR
53-7064	Packers and Packagers, Hand	5,310	5,385	75	1.4	6,465	10.81	NR	NR
53-7081	Refuse and Recyclable Material Collectors	256	280	24	9.4	277	18.05	NR	NR
* Annual wage rates are reported where hourly wage rates do not exist but annual wage rates do. These rates are italicized.									
† Education levels are abbreviated as follow.									
Florida					U.S. Department of Labor, Bureau of Labor Statistics				
A: associate degree					A: associate degree				
B: bachelor's degree					B: bachelor's degree				
HS: high school diploma or GED					D: doctoral or professional degree				
M+: masters, doctoral or professional degree					HS: high school diploma or GED				
NR: no formal educational credential required					M: master's degree				
PS: postsecondary non-degree award					NR: no formal educational credential required				
					PS: postsecondary non-degree award				
					SC: some college, no degree				

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

WDA 22 Top 10 Fastest Growing Occupations Employment Needs		
Occupation	% of growth by 2026	Knowledge/Skills Needed according to O*NET Online
1. Physician Assistants	35.8	<ul style="list-style-type: none"> <li>• Medicine and Dentistry (K)</li> <li>• Biology (K)</li> <li>• Psychology (K)</li> <li>• English Language (K)</li> <li>• Therapy and Counseling (K)</li> <li>• Active Listening (S)</li> <li>• Critical Thinking (S)</li> <li>• Reading Comprehension (S)</li> <li>• Speaking (S)</li> <li>• Service Orientation (S)</li> </ul>
2. Nurse Practitioners	29.3	<ul style="list-style-type: none"> <li>• Medicine and Dentistry (K)</li> <li>• Psychology (K)</li> <li>• Customer and Personal Service (K)</li> <li>• English Language (K)</li> <li>• Therapy and Counseling (K)</li> <li>• Active Listening (S)</li> <li>• Critical Thinking (S)</li> <li>• Reading Comprehension (S)</li> <li>• Social Perceptiveness (S)</li> </ul>
3. Software Developers, Applications	29	<ul style="list-style-type: none"> <li>• Computers and Electronics (K)</li> <li>• Engineering and Technology (K)</li> <li>• English Language (K)</li> <li>• Mathematics (K)</li> <li>• Design (K)</li> <li>• Programming (S)</li> <li>• Systems Analysis (S)</li> <li>• Systems Evaluation (S)</li> <li>• Judgement and Decision Making (S)</li> <li>• Complex Problem Solving (S)</li> </ul>



**WDA 22 Top 10 Fastest Growing Occupations Employment Needs**

Occupation	% of growth by 2026	Knowledge/Skills Needed according to O*NET Online
4. Medical Assistants	27	<ul style="list-style-type: none"> <li>• Customer and Personal Service (K)</li> <li>• Medicine and Dentistry (K)</li> <li>• English Language (K)</li> <li>• Clerical (K)</li> <li>• Computers and Electronics (K)</li> <li>• Speaking (S)</li> <li>• Active Listening (S)</li> <li>• Reading Comprehension (S)</li> <li>• Social Perceptiveness (S)</li> <li>• Monitoring (S)</li> </ul>
5. Health Specialties Teachers, Postsecondary	25.6	<ul style="list-style-type: none"> <li>• Education and Training (K)</li> <li>• Biology (K)</li> <li>• English Language (K)</li> <li>• Medicine and Dentistry (K)</li> <li>• Psychology (K)</li> <li>• Instructing (S)</li> <li>• Reading Comprehension (S)</li> <li>• Speaking (S)</li> <li>• Active Learning (S)</li> <li>• Active Listening (S)</li> </ul>
6. Market Research Analysts and Marketing Specialists	24.8	<ul style="list-style-type: none"> <li>• English Language (K)</li> <li>• Customer and Personal Service (K)</li> <li>• Sales and Marketing (K)</li> <li>• Mathematics (K)</li> <li>• Administration and Management (K)</li> <li>• Active Listening (S)</li> <li>• Critical Thinking (S)</li> <li>• Reading Comprehension (S)</li> <li>• Writing (S)</li> <li>• Complex Problem Solving(S)</li> </ul>
7. Home Health Aides	23.8	<ul style="list-style-type: none"> <li>• Customer and Personal Service (K)</li> <li>• English Language (K)</li> <li>• Active Listening (S)</li> <li>• Service Orientation (S)</li> <li>• Social Perceptiveness (S)</li> <li>• Critical Thinking (S)</li> <li>• Monitoring (S)</li> </ul>
8. Personal Care Aides	23.4	<ul style="list-style-type: none"> <li>• Customer and Personal Service (K)</li> <li>• Psychology (K)</li> <li>• English Language (K)</li> <li>• Service Orientation (S)</li> <li>• Social Perceptiveness (S)</li> <li>• Active Listening (S)</li> <li>• Speaking (S)</li> <li>• Monitoring (S)</li> </ul>

WDA 22 Top 10 Fastest Growing Occupations Employment Needs		
Occupation	% of growth by 2026	Knowledge/Skills Needed according to O*NET Online
9. Operations Research Analysts	23.1	<ul style="list-style-type: none"> <li>• Mathematics (K)</li> <li>• English Language (K)</li> <li>• Computers and Electronics (K)</li> <li>• Engineering and Technology (K)</li> <li>• Administration and Management (K)</li> <li>• Mathematics (S)</li> <li>• Complex Problem Solving (S)</li> <li>• Critical Thinking (S)</li> <li>• Active Listening (S)</li> <li>• Judgement and Decision Making (S)</li> </ul>
10. Marriage and Family Therapists	21.9	<ul style="list-style-type: none"> <li>• Therapy and Counseling (K)</li> <li>• Psychology (K)</li> <li>• Customer and Personal Service (K)</li> <li>• English Language (K)</li> <li>• Sociology and Anthropology (K)</li> <li>• Active Listening (S)</li> <li>• Social Perceptiveness (S)</li> <li>• Judgement and Decision Making (S)</li> <li>• Service Orientation (S)</li> <li>• Speaking (S)</li> </ul>

Source: DEO LMI - [http://lmsresources.labormarketinfo.com/labor\\_supply/index.html](http://lmsresources.labormarketinfo.com/labor_supply/index.html)

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

WDA 22 Top 10 Occupations Gaining the Most New Jobs			
Occupation	2018 Employment per DEO LMI 2018	2018 to 2026 Growth Percentage	Education Level
1. Medical Assistants	5,647	27	Postsecondary Vocational
2. Combined Food Preparation and Serving Workers, including Fast Food	23,737	16.5	Less than High School

WDA 22 Top 10 Occupations Gaining the Most New Jobs			
Occupation	2018 Employment per DEO LMI 2018	2018 to 2026 Growth Percentage	Education Level
3. Janitors and Cleaners, Except Maids and Housekeeping Cleaners	13,946	14	Less Than High School
4. Registered Nurses	19,466	13.9	Associate Degree
5. Laborers and Freight, Stock, and Material Movers, Hand	13,108	11.4	Less Than High School
6. Stock Clerks and Order Fillers	16,263	10.4	High School Diploma
7. Customer Service Representatives	29,224	10.3	Postsecondary Vocational
8. Sales Representatives, Wholesale, and Manufacturing, Except Technical and Science	14,160	10.2	Postsecondary Vocational
9. Waiters and Waitresses	18,037	8.1	Less than High School
10. Retail Salespersons	34,310	7.8	High School Diploma

Source: [http://lmsresources.labormarketinfo.com/labor\\_supply/index.html](http://lmsresources.labormarketinfo.com/labor_supply/index.html)

**(4)** Please provide an analysis of the workforce development activities (including education and training) in the local area, 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 local area (WIOA §108(b)(1)(D) and WIOA §108(b)(7)).

The BWDB and Chief Elected Officials, in collaboration with the one-stop center staff, together updates and assesses their strengths and weaknesses periodically, as needed. In this way, the BWDB assures that input into their goals and objectives mirrors the Deming philosophy, which incorporates feedback from frontline staff and customers.

Prior to the board's annual planning meeting, the one-stop career center staff get together and conducts an organizational planning session, which starts a review of the prior year's goals and objectives with the goal of continuous improvement, streamlining and improving customer services, and increasing performance.

If a SWOT analysis is needed, one-stop career centers recommended goals and objectives, which are considered with the Chief Elected Officials and Board's annual review of its vision, mission, and strategies for the following year.

As the convener and facilitator of workforce stakeholders in the workforce area, the board through its staff previously held seven Employer Forums in the following industries, during the beginning stages of WIOA implementation:

- Automotive
- Life Sciences
- Marine
- Aviation/Aerospace
- International Trade and Logistics
- Hospitality and Tourism, and;
- Construction.

In addition, we aligned our board strategic planning matrices with workforce area's economic development strategic plan, called Broward County Six Pillars Community Plan. This plan was created by more than 350 Broward County business, civic, academic and government leaders, volunteers and community residents. Six Pillars is meant to help communities prosper and create high paying jobs by developing and implementing a visioning process through 2030.

The Six Pillars framework is the product of collaboration, research, and analysis by the Florida Chamber Foundation, working with many other partners. It reflects an environmental scan and identifies the critical factors determining Florida's future and that of its communities. They are as follows:

1. Talent Supply & Education
2. Innovation & Economic Development
3. Infrastructure & Growth Leadership

4. Business Climate & Competitiveness
5. Civic & Governance Systems
6. Quality of Life & Quality Places

With a focus on creating attracting, expanding and retaining high wage jobs, CSBD previously established employer forums to understand their pain points. The forums included representatives from industry, education, economic development, social service and government. As a result of our employer forums, we were able to collect information relating to:

1. Available jobs and companies' plans for future hiring; and,
2. The skills job seekers need to be competitive and any existing skills gaps.

The forums provided a basis for the board to facilitate a continuing collaborative environment for employers and education to guide curriculum development. It also provided the opportunity for outreach to new employers, as well as existing CSBD employer customers, to receive information about CSBD services.

Annually, we hold a public meeting to review the region's proposed Targeted Occupations List. We invite eligible training providers, industry associations, our industry intermediaries and other stakeholders to provide their input. We use this forum to determine 1) if there are occupations on the list that should not be and 2) if there are occupations that are not on the list that should be. Recommendations from this review are brought to the Chief Elected Officials and Board for their consideration and approval. Thereafter, throughout the program year, we review the list on quarterly basis to be responsive to emerging or changing local workforce development needs.

We partner with VR and the Division of Blind services in order to continuously increase opportunities for those with disabilities. We seek out the input of VR and the Division of Blind Services whenever the opportunity arises as well as through the many events and committees on which we are jointly represented. In addition, the Senior Quality Assurance Analyst, who serves as the supervisor of the disability programs, coordinates activities to ensure accessibility in the one-stop centers and in our programs. CSBD is one of 17 Florida LWDBs, designated as Employment Networks by the Social Security Administration, enabling our participation in the federally funded Ticket to Work program.

Through Ticket to Work, recipients of Social Security Disability Insurance and/or Supplemental Security Income receive priority assistance, such as job search, career planning and skill building to enhance their efforts to find and retain a job and work toward becoming self-sufficient. CSBD is ranked the #1 workforce development board Employment Network in the country.

- (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)).

CSBD one-stop center jobseekers can access a wide array of integrated employment, training and WIOA partner services. WIOA Success Coaches provide eligible job seekers with basic and individualized services.

The type and availability of adult and dislocated worker employment and training services and activities range from information about careers and the local labor market, job search assistance, case management, and assessments, such as, but not limited to, the following:

- TABE
- eSkills
- CareerScope
- TORQ
- Employ Florida, and CareerOneStop
- Workshops that teach:
  - basic PC skills
  - resume writing
  - interviewing
  - social media and related networking
  - financial stability
  - soft skills and job readiness
  - advanced job search techniques; and

Further, CSBD provides a variety of training services, such as:

- Occupational skills training
- On-the-job training
- Work experience/Internship

- Customized training, and adult education and literacy in combination with other training services, such as IWT, and;
- Rapid response and supportive services to assist individuals participating in employment and training activities.

These activities assist individuals to acquire and retain jobs, establish a work history, develop occupational and soft skills, and progress and get promoted in the workplace.

The type and availability of adult and dislocated worker employment and training services are assessed continuously in a variety of ways, ranging from customer satisfaction surveys to outcome metrics that can be analyzed to determine placement rate, time to placement, cost per placement, training related placements, earnings at placement and employment retention. Process changes, brainstorming, and root cause analysis are frequently used techniques for continuous improvement.

Selection of training providers and courses of training, as well as the removal of training providers from the Eligible Training Provider List, is done through a review process established by the CSBD governing boards and include staff and board committees. In addition, CSBD staff holds provider meetings to hear from training providers and to disseminate information to continuously improve the system, increase training-related placements, and meet the skill needs of local employers.

- (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)).

All youth program elements are available to youth as part of a menu of services based on their objective assessment and Individual Service Strategy (ISS). The fourteen elements identified by WIOA are available to youth on an as needed basis through our contracted youth services providers.

Out-of-school youth services are provided using 3 different service models: 1) Navigator, 2) Traditional Full Service and 3) Vendor. The following is a description of each model:

### 1) Navigator Model

Navigators are staff imbedded in an already existing community-based program serving eligible out-of-school youth, thereby reducing the caseload of the primary case manager for those youth and providing employment-related services to youth. Navigators serve as specialized WIOA case managers for up to 12 - 15 youth. The youth are provided with intensive “round the clock” holistic services, including comprehensive guidance and counseling as needed, paired with other activities that result in the desired WIOA outcomes for the youth.

### 2) Traditional Full-Service Model

The program design of the traditional full-service model gives youth the opportunity to participate in the 14 WIOA youth elements beginning and ending around the same time. Program designs are based on research and/or replication of a successful model to include:

1. Enrollment into post-secondary school/training resulting in:
  - a. The attainment of a recognized post-secondary credential and,
  - b. Placement into unsubsidized employment; **or**,
2. One-on-one tutoring, which may also include computer assisted instruction for youth resulting in the attainment of a high school diploma/credential followed by placement into unsubsidized employment or into post-secondary school; **or**,
3. Workplace preparation, including employability and soft skills, and placement into unsubsidized employment.

All program designs under this model include a paid work experience tied to the youths' career pathway and employability skills.

### 3) Vendor Model

Contracted youth vendors deliver the WIOA youth elements on a one-by-one or small group basis. Providers contracted as Navigators or as Full-Service Providers refer youth to vendor services, as needed, as determined by the youth's Success Coach. Vendors provide services for youth participants to include:

- Tutoring at the high school and post-secondary level
- Leadership development training, and
- Financial literacy and entrepreneurial training.



All program models include activities to serve youth with disabilities. Given the heightened emphasis on the provision of service to students and youth with disabilities under WIOA, CSBD is a vendor for Vocational Rehabilitation (VR) to provide pre-employment training for transition youth. The VR Transition Youth program offers youth with disabilities opportunities to gain work experiences that help them prepare for successful employment. CSBD is also a vendor of VR providing benefits planning for youth receiving SSI or SSDI to explain to them: 1) how working could affect their benefits; 2) how they would make more money working than receiving benefits; and 3) what Social Security work incentives they may be eligible to receive. Additionally, youth receiving SSI or SSDI are also enrolled in our Ticket to Work program.

CSBD funds out-of-school youth programs and activities through providers selected following a competitive procurement. CSBD youth providers include:

1. Broward County Public Schools (BCPS).

BCPS is the Adult Literacy provider for Broward County. It is an out-of-school youth program targeting youth in GED and providing them with:

- Tutoring
- Career pathways assessments, and
- Placement into a work experience or on-the job training through attainment of the GED followed by placement into post-secondary school, apprenticeship, advanced training, the military or unsubsidized employment.

2. Broward College

Broward College is replicating the “Get Real” program, serving out-of-school youth, providing them with a community within the college and enrolling high school graduates who are not in school at the time of recruitment into a literacy and math boot camp, followed by enrollment into post-secondary occupational skills training at the college, including apprenticeship training funded through a discretionary grant from the US Department of Labor.

### 3. Fort Lauderdale Independence Training & Education (FLITE) Center

The FLITE Center is a Community-Based Organization (CBO) that serves foster care youth and other vulnerable, at-risk youth. FLITE is funded to provide intense case management to WIOA eligible out-of-school youth transitioning to independent living or youth who are vulnerable and at-risk.

### 4. HANDY

HANDY is a CBO that serves all categories of barriered out-of-school youth, such as:

- Ex-offender youth
- Foster care youth
- Homeless youth, and
- Runaways and disaffected youth.

HANDY is funded to provide intense case management to WIOA eligible out-of-school youth transitioning to independent living.

### 5. Center for Independent Living (CIL)

CIL is a CBO that serves youth with disabilities. CIL is funded to provide intense case management to WIOA eligible out-of-school youth who have a disability.

### 6. Tutoring

CSBD has also secured quotes from businesses that provide tutoring services. Tutors are available to youth in post-secondary school as determined by the youth in coordination with their case manager.

### 7. Vocational Rehabilitation (VR)

CSBD is a vendor of VR providing employability skills to youth with disabilities and working with the youth to provide placement assistance, as needed, into unsubsidized jobs. CSBD is also a vendor of VR providing benefits planning for youth receiving SSI or SSDI to explain to them: 1) how working could affect their benefits; 2) how they would make more money working than receiving benefits; and 3) what Social Security work incentives they may be eligible to receive. CSBD has

been working with VR to establish a partnership serving VR in-school youth participants and dual enrolling them into WIOA to provide complementary services.

#### 8. Summer Youth Work Experience Programs

CSBD combines funds provided by the CSC and various local units of government to serve an estimated 600 – 800 at-risk and low-income youth, ages 16 – 18, during the summer months. WIOA funds, when available, may be used to serve youth with employability skills and a work experience. Welfare Transition Program funds, when available, may serve youth through age 24 with employability skills and a work experience. CSBD is working on soliciting funds from the private sector to support youth in a summer internship. CSBD has received Community Development Block Grant funds from Broward County and the City of Fort Lauderdale, two of the members of the CSBD Council of Elected Officials, as well as from a number of other cities and entities to support additional slots in the CSBD summer youth employment program.

There are approximately 19,000 opportunity youth in the workforce development area. WIOA and other grants allow us to serve approximately up to 1,500 youth annually, if we include youth served during the summer program. As a result, CSBD seeks ways in which to expand services to this population. In any given year, depending upon the WTP caseload and their needs, CSBD may decide to operate a year-round program for youth at risk of needing welfare services in the future. Using scholarly research from the Center for Law and Social Policy, Manpower Development Research Corporation and similar entities, CSBD will develop policy for identifying youth at-risk of needing welfare services for purposes of any program its governing boards may wish to fund.

CSBD is not a provider of youth services, although it is now allowed under WIOA. However, depending upon provider performance, funding, and discretionary grant awards, CSBD may decide to provide youth services directly or through the one-stop in the future.

## WORKFORCE DEVELOPMENT AREA VISION AND STRATEGIC GOALS

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

### **The BWDB's Vision**

To be the premier workforce agency facilitating better jobs and providing quality workers that enhances the quality of life and builds a sustainable economy for Broward County.

### **The BWDB's Mission**

To provide innovative solutions through the professional delivery of quality services, which consistently and effectively meet workforce needs.

The CSBD governing boards meet annually to review and update their Vision, Mission and Goals. A part of the planning process includes an analysis of the local workforce area's economic conditions. The workforce board considers:

1. Existing and emerging in-demand industry sectors and occupations.
2. The employment needs of employers in those sectors & occupations.
3. The knowledge and skills needed to meet the employment needs of the employers in the local workforce area, including employment needs of in-demand industry sectors and occupations.
4. The workforce in the local workforce area, current labor force employment and unemployment data, information about labor market trends, and the educational and skill levels of the workforce in the region.
5. The workforce needs of individuals with barriers to employment.
6. The workforce development activities, including education and training in LWDA 22, as well as an assessment of such services, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of local employers.

In 2011, more than 350 local workforce area business, civic, academic and government leaders, volunteers and community residents began the process of developing a strategic visioning plan through the year 2030, using the Six Pillars framework of the Florida Chamber Foundation as a strategic planning tool.

The Six Pillars Plan, which was launched in October 2012 sets goals through 2030, is meant to help communities prosper and create high paying jobs through 22 goals and 82 strategies. The CSBD President/CEO Co-Chairs the Talent Supply & Education Committee. The CSBD governing boards have aligned the Six Pillars workforce goals into their strategic goals, which objectives and strategies are identified based on their annual planning session, and assigned to the Board's committees for implementation for the next year. The Six Pillars goals can be accessed at <https://careersourcebroward.com/about-us/board-documents-presentations>.

- (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.

The core partners all have seats on the BWDB and sit on the Board's committees. CSBD has entered in a Memoranda of Understanding with both our core and legislative partners. Because of the presence of our core partners on the board and BWDB committees, they are a part of the decision-making process.

A key goal of the CSBD governing boards is to coordinate services with respect to mutual participants and to strengthen referrals among the partner programs. Since a one-stop operator has been selected by the CSBD governing boards, the one-stop operator is charged with scheduling meetings on an on-going basis with the core and legislative partners to further these goals and make them part of our everyday standard operation and to help meet our mission and vision.

As the core partners also share performance measures with CSBD, a special assignment for the one-stop operator is to strategize with the core partners on how to assist each other in the delivery of the performance measures.

Strategies include:

1. Referrals to the WIOA adult program following adult participants' attainment of a GED through an Adult and Family Literacy Act (AEFLA) program.
  2. Identifying adult referrals between Vocational Rehabilitation / Services for the Blind and Wagner Peyser / WIOA.
  3. Sharing information, which is done easily between WIOA and Wagner Peyser. Through FERPA agreements, information can be shared between WIOA and our AEFLA as well as other education partners. A strategy for sharing information with Vocational Rehabilitation also exists for common customers. As common participants are also shared with the other legislative one-stop partners, methods for sharing information with them is a goal of the workforce delivery system.
  4. Identifying specific services provided by the core programs, which are needed by participants, so that such services can be identified, referred and co-enrolled for them.
- (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.

The Council of Elected Officials and Broward Workforce Development Board ensures the success of achieving organizational goals on an on-going and annual basis using a broad array of performance indicators. Such indicators include:

- State annual program and fiscal reviews
- Annual external audit
- Multiple yearly external fiscal monitorings
- Multiple external program monitorings each year
- Monthly quality assurance reviews
- Monthly performance reports covering all funding streams
- Monthly Financial Reports

The Board and its committees also receive frequent briefings from CSBD at their meetings to increase their understanding of each workforce program and related initiatives, which increases their ability to provide oversight and develop policies.

- (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.

CSBD has a very successful Ticket to Work (TTW) Program serving those customers with disabilities between 18 and retirement age who are receiving SSI or SSDI. CSBD is the #1 ranked Workforce Employment Network in the country. If a customer with a disability is not eligible for the TTW Program, they are served like everyone else in our centers. CSBD has various assistive technologies in the centers to help customers with various needs.

CSBD also has a Disability Specialist in each of its centers to serve as a resource for staff and customers who may need assistance. CSBD has a contracted provider to conduct sign-language interpreter services for hearing impaired customers, as well as foreign language interpreting services for customers with Limited English Proficiency. These services can be scheduled or accessed on-demand.

The CSBD Equal Opportunity Officer is focused about ensuring access for all customers and annually monitors our one-stop centers for ADA compliance. Further, a visit is made to every training provider to ensure they are accessible for people with disabilities.

On an annual basis, CSBD develops a report to review the demographic data of our participants to ensure services are delivered according to the representation of our community area.

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

The BWDB meets 10 times a year, on average, in concert with the CSBD Council of Elected Officials. There are six board committees, which include board members and members from the community, and various industries, as appropriate.

Each year the BWDB holds a planning meeting. During the meeting, issues facing employers and jobseekers in our community are discussed. The board receives reports on year-to-date accomplishments and performance and hears about the staff planning meeting held earlier in the year.

The BWDB re-examines and updates its strategic plan each year at an annual planning meeting at which they conduct an environmental scan, review the vision and mission for relevancy and to align its goals with those of the state. The CSBD Council members also attend. The meeting is noticed and held in the “Sunshine” so that interested members of the community can attend. Economists, educators, local, state or federal experts in areas which are closely aligned with workforce development are occasionally invited to speak on issues of the moment, as well as what to expect in the future. The board reviews the prior year’s goals and sets new goals.

The results of the planning session are published at a board meeting where the Council of Elected Officials votes on the vision, mission, goals and strategic objectives. Following the approval of the goals and objectives, they are distributed to the relevant board committees to develop the strategies to accomplish the new goals. Staff is then responsible for implementing the strategies.

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

The local vision, mission, goals and priorities are targeted at meeting the federal measures.

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

These are the current (WIOA) year’s performance measures:

Common Measures	PY 19-20 Negotiated Performance Goals
<b>Adults:</b>	
Employed 2 <sup>nd</sup> Quarter After Exit	89.00%
Employed 4 <sup>th</sup> Quarter After Exit	85.50%
Median Wage 2 <sup>nd</sup> Quarter After Exit	\$6,850.00
<b>Dislocated Workers:</b>	
Employed 2 <sup>nd</sup> Quarter After Exit	85.00%
Employed 4 <sup>th</sup> Quarter After Exit	81.00%
Median Wage 2 <sup>nd</sup> Quarter After Exit	\$6,850.00
<b>Youth Common Measures:</b>	
Employed 2 <sup>nd</sup> Quarter After Exit	77.50%
Employed 4 <sup>th</sup> Quarter After Exit	69.00%



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

CSBD has a contracted provider who conducts our annual audit and separate contracted providers that monitor program and fiscal operations. The state also monitors programs and finance and we have quality assurance staff that monitors on a frequent and on-going basis. Quality Assurance monitoring tools are updated to align with the state monitoring tools.

CSBD’s Finance Department creates a Monthly Financial Report for staff to track budget versus expenditures. CSBD staff reviews the reports monthly and budget corrections are made, as necessary.

CSBD’s Quality Assurance Department developed a Key Performance Indicator (KPI) Report that measures staff weekly and monthly performance. Staff regularly convenes to discuss the report, and corrective actions are implemented, as needed.

Program supervisors in the one-stop centers conduct monthly monitoring of programs. Quality Assurance and Training Coordinators in the one-stops conduct tri-annual monitoring of programs. Corrective actions are identified and implemented to address findings.

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

The BWDB met on 1/26/17 to consider an appropriate definition of self-sufficiency. Based on research provided by staff and input from the public and providers, the following definition for self-sufficiency was adopted as indicated in the BWDB Self-Sufficiency Wage Level Chart below:

Family Size	2019 Self-Sufficiency Wage Level for WIOA Eligibility for Adult Training Services
1	\$47,150 HUD Standard
2	\$53,900 HUD Standard
3	\$61,674 200% LLSIL
4	\$76,512 200% LLSIL
5	\$90,302 200% LLSIL
6	\$105,612 200% LLSIL
7	\$120,921 200% LLSIL
8	\$136,231 200% LLSIL

Dislocated workers who have become re-employed in "income maintenance" jobs, a job with a lower rate of pay than the job of dislocation, may be served as long as the wage earned does not exceed the local criterion for self-sufficiency.

## 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, Temporary Assistance for Needy Families (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.

CSBD coordinates and provides WIOA services by sharing participants through two-way referrals with Vocational Rehabilitation and Adult Education and Literacy and dual enrolling participants across partner programs (e.g., TANF and WIOA). This prevents duplication of efforts and provides seamless service delivery to our customers. To expand our function as strategists and community conveners to hear “the voice of the customer” on the workforce needs of Broward County, we participate in community and business initiatives to harness the expertise that exists within the local workforce area. For example, we serve on the Distressed Communities Sub-committee of the Greater Fort Lauderdale Alliance. The intent of our participation in these collaborative efforts is to meet local workforce area development needs, coordinate services as well as to find solutions for special populations with barriers to employment. Recommendations from the meetings move on to our governing boards, culminating in the roadmap, which are both incorporated into this workforce services plan and also into a strategic planning matrix, as applicable to each of the board’s committees, so that the members can work on the objectives throughout the year.

- (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 local area (or planning region) in which the local area is located and promotes entrepreneurial training and microenterprise services (WIOA §108(b)(5)).

The President and CEO of the Greater Ft. Lauderdale Alliance (Alliance), which is the local economic development agency, is a Board member and CSBD’s President/CEO is a board member of the Alliance. The Board has created an intermediary position that is co-located at the Alliance, performing outreach to new employers and sharing CSBD available services.

CSBD is a member of the Alliance of Entrepreneur Resource Organizations (AERO) and participates in their monthly meetings. We also work closely with the Broward County Office of Economic Development, SCORE, the Chambers of Commerce, Hispanic Unity,

and other organizations involved with economic development and entrepreneurial training. We exchange information with Angel Investor and other entrepreneurial funding organizations. We continue to run entrepreneurial programs. This past year ten (10) businesses were launched and four (4) businesses earned seed funding from the J.D. Armstrong Student Venture Fund.

Additional coordination comes from staying connected to Broward County's Office of Economic and Small Business Development, whose director is a Board member. In addition to an intermediary to economic development, CSBD also assigns intermediaries to the fastest growing and key sectors, providing additional business intelligence and channels of communication, leading to increased coordination.

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

As is required by WIOA, secondary and post-secondary education is represented on the Board. This provides an opportunity for education to be aware of and have input into Board initiatives and activities. Education representatives are also invited to business forums so they can hear directly from the business community with respect to training needs and skills gaps. Both the Broward County Public Schools (BCPS) and Broward College cover the entire workforce area. There is only one school district and one community college system in the Broward County workforce area.

In the Broward County workforce area, the BCPS is also the vocational technical school provider and the Adult and Family Education and Literacy Act Provider. Through their representatives on the Board and through relationships built with these partners over the years, the Board is able to coordinate education and workforce in numerous and meaningful ways.

- (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)).

CSBD coordinates WIOA and TANF activities for transportation, including public transportation and other supportive services, based upon program eligible job seeker needs and fund availability. Local policy requires that it must be determined that another

resource is not available to provide such support services before using WIOA or TANF funding. As such, CSBD partners with the Broward County's Family Success Centers to help customers with emergency services, such as water and electricity bill payment and free bus passes from Broward County Transit (BCT). If a customer cannot take public transportation, such as an individual with a disability, CSBD one-stop staff refers customers to BCT's TOPS (Transportation Options Program) program. Both the need and lack of resources must be documented.

CSBD issues specific denomination VISA cards and "load fund" cards for support services. The Senior Vice President of Finance is the administrator. The Finance Department is responsible for maintaining an adequate supply of cards and cash from which to draw funds. Customers in need of child care are referred to the Department of Children and Families for TANF and the Welfare Transition Program.

The EO Officer/Senior Quality Assurance Analyst is the Vice Chair of the Transportation Disadvantaged Local Coordinating Board, which is committed to assisting the transportation disadvantaged persons of Broward County with their transportation needs.

- (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)).

A core mission of CSBD is to offer universally accessible services to all job seekers and assuring veterans receive priority of service. CSBD maximizes the coordination of services provided to job seekers and employers, while avoiding duplication of services, through the co-location of Wagner-Peyser Employment Services and other partner agencies in the one-stop career centers. Co-location improves efficiency and allows for functional alignment where appropriate to make service delivery as seamless as possible within each one-stop center.

Each one-stop career center includes a one-stop manager who ensures the workforce centers are universally accessible, customer centered, and training is career-driven. This includes providing easy access to and assistance with workforce related activities, such as career exploration, job search, job preparation and career development services, as well as referral to WIOA Title I career services.

- (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).

Broward County is a one school system district. The Broward County Public Schools (BCPS) is also the single provider of Adult Education and Literacy in the workforce area; as a result, there are no applications to review.

With respect to coordination, the BCPS provides GED classes occasionally in the one-stop. Currently, the BCPS is an out-of-school youth (OSY) provider, working with eligible OSY to assure they receive their GED. This partnership and coordination is strengthened by having Adult Literacy and Vocational Technical schools represented on our Board, which has enabled us to realize a shared vision and partner on grant applications and initiatives.

CSBD also refers adults and dislocated workers who need to work on their literacy levels or English language skills to the Adult Literacy System before they receive an ITA. In this way, the two organizations collaborate on career pathway programs designed to help prepare low-skilled workers for jobs that support an economically self-sufficient wage (e.g., cross referrals, co-enrollment, etc.).

- (7) Reduction of Welfare Dependency:** Describe how the local board coordinates workforce investment activities to reduce welfare dependency, particularly how services are delivered to TANF and Supplemental Nutrition Assistance Program (SNAP) recipients, to help individuals become self-sufficient.

Both TANF and SNAP E&T are integrated and co-located in our centers. The one-stop system integrates WT/TANF, SNAP E&T, Vocational Rehabilitation, Adult Education and Family Literacy Act, Wagner Peyser and WIOA programs. Further, CSBD integrates a number of discretionary grant programs as awarded by the state and/or federal government, such as, disability programs awarded through the Social Security Administration, as well as a variety of grants awarded by the USDOL. All these initiatives expand the universe of options available to our TANF and SNAP E&T job-seeker customers. Our resource rooms, workshops, computers, telephones and fax equipment are available during the hours the centers are open. Within the center, space is dedicated to TANF and SNAP E&T program specific “labs,” along with dedicated staff who provide employment-related coaching and customer-specific job development and job fair/recruitment activities and events. CSBD

also provides support services, such as assistance with transportation and interview and work attire. If a customer is a domestic violence victim, they are referred to our local expert in domestic violence, Women in Distress (WID). WID works with the customer to develop a safety plan, which is kept confidential for the protection of the customer and informs CSBD that a plan is in place. In alignment with CareerSource Florida's goal to reduce welfare dependence, once customers find employment, follow-up and transitional services are offered to stabilize and support continued employment and to reduce recidivism.

**(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.

Vocational Rehab is currently represented on our board. Working together, CSBD has the following cooperative agreements:

- a. An agreement for CSBD to serve as a vendor for their Public Work-Related Rehab Facility to provide pre-placement training for youth.
- b. An agreement for CSBD to serve as a Work Incentive Planning Assistance provider to conduct benefit planning analysis with VR customers where we explain how working benefits them even while receiving assistance.
- c. An agreement for CSBD to serve as a Ticket to Work Provider as part of the Partnership Plus Program.



## 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 partner is not involved, explain the reason.

Each of the required WIOA partners is included in the local one-stop system; however, they are not all collocated. Below is a list of the one-stop partners and a description of their roles. With respect to resource contributions, our one-stop is organized using a mall approach for the contribution of resources. Partners that are collocated pay their proportionate share of the square footage they occupy and the related common area.

The following described the roles of the partners in the OS system:

- **Adults, Dislocated Workers and Youth** - are served in the one-stop centers. The WIOA Adult/ Dislocated Worker programs, together with Wagner-Peyser universal labor exchange services, form the heart of our one-stop system. Some out-of-school youth (OSY) not served by our youth providers are also able to access services and training through the one-stop system. Our one-stop partners are very familiar with the services. WIOA pays their fair share of costs.
- **Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Employment and Training (SNAP) Programs** – Are integrated and co-located in our centers. Allocations are made by the state to support these programs at the local level. TANF/SNAP pays their fair share of costs.
- **Wagner-Peyser** – Together with WIOA forms the nucleus of the workforce system, offering universal services, which allow for further assessment and referral to WIOA, as well as all of our partner services. From recruitments to job fairs, our renowned Professional Placement Network and dedicated Veteran's services, all individuals entering the one-stop have the opportunity to begin in resource rooms accessing job search tools, online assessments, and workshops targeted at helping customers find not just a job but the right job. Wagner-Peyer is our one-stop partner's entry to coordinating with our employer customers. Wagner-Peyser has been collocated since

the inception of the Workforce Investment Act and helps to support the one-stop infrastructure by paying their fair share of the infrastructure.

- **Vocational Rehabilitation (VR)** – Is co-located in our South One-Stop Center. We have a strong coordinative relationship with VR and serve as a vendor for Pre-Employment Training, Work Incentive and Planning Assistance Services and Partnership Plus. Because of CareerSource Broward's strong emphasis on services to customers with disabilities through our Ticket to Work program, we collaborate and coordinate on the services to this high priority population. All our one-stop centers have a process in place to refer customers. VR is represented on the BWDB, contributes to our planning, and contributes to the infrastructure through rent and common area costs in the South One-Stop Center.
- **Senior Community Service Employment Program (SCSEP)** – The SCSEP programs co-locate in South One-Stop Center, leasing space from us and providing program services and cross referrals between our programs. Through work experience opportunities, older workers also assist in the resource room, as needed, in all three of the one-stop centers.
- **Adult Education and Family Literacy Act Programs (AEFLA)** – Is solely delivered by the Career Technical Adult and Community Education (CTACE) Division of the Broward County School Board. AEFLA has collocated with us from time to time to provide GED training in the one-stop centers. At this time, AEFLA does not have a presence in the one-stop; however, we have a strong referral system in place for individuals needing to acquire a high school credential or needing to upgrade their literacy skills before they can qualify for training. AEFLA is represented on the BWDB and OneStop Services Committee by the Head of the CTACE Division of the School District and contributes to our planning. CSBD currently contracts with CTACE to serve OSY needing a GED. While not co-located, AEFLA is technologically connected and contributes to the infrastructure by paying for its presence on the CSBD web-site. Individuals access AEFLA through one of the CSBD programs or through the web-site.
- **Career and Technical Education** – Is delivered through the School Board of Broward County. (Please see information on CTACE above). CTACE programs are on our Eligible Training Provider List. They are represented on the BWDB through the Chief



of that Division-CTACE, together with the Broward College, and are two of our key partners in the provision of training to our participants and contribute to our planning.

- **Trade Adjustment Assistance Act (TAA) Program** – We provide these services through state staff co-located in the one-stop. Often TAA clients are dual enrolled into dislocated worker programs.
- **Jobs for Veterans Grant** – Veterans services are provided at all one-stop center locations. Through an allocation of state funds, they pay their fair share of infrastructure and operating costs. Our Veterans' staff serves more veterans than other local areas that have a military base in their boundaries. We are also connected with the Veterans Symposium, which is a Veterans service collaborative with Mission United, a nationally renowned Veteran service initiative.
- **Community Service Block Grant (CSBG)** – Services are delivered through Family Success Centers located throughout Broward County. Broward County is represented on our Council of Elected Officials, on the Board and contributes to our planning. As we serve many of the same participants, we meet to discuss the types of support services offered to avoid duplication of services and have an ongoing relationship, which allows us to refer customers needing emergency services and weatherization. Each summer, Broward County through CSBD, contributes to our Summer Youth Employment Program, allowing us to serve additional youth through other funding streams. While not co-located CSBG is technologically connected and contributes to the infrastructure by paying for its presence on the CSBD web-site. Individuals access CSBD through case manager referrals or through the web-site.
- **Department of Housing and Urban Development (HUD)** – There is no HUD employment and training program currently operating in our workforce development area.
- **Reemployment Assistance** – Co-located in our center and pays their fair share of costs.
- **Second Chance Act** – Juvenile Justice is represented on our One Stop Services Committee. Our OSY providers recruit and target youth who are on probation, received

a civil citation or are exiting the jails. The CSBD Senior Quality Assurance Analyst is the Chair of the Broward County Reentry Coalition. CSBD is the number one ranked user of the Federal Bonding Program in the state. CSBD's President/CEO serves on the 17<sup>th</sup> District Juvenile Justice Advisory Board. While not co-located, Second Chance is technologically connected through its grant recipient, OIC of South Florida, and contributes to the infrastructure by paying for its presence on the CSBD website. Individuals access Second Chance through referral or through the website.

- **Migrant and Seasonal Farmworker (MSFW) Program** - CSBD does not receive Migrant and Seasonal Farmworker funds. Farming is no longer a significant occupation in Broward County. From time to time, an individual will visit one of our centers for services and, once eligibility is established, we provide WIOA services.
- **Job Corps** – There is not a local Job Corps Program in Region 22. There is a Job Corps program in Miami-Dade County and we maintain a link to their webpage in all our career center resource room computers and refer interested customers.
- **YouthBuild** – Currently OIC of South Florida, a local Community Based Organization (CBO), has a grant to operate YouthBuild programs. CSBD has a cooperative agreement with OIC for cross referrals of the youth. While not co-located, YouthBuild is technologically connected and contributes to the infrastructure by paying for its presence on the CSBD website. Individuals access YouthBuild through referral or through the website.
  - **Native American Programs** – CareerSource Broward has reached out to the Seminole Tribe, which is in our workforce area, many times during the course of implementing Workforce Investment Act/WIOA programs; however, they have chosen not to participate. Through outreach they are aware that our one-stop services are available to the tribal members, if they wish to access the system. The Seminole Tribe operates the very successful Hard Rock Guitar Hotel. CSBD does coordinate job fairs for that hotel and casino when requested.

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

None. There are no additional partners included in the local one-stop delivery system.

- C. The local workforce development board, with the agreement of the chief elected official, shall develop and enter into a Memorandum of Understanding (MOU) between the local board and the one-stop partners.

Attached are the required agreements. See Attachment A.

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

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

The CSBD EO Officer is responsible for ensuring accessibility in the centers. The EO Officer annually reviews the one-stop centers using the Accessibility Survey. If a customer needs extra assistance, the center will create an Integrated Resource Team (IRT) to ensure the appropriate staff meets the needs of the customer. The IRT approach involves diversified service systems coordinating services and leveraging funding in order to meet the needs of an individual jobseeker with a disability. IRTs provide the opportunity for comprehensive, wrap-around services on behalf of an individual with a disability or other challenges to employment by bringing together diverse programs and services that meet the needs of a particular job seeker. CSBD has a Disability Specialist in each of the centers to assist employers, staff and customers with using the assistive technology, resources in the community or to schedule an interpreter for a customer. CSBD has various assistive technologies to assist a variety of customer needs, such as screen readers, screen magnifiers, JAWS software, bigger keyboards, a specialized mouse, etc. Staff is trained on an annual basis on providing services with disability etiquette and properly serving customers with disabilities.

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

The CSBD brand provides standardized services in each of its three career centers. Job seekers and employers receive a consistent customer experience from the signage to the delivery of services, to the application of our policies and practices.

### **Equitable Use**

All customers that visit our career centers are welcomed and assisted with their needs. The career centers are set up so that when a customer enters there is a reception desk and a kiosk sign-in system for a customer to register in to the center. If a customer is not able to use the kiosk, a staff member at the reception desk can assist them.

### **Flexibility in Use**

The resource room is at the front of the career center so all customers have access to the equipment without having to travel too far within the center. There is a computer in each center's resource room that has assistive/adaptive technology and designed to accommodate a wide range of individual preferences and abilities.

### **Simple and Intuitive Use**

Information is provided to customers in an easy, understandable way. They are asked throughout the process if they understand the information provided to them. CSBD has an on-demand interpreter service for those customers that either need foreign language interpretation or sign-language interpretation assistance.

### **Perceptible Information**

Signs are posted throughout the center informing customers of various departments, disability equipment, and training/workshops rooms. These signs are both written and pictorial. If customers are not sure what they need to do or understand necessary information, staff is always there to guide the customers.

### **Tolerance for Error**

The centers are designed to minimize hazards and provide warnings both visually and by sound if there is an emergency in the building. All traveled areas are kept clear so that customers with physical disabilities or wheelchair bound do not have any obstructions in their travels throughout the center.

### **Low Physical Effort and Size and Space for Approach and Use**

All accessibility equipment is designed to ensure customers have easy access, are comfortable, are within reach, easy to manipulate and use, regardless of the customer's body size, posture or mobility.

- 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)).

CSBD is in full compliance with the requirements of the Americans with Disabilities Act. CSBD also uses technology that extends services beyond the “bricks and mortar” buildings to improve the delivery of services to virtual customers. By using the internet, “online” customers who visit the CSBD webpage can access:

- Employ Florida registration,
- Portals to fill out online applications and reserve their attendance / seat for one our workshops
- Apprenticeship, high-growth industry and scholarship training videos; and
- Web-based career exploration tools and labor market information.

CSBD has established an intern portal in response to employer demand to allow Broward County residents to gain work experience so they can be more marketable to employers when seeking full-time employment.

Eligible customers can also access career and work ready assessments, such as Career Scope, Metrix, eSkills, etc. Customers are able to electronically access and fill out additional forms and submit them with their electronic signature through the CSBD document management system.

CSBD has also developed and deployed “virtual” kiosks at various locations throughout the local workforce area. The kiosks “mimic” our resource room computers and allow customers the ability to access our services and the services of partner agencies, such as the Department of Children and Families.

In these and other ways, we provide workforce services to job seekers and employers who may find it challenging to travel to a one-stop career center or who just like the additional convenience of being able to access one-stop services 24/7, 365 days a year. These tools are not intended to be a replacement for the services provided at the one-stop centers. Rather, they promote awareness of CSBD services, improve our brand name and, for some, meet their immediate needs without the necessity to travel to one of our three one-stop centers.

CSBD has also hired staff to go out into the distressed communities to bring our information about CSBD services and also to bring our workshops to where the customers live. WIOA allows local boards to set the rate of reimbursed for OJT up to 75%. CSBD’s OJT reimbursement rate is 75% straight-time wage reimbursement for all employers, including those with 251 or more employees that are located in a distressed zip code or opportunity tax zone. As job seekers work close to their homes, especially in distressed communities, it makes sense to offer this type of reimbursement to these employers instead of basing it on job seekers’ characteristics, which could be discriminatory.

**(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)).

CSBD uses Employ Florida and the One Stop Service Tracking (OSST) systems provided by the State for case management. There is not a system that integrates at a minimum, all WIOA partner programs. We use technology-enabled processes, such as Welfare Transition Automation, and our online WIOA application, to increase accessibility and streamline the intake process. By using the internet, “online” customers can access:

- Employ Florida registration
- Portals to fill out online applications, such as our summer youth program application
- Reserve their attendance / seat for one our workshops

- Apprenticeship, high-growth industry and scholarship training videos; and
- Web-based career exploration tools and labor market information.

Eligible customers can also access career and work ready assessments, such as Career Scope and eSkills. Several years ago, we transitioned to a paperless case file document management system. Customers are able to electronically access and fill out additional forms and submit them to us with their electronic signature through this electronic document management system.

**(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)).

CSBD advertised in three local papers and posted on its website its Request for Quotes (RFQ) for a One-Stop Operator in accordance with the USDOL Joint Rule and 2 CFR 200.317- 236 requirements on 6/17/19. Three responses were received. A Review Committee consisting of BWDB members met on 8/9/19 to hear from each of the proposers and to evaluate, rate and rank the proposals.

The BWDB Executive Committee adopted the Review Committee recommendation and then moved the recommendation to the full Board and Council of Elected Officials for approval at their regularly scheduled meeting held, 9/26/19. A sub-recipient agreement was entered into on 10/18/19 with the winning proposer Workforce Guidance Associates, LLC.

CSBD had a prior agreement with Cardinal Human Capital previously selected to serve as the one-stop operator; however, a family illness resulted in the termination of the agreement resulting in the initiation of a new selection process as described above.

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

Each year we provide the Council of Elected Officials and Broward Workforce Development Board a full report of our: 1) performance; 2) progress on continuous improvement initiatives to increase efficiency and effectiveness; and 3) accomplishments. The report demonstrates how CSBD continues to be recognized as a leader in performance, innovation and best practices and goes above and beyond required services.



## 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 Strengthening Career and Technical Education for the 21st Century Act \(Perkins V\)](#) (20 U.S.C. 2301 et seq.), that support the strategy identified in the Florida Unified Plan under WIOA section 102(b)(1)(E) (WIOA §108(b)(2)).

The one-stop system provides access to the career services, as required by WIOA section 134, such as but not limited to:

- Eligibility determination
- Outreach and intake
- Orientation to the information and other services available
- Initial assessment of literacy, skill levels / gaps and supportive service needs
- Labor exchange services
- Provision of information on in-demand industry sectors and occupations
- Recruitment and business services on behalf of employers
- Referrals to and coordination of activities with other one-stop partners
- Provision of performance information and program cost information on eligible providers of training services, per WIOA section 122
- Provision of all information in formats usable by and understandable by one-stop center customers
- Provision of information and assistance regarding filing claims for reemployment assistance benefits
- Assistance in applying for WIOA and other federal and state financial aid assistance for training and education programs
- Development of an individual employment plan to identify and achieve employment goals
- Individual counseling
- Workshops
- Career planning and exploration
- Employability skills
- Referrals to job postings and placement assistance
- Internships and work experiences that are linked to careers



- Financial literacy services
- Referral to English language acquisition and integrated education and training programs
- Support Services; and,
- Follow-up services.

Our one-stop system integrates the following funding streams and programs offering customers' services as needed through: Wagner-Peyser, Veterans programs, RESEA, WIOA Title I, TAA, WT/TANF, SNAP Employment and Training, Vocational Rehabilitation, Adult Education and Family Literacy Act programs. CSBD implements ad hoc programs based on grants and funding, such as RESEA, NDWG and the Summer Youth Employment Program.

Further, coordination between the BWDB and the following agencies is a part of the existing infrastructure:

- Department of Economic Opportunity
- Department of Children and Families
- Department of Vocational Rehabilitation
- Local educational agencies
- The Early Learning Coalition (child care provider)
- Public housing agencies
- Broward County Department of Human Services
- SCSEP Title V Programs

CSBD has long established referral agreements (including youth to our WIOA Adult and Dislocated Worker programs) and we coordinate the delivery of services with Broward County Family Success Centers, OIC of South Florida, Mission United and the Urban League on many different events.

In Broward County, the Broward County Public School System (BCPS), through the technical colleges, provides all vocational training. Broward College also receives some of the Perkins Funds. CSBD provides all Carl Perkins occupational skills training options for adults, dislocated workers and out-of-school youth through ITA's for the BCPS Technical Colleges and through Broward College. The BCPS and Broward College provide us with their list of courses in occupations on the TOL and the CSBD Board approves the courses in

accordance with the State's Policy of Eligible Training Providers for inclusion on the ITA List provided to customers.

**(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)).

All purchases and procurements for all programs, services and goods are done in accordance with the CSBD procurement policy, which follows the requirements and thresholds as stated in 2 CFR 200 et seq., the State's conflict of interest policy, and FS 445.007.

CSBD develops its request for proposals (RFP) based upon policies and objectives adopted by the BWDB. RFPs are reviewed and approved by the BWDB or by a committee designated to review and approve the RFP. When RFP responses are received, staff reviews proposals for responsiveness to the RFP. A BWDB Committee is appointed to review the RFPs. Review of the RFPs takes place at a publicly noticed meeting. A rating form published with the applicable RFP is used by the BWDB review committee, which makes a recommendation to the full board. The BWDB, together with the CSBD Council of Elected Officials, makes the final decision on which proposals will be funded. This represents a fair and equitable process to secure the most capable agencies to deliver services.

**(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)).

The BWDB coordinates with the local school board to identify and support programs that prepare students for internships or post-secondary education opportunities. Post-secondary education opportunities are identified through coordination with post-secondary education institutions, the State, and the BWDB to identify educational and workforce investment activities geared toward preparation for occupations that are determined to be in demand locally. Additionally, each year a publicly noticed meeting is held to get community input on our local workforce area's Target Occupations List. CSBD staff also researches career pathways in our sector strategies to develop career lattices for employers and job seekers. Once completed, these career lattices are provided to the community, the youth programs

and posted to the CSBD website. When appropriate, customers are co-enrolled to facilitate career pathways and improve access to activities leading to recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable.

**(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 Broward uses networks and relationships, such as with the Greater Ft Lauderdale Alliance, Community Foundation, The Broward Workshop and our education partners and industry intermediaries to get a broad spectrum of input from community partners, which we can use to ensure occupational training programs are available for the career pathways in key industry sectors. Also, our industry intermediaries work with the business community and education providers to ensure that CSBD's list of approved training programs meet the needs of the local industry.

Our planning process incorporates an analysis of our local workforce area's economic conditions including:

- Existing and emerging in-demand industry sectors and occupations.
- The employment needs of employers in those sectors & occupations.
- The knowledge and skills needed to meet the employment needs of the employers in the local area, including employment needs in in-demand industry sectors and occupations.
- The workforce in the local workforce area, including current labor force employment and unemployment data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.
- The workforce development activities (including education and training) in our local area, and the capacity to provide such services, to address the identified education and skill needs of the workforce and the employment needs of local employers.

To further align resources, the board applies for other grant opportunities to support key industry sectors, such as apprenticeships for the IT, construction and marine industries.

CSBD staff uses our Targeted Occupations List and JobsEQ to ensure we have training programs in the key industry sectors in order to meet the needs of the employers. If there is an occupation in demand that CSBD does offer training, CSBD staff utilizes JobsEQ to research the schools that offer the training and approach the schools to apply to be on the Eligible Training Provider List (ETPL).

**(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);

CSBD works with the Greater Ft. Lauderdale Alliance, the local economic development agency, to prioritize industry clusters. Industry clusters are prioritized by reviewing various industries' hiring demands, types of business relocating to our local workforce area, and by referencing CareerSource Florida's Workforce Services Plan and the Broward County and Florida Chamber Foundation's Six Pillars of Florida's Future Economy™.

CSBD also uses the DEO LMI data on emerging industries and occupations to target industry sectors.

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

Based on targeted industries by the Greater Fort Lauderdale Alliance, our local economic development partner, and Broward County, CSBD uses the information to develop partnerships with trade and professional associations in these sectors.

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

CSBD utilizes intermediaries to engage the targeted industries of Healthcare, Technology, Marine, Aviation, Hospitality/Tourism, Retail and Construction to partner with trade and professional associations to expand its service delivery to employers in these industries. The aforementioned intermediaries were created based on emerging industries and occupations data provided to CSBD from

DEO's LMI unit and the Greater Fort Lauderdale Alliance, our local economic development partner. Further, the Board has representatives from those industries, which assist with decisions on sector-based strategies.

As a result, the Board represents a cross-section of business, giving voice and serving as a source for feedback, spanning a variety of industry sectors.

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

Through our industry intermediaries, CSBD partners with industry associations to hold job fairs specific to the industry. We invite job seekers who are training or who completed training in the specific industry to attend these job fairs. Additionally, we provide industry related LMI to businesses and associations.

Also, our industry intermediaries work with the business community and education providers to ensure that CSBD's list of approved training programs meet the needs of the local industry.

CSBD's President/CEO is a board member of the Greater Fort Lauderdale Alliance, and the President/CEO of the Greater Fort Lauderdale Alliance is a Broward Workforce Development Board member.

CSBD has a staff member, the Director of Workforce Services that is outstationed at the Greater Fort Lauderdale Alliance, ensuring that workforce services are presented to businesses planning to relocate to the area. The Director of Workforce Services also sits on the board of the South Florida Manufacturer's Association and the Broward County Permitting Action Team, which ensures new businesses and expanding businesses, can acquire permits timely. In addition, the Director of Workforce Services assists business in targeted industries in obtaining Quick Response and Incumbent Worker State Level Training Grants.

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

Using tools, such as JobsEQ and Employ Florida, CSBD provides labor market information to sector strategy employers in our region and when targeting training opportunities for job seekers that lead to employment in those industries.

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

CSBD tracks service delivery outcomes, such as placements, awarded training grants, ITA completion rates, and the accomplished goals set forth for our Intermediaries. CSBD develops strategic initiatives that target key industry sectors based on the Board annual planning session, employer and education provider meetings throughout the year, intended to improve the service delivery to those industry sectors. Sector strategies are sustained based on state data, the data received from all our partner agencies and local area needs, which allows the Board to identify and collaborate with the employers, training providers and community organizations that can positively impact the local economic development of those targeted industries.

- (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)).

CSBD uses tools, such as JobsEQ and Employ Florida to analyze the labor market information in our region. CSBD holds a publicly noticed meeting to get input from business and industry, trade associations, education, economic development and others on the local area's Target Occupations List and information on emerging occupations. In-demand training is linked to the Targeted Occupations List (TOL) based on job openings and a set floor wage rate in our workforce area. Training is limited to two years in duration and the attainment of industry-recognized certificates or degree. The TOL is reviewed at least once quarterly and the statewide Eligible Training Providers list is available for customers to review should they be interested in re-locating. Training is only provided for in-demand occupations, except for On-the-Job Training and customized training where "demand" is determined by the employer.

**(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;

CSBD implements outreach efforts to local employers, including small employers and employers with in-demand occupations, through Chamber of Commerce participation, the Greater Ft. Lauderdale Alliance, various networking events, surveys and one-on-one meetings. CSBD also utilizes eblast and social media sites, such as LinkedIn, Instagram Twitter and Facebook, to market to employers. CSBD uses industry intermediaries and holds affinity-type employer forums. In program year 2018-2019, CSBD served over 5,800 employers, providing them a total of 110,364 services.

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

- CSBD expands public information and marketing to employers.
- CSBD engages businesses and training providers in the review and development of the Targeted Occupations List.
- CSBD has assigned an intermediary to the Greater Ft Lauderdale Alliance.
- CSBD employs all the work-based training options under WIOA.
- CSBD assists Welfare Transition participants in gaining self-sufficiency by providing meaningful work experience as a host-site for CSBD's Community Service / Work Experience program; this also affords some additional assistance to employers.
- CSBD provides employer workshops on topics that we believe will be of interest to employers (e.g., How to Get the Most out of Employ Florida, Hiring and Retaining Job Seekers with Disabilities, What can Workforce Do for You, etc.)
- CSBD responds to employer needs by:
  - Hosting onsite recruitments, mass recruitments and job fairs
  - Coordinating rapid response events at the employer's location
  - Posting jobs and matching and screening candidates to fill those jobs



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

CSBD has assigned an intermediary to the Greater Ft. Lauderdale Alliance, which assures CSBD has a “seat at the table” when new employers open their business in the workforce area and to assist them with recruitment services, such as job postings, candidate prescreening, placement and training grants.

CSBD also participates in “first source hiring” with Broward County.

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

Resource room staff in the career one-stop centers is trained to assist customers with Reemployment Assistance (RA) applications, claiming their weeks and identifying issues customers may have to address with DEO on the Connect system. All three one-stop centers have direct-dial lines to DEO to assist customers with claims issues. All customers coming into the one-stop career centers are required to be registered in Employ Florida to look for work.

- (8) Priority of Service:** Describe local policies and procedures to prioritize services for veterans, 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.

Pursuant to USDOL ETA guidance in TEGL 15-3, CSBD will prioritize individuals seeking adult services in the order listed below as directed by the TEGL. The barriers referred to in the Adult Priorities chart are the barriers listed in WIOA, section 3 paragraph 24, immediately following the Adult Priorities chart in the narrative below.



Priority Rank	Definition of Individuals who fall within the Priority Rank
1.	<p>Veterans and eligible spouses who are WIOA eligible <u>and</u> who are also:</p> <ul style="list-style-type: none"> <li>a. An English language learner <u>OR</u></li> <li>b. Recipients of public assistance, federal, state or local <u>OR</u></li> <li>c. Other low-income individual defined as: <ul style="list-style-type: none"> <li>i. An individual receiving or who, in the past 6 months, has received federal, state or local public assistance</li> <li>ii. A disabled individual whose own income meets the definition of low income regardless of family income</li> <li>iii. Individuals working less than full-time who are seeking full-time employment and who are economically disadvantaged</li> <li>iv. Employed individuals who following an assessment are deemed to be in a position that is inadequate with respect to their skills and training <u>OR</u></li> </ul> </li> <li>d. Individuals who are considered basic skills deficient</li> </ul>
2.	<p>Individuals who are <b>not</b> veterans or eligible spouses, who are WIOA eligible <u>and</u> who have one of the following barriers:</p> <ul style="list-style-type: none"> <li>b. English language learner <u>OR</u></li> <li>c. Recipients of public assistance, federal, state or local <u>OR</u></li> <li>d. Low-income individual defined as: <ul style="list-style-type: none"> <li>i. An individual receiving or who, in the past 6 months, has received federal, state or local public assistance</li> <li>ii. A disabled individual whose own income meets the definition of low income regardless of family income</li> <li>iii. Individuals working less than full-time who are seeking full-time employment and who are economically disadvantaged</li> <li>iv. Employed individuals who following an assessment are deemed to be in a position that is inadequate with respect to their skills and training <u>OR</u></li> </ul> </li> <li>e. Individuals who are considered basic skills deficient</li> </ul>
3.	<p>Veterans and eligible spouses who are WIOA eligible <u>and</u> who do <b>not</b> have any of the barriers in the list below including:</p> <ul style="list-style-type: none"> <li>a. Military spouses who have lost employment as a direct result of relocation to accommodate a permanent change in duty station of the spouse</li> <li>b. Military spouses who are a dependent spouse of a member of the Armed Forces on active duty whose family income is significantly reduced, as determined by the State or local area, because of a deployment, a call or order to active duty, a permanent change of station, or the service-connected death or disability of the service member</li> <li>c. Military spouses who are unemployed or underemployed and are experiencing difficulty in obtaining or upgrading employment</li> </ul>
4.	<p>Priority populations established by the CSBD governing boards who are individuals with a family income that does not exceed the definition of Self-Sufficiency Wage Level for WIOA Eligibility for Adult Services as listed in the <u>BWDB Self-Sufficiency Wage Level Chart</u> <u>or</u> who have any one of the barriers in the list under “A” below.</p>
5.	<p>Adults who are WIOA eligible <u>and</u> who do <b>not</b> have any of the barriers listed below.</p>

The below barriers are not in priority order as there is no requirement to prioritize the WIOA section 3 barriers. The barriers are defined pursuant to WIOA.

1. Disabled Individual
2. Displaced homemaker
3. Ex-Offender
4. Foster Care – dependent youth or who have aged out of the dependency system
5. Homeless or Runaway
6. Indian, Alaska Native, and Native Hawaiian as defined in WIOA Section 166
7. Individuals facing a substantial cultural barrier
8. Individuals within 2 years of exhausting lifetime eligibility under the Welfare Transition Program
9. Long-term unemployed individual (unemployed and looking for work 27 weeks or more)
10. Older individual
11. Migrant and seasonal farm worker
12. Single parent (including single pregnant women)

**BWDB Self-Sufficiency Wage Level Chart**

Family Size	Self-Sufficiency Wage Level for WIOA Eligibility for Adult Training Services
1	\$47,150 HUD Standard
2	\$53,900 HUD Standard
3	\$61,974 200% LLSIL
4	\$76,512 200% LLSIL
5	\$90,302 200% LLSIL
6	\$105,612 200% LLSIL
7	\$120,921 200% LLSIL
8	\$136,231 200% LLSIL

- (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)).

Post-secondary education opportunities are identified through coordination with post-secondary education institutions, the State, and the Board. Each year, a publicly noticed meeting is held to get input on the local workforce area’s Targeted Occupations List.

CSBD has a robust application process for training providers interested in training participants. To become an eligible training provider, entities must be properly accredited (where one exists) and licensed. Reading levels of text books and training materials are assessed and shared with our Success Coaches so that the information can be used as part of the process to determine a customer’s suitability and qualifications for the training.

Training providers on the Eligible Training Provider List are assessed twice a year to determine performance and must meet a training-related placement rate of 70%. Each occupational training program that is six months or less in duration is subject to saturation criteria. CSBD uses tools, such as Employ Florida and JobsEQ, to determine when there is a greater than 2 to 1 ratio of jobseekers to available training-related jobs. When that happens, referrals are suspended to those occupational areas so as not to flood the market. This criterion is applied quarterly.

To avoid duplication of services and payment with other Title V programs, we require that WIOA job seekers interested in occupational skills training apply for and use PELL first before using WIOA funds to maximize the use of federal funds.

Training services are done through Individual Training Accounts (ITAs), On-the-Job Training (OJT) and Incumbent Worker Training (IWT). The Board established minimum evaluation criteria for the approval of ITA providers and training courses to include licensure, accreditation (where one exists) and the issuance of an industry recognized credential. Additionally, all occupational training must prepare students for in-demand occupations appearing on the Targeted Occupations List (TOL). All post-secondary training providers interested in partnering with CSBD must first apply (and meet local criteria) and be approved by the Board. Once approved, all providers are sent a contract. When executed, the providers and their approved training programs are added to the ITA List. Similarly, employers interested in OJT and/or Work Experience/Internships are also required to be under contract with CSBD. If the need arises in an industry, CSBD may conduct training in accordance with the Uniform Code procurement requirements for class-sized training.

**(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)).

All Success Coaches are trained to advise customers on customer choice and all choices available to them. All customers receive a basic service, as part of WIOA's work first policy, before being determined in need of individualized services. Participants must complete the assessment process including testing, economic analysis, and the individual career plan process prior to enrollment into training. Testing for entry into post-secondary training may include the TABE and/or the Florida Skills Assessment. A minimum 10th grade level in reading and mathematics is used as an indicator of readiness for college entry or other

school training requirements. Final acceptance into training is subject to the prerequisites of the training or educational institution. The participant and Success Coach identify the career training field and the educational institution most appropriate. CSBD provides performance information on placement rates of training providers and earnings related to the desired training to assist job seekers with an informed choice among courses and training providers.

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

Success Coaches determine eligibility of customers based upon policy. CSBD management approves each ITA prior to the customer receiving an ITA voucher.

A. Describe any ITA limitations established by the board;

Participants may not receive funding for:

- Remedial training (e.g., GED)
- Pre-requisite courses
- Books and supplies for training courses that are not listed on the ITA List; and
- Certifications that do not facilitate employment in an in-demand occupation listed on our regional Targeted Occupation List (TOL).

Applicants with an in-demand skill, per regional TOL, will not be approved for an ITA, unless the customer can document an unsuccessful job search or present labor market or industry information that considers the customer's skills not in-demand (e.g., a 5-year old Microsoft Certification may no longer be in-demand per industry or occupational standards).

Participants must apply for the Federal Pell Grant and other federal financial aid by submitting a Free Application for Federal Student Aid (FAFSA) prior to receiving an ITA, unless the participant has a bachelor's degree, which makes them not eligible for a Federal Pell Grant, and/or the approved training provider/program does not meet the Federal Pell Grant eligibility requirements.

An ITA will be for a maximum time length of two (2) years for WIOA participants. Participants whose basic skills assessment(s) indicate that they are, at minimum, within one (1) year of the required reading and mathematical skills of the

textbooks used for the training program are eligible to receive an ITA for occupational training. The maximum ITA amount is \$12,000.

Per WIOA CSBD, may also allow individuals within 2 years of completing a BS degree to enroll and receive an ITA.

B. Describe any exceptions to the use of ITAs.

There are no current exceptions to the use of an ITA, but we reserve the right to make exceptions if circumstances change and where warranted.

**(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 Broward is providing entrepreneurship training to Broward County residents interested in starting their own businesses.

The Start-Up Now program provides a rigorous and intensive seven-month training for aspiring entrepreneurs with investors as instructors. This practical approach results in actual businesses being launched after learning methodology to determine product-market fit; how to write a solid business plan; and how to develop an effective pitch.

Start-Up Now is offered in partnership with the Innovation Hub @ Broward College.

In PY 18-19, Startup Now served 34 customers. Ten (10) businesses were launches and 4 businesses earned seed funding from the J.D. Armstrong Student Venture Fund.

**(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 Department of Economic Opportunity and other partners, including educational partners. Describe how job seekers are made aware of apprenticeship opportunities.

CSBD supports the use of registered apprenticeships to enhance employment opportunities for job seekers. CSBD meets periodically with Atlantic Technical College to discuss additional ways we can partner to expand apprenticeship opportunities. CSBD added all the apprenticeships in Broward County to its ITA List, which is available to job seekers. CSBD has two representatives on its Board that provide training in the apprenticeship arena, which helps to enhance the awareness of apprenticeships and their use.

In PY 18-19, CSBD was awarded two CareerSource Florida Apprenticeship Grants; one is a pre-apprenticeship training in construction and the other is apprenticeship training in the IT industry. Thirty-five (35) youth completed pre-apprenticeship training in administration, construction, culinary arts and horticulture. CSBD has also placed seven (7) individuals in a construction apprenticeship program with the Fort Lauderdale Housing Authority. In PY 19-20 CSBD submitted a grant nomination for the CareerSource Florida Apprenticeship Grant in the Marine Industry and is awaiting approval.

**(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, work-based training, 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).

CSBD provides work-based training services to employers, such as OJT, IWT, Work Experience, Internships and Customized Training.

- OJT- CSBD assists the employer with the costs of training new hires and existing employees in order to upgrade the employee's skills. CSBD reimburses a portion of the employee's wage during the training period outlined in the training plan. OJT reimbursement rate is 75% straight-time wage reimbursement for all employers, including those with 251 or more employees that are located in a distressed zip code or opportunity tax zone. As job seekers work close to their homes, especially in distressed communities, it makes sense to offer this type of reimbursement to these employers instead of basing it on a job seeker's characteristics, which could be discriminatory.
- IWT- Designed to offset an employer's training cost for upgrading the skills of their existing workforce. CSBD pays a percentage of the training cost. CSBD sets aside 20% of its combined local adult and dislocated worker funds for IWT.
- Work Experience/Internship – Designed to enable job seekers to gain exposure to the world-of-work and its requirements, while simultaneously giving the employer an opportunity to gauge the job seeker's competency and identify any skill gaps that need to be addressed for a successful hire. However, CSBD chooses not to provide Transition Work Experience at this time, but reserves the right to do so in the future.

- Customized Training – Designed to meet the special requirement of a business or a group of businesses with the commitment by the business to employ the individual upon successful completion of the training. The purpose of this program is to provide training activities that will increase employment and occupational skill attainment of participants to improve the quality of the workforce and enhance the skills, productivity, and competitiveness of the business community.

CSBD is involved in an initiative with the Broward County Public Schools (BCPS) to educate parents that attending college to achieve a bachelor's degree is not the only path for students. Students that do not receive a bachelor's degree or attend college can earn just as much or more than their counterparts through certification programs, apprenticeship programs and receiving an associate's degree. CSBD created career lattices in our targeted industries (Aviation/Aerospace, Construction, Healthcare, Hospitality, IT, Marine and Maritime), which were featured in a video developed by BCPS and distributed materials reflecting the career lattices at community events. These career lattices are also on CSBD's website industry pages.

CSBD utilizes intermediaries to engage the targeted industries of Healthcare, Technology, Marine, Aviation, Hospitality/Tourism, Retail and Construction to partner with trade and professional associations to expand its service delivery to employers in these industries. The aforementioned intermediaries were created based on emerging industries and occupations data provided to CSBD from DEO's LMI unit and the Greater Fort Lauderdale Alliance, our local economic development partner. Through our industry intermediaries, CSBD partners with industry associations to hold job fairs specific to the industry. We invite job seekers who are training or who completed training in the specific industry to attend these job fairs. Additionally, we provide industry related LMI to businesses and associations. Also, our industry intermediaries work with the business community and education providers to ensure that CSBD's list of approved training programs meet the needs of the local industry.



**(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 Broward (CSBD) programs are monitored throughout the program year by internal and external entities.

CSBD annually monitors ITA providers. The monitoring confirms:

- FETPIP data reporting with the Commission for Independent Education (CIE)
- Florida Department of Education licenses with the CIE
- Reconfirms accreditation status
- Occupational training courses are still on the Targeted Occupations List
- Tuition and other costs from nonpublic schools are as listed in the school's catalog; and,
- Updated insurance certificates, as needed, to confirm that CSBD is listed as the third party named insured.

To continuously improve services and ensure that providers are performing at a high level, CSBD provides staff development, updates its on-boarding training manuals and/or policies and procedures, job aides, tools, forms, etc. to incorporate as new program guidance is issued. Once new or updated documentation is developed, a system is in place to ensure staff review and acknowledge that they understand the document(s), per Operations procedure - Policy, Procedure, and Program Documentation Tracking. Internally staff meets to review and revise monitoring tools or any needed staff training, as needed. CSBD also meets with IT to explore uses of technology to enhance compliance and create additional efficiencies. QA documents corrective actions as part of continuous improvement in a database and QA Department, Operations Department management and/or Program Manager(s) check that such corrective actions were completed.

CSBD has developed a Key Performance Indicator (KPI) Report that tracks regional, career center and center employee performance. This report is reviewed by front-line staff weekly to ensure they are meeting performance. If there is a KPI that is not being met, it must be addressed with a corrective action. Management staff meets every two weeks to review the KPI report as well as the corrective actions to ensure: 1) staff in the career centers is meeting their performance; 2) the corrective actions are appropriate; and 3) staff that did not make performance one week is not showing up on the report on a recurring basis.



All contracted provider contracts have performance requirements. Their actual performance against the requirements stipulated in their contract is reported to the applicable Board Committee, the Audit and Executive Committees and to the Board and Chief Elected Officials.

**(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)).

The 14 elements identified by WIOA, which must be made available to youth on an as needed basis, are available from our contracted youth service providers. They are:

1. Tutoring, study skills training, instruction and dropout prevention strategies that lead to completion of a high school diploma.

Providers support youth in GED and post-secondary programs with tutoring and may also access vendors procured by CSBD for specialized subjects.

2. Alternative secondary school services assist youth who have struggled in traditional secondary education. Alternative secondary education is available to all enrolled youth who need their high school credential and want to elect GED preparation. The Adult Education and Family Literacy Act (AEFLA) provider is the School Board of Broward County. They also are a CSBD provider enrolling OSY into Alternative Education Programs.

The CSBD Navigator programs all offer online GED preparation programs to youth dropout participants.

3. Paid and unpaid work experience is a planned, structured learning experience in the private for-profit section, the non-profit sector, or the public sector, including summer employment, pre-apprenticeship programs, internships and job shadowing, and on-the-job training.

CSBD sets aside funds for each of its providers to combine program activities with work experience and/or OJT. CSBD also is able to provide a summer program in coordination with non-federal funding made available by the Children Services Council of Broward County.

4. Occupational skills training is offered to youth through Broward College, a CSBD youth provider, and through HANDY and FLITE, which are local CBOs that dual enroll youth in WIOA and their own programs, and can offer youth an ITA if appropriate.
5. Education offered concurrently with workforce preparation and training for a specific occupation, Integrated Education, or Contextualized Instruction is provided by Broward College that combines post-secondary education with work experience. CSBD Navigator programs offer youth work experience and employability skills to provide workforce preparation together with skills training through at-work experiences.
6. Leadership development opportunities are embedded in the all youth provider programs.
7. Supportive services are a component of youth assessments and support is made available through WIOA or a partner program, as appropriate, to enable an individual to participate in WIOA activities.
8. Adult mentoring is offered to youth through the staff of the provider programs. While CSBD has issued RFPs for entities wishing to provide mentors; however, an entity that can provide such services has not been identified.
9. Follow-up services are provided to all WIOA youth.
10. Comprehensive guidance and counseling in the forms of individualized counseling to participants is required by all CSBD youth service providers. Youth needing substance and alcohol abuse counseling, and mental health counseling, are referred to partner programs.
11. Financial literacy education is offered through online programs by youth service providers and through the one-stop centers, as well as through one-on-one guidance by the youths' case managers.
12. Entrepreneurial skills training is provided through Junior Achievement to some CSBD youth service providers who can refer youth to those classes, as appropriate.
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area is provided through the one-stop centers. CSBD youth service providers are given access to information, as needed.

14. Post-secondary preparation and transition activities are provided to ISY and to OSY youth seeking to attend post-secondary school.

As funds are available, CSBD may also use WTP funds for summer youth employment program activities or a year-round non-custodial parent program.

**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).

CSBD youth services are currently provided through its youth providers. Youth providers generally use the TABE to assess participant’s literacy skills and youth scoring 8.9 or below are considered to be basic skills deficient, however CSBD also allows its providers to use additional assessments identified in their responses to CSBD RFP’s and which are cited to in their contracts. For some providers the contract leaves the door open for the provider to identify an assessment tool appropriate for an individual youth. Specific assessments used by providers include:

Emotional readiness assessments

Assessment of other non-cognitive skills such as motivation stress, management organization and the ability to cope with financial pressure

Career Coach – an assessment based on a series of activities related to the work environment, personality types and career interests.

Work Keys - Career Readiness.

PERT (Post-Secondary Education Readiness Test) – to assess reading, writing and mathematics.

LOEP (Levels of English Proficiency) - Reading and Listening Comprehension for English language learners.

The Broward College Internet and Computing Certification (Global Standard) - Tests basic computer literacy in the areas of computer hardware, computer software, use of an operating e-system; key applications and use of a digital platform.

Disability Services Testing - Measures disabilities and determines the accommodations needed.

CLEP - Measures knowledge in thirty-three (33) academic areas

BYU Foreign Language Testing (BYU FLATS) - Allows students to fulfill the foreign language competency requirement by passing a computerized foreign language exam if a language requirement is a part of the youth's course of study.

Direct Your Future by JoAnn Harris Bowsbey, Ed.D.

Kuder Navigator.

Employability Skills Pre/Post Test.

Employability Skills Inventory.

Not all providers use all assessments.

**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).

CSBD is defining the term “Additional assistance (for OSY) to enter or complete an educational program or to secure or hold employment as having low income (as referred by law) and one of the barriers listed below:

1. Historical or current personal or family substance abuse
2. Gang involved, affiliated, or affected due to family member involvement
3. Victim of abuse or domestic violence or family history of abuse or domestic violence
4. Victim of human trafficking
5. A youth who has a parent that is or was incarcerated within the past 24 months

6. A youth lacking a significant or positive work history based upon:
  - a. Their having been fired from one (1) or more jobs within the last six (6) months, or
  - b. Their having been employed in three (3) or more jobs within the last 12 months, and who is no longer employed or,
  - c. A youth who has actively been seeking full-time employment for at least two (2) months, but remains unemployed, or employed part-time. Includes a youth with no employment history.

At this time, CSBD is reserving the opportunity to define additional assistance for purposes of the 5% window.

**END OF LOCAL PLAN INSTRUCTIONS**

DRAFT

**Attachments**

**A & B**

**Memorandums of**

**Understanding**

**&**

**Infrastructure**

**Agreements**



**HUMAN SERVICES DEPARTMENT  
FAMILY SUCCESS ADMINISTRATION DIVISION**

900 N.W. 31st Avenue, Suite 3000 • Fort Lauderdale, Florida 33311 • 954-357-6367 • FAX 954-357-8594

January 4, 2018

Rochelle Daniels, Asst County Attorney  
CareerSource Broward  
2610 W. Oakland Park Blvd  
Fort Lauderdale, FL 33311

Re: Memorandum of Understanding  
WIOA One-Stop Partnership

Dear Ms. Daniels:

Enclosed please find one (1) fully executed original of the above-referenced MOU approved and executed for the County Administrator on December 29, 2017. This MOU is effective retroactive to October 1, 2017, and runs through June 30, 2020. We will make the first payment under the agreement upon receipt on an invoice.

If you have any questions about the information contained herein, please call me at 954-357-6401.

Sincerely,

A handwritten signature in black ink, appearing to read "Leland Dale Wilson".

Leland Dale Wilson  
Human Services Manager

Enclosure

## **MEMORANDUM OF UNDERSTANDING**

**Between**

**CAREERSOURCE BROWARD**

**and**

**BROWARD COUNTY**

### **For Cooperative Workforce Training and Employment Efforts**

This Memorandum of Understanding ("MOU") is entered into by and between CareerSource Broward ("CAREERSOURCE BROWARD"), a governmental entity created pursuant to Section 163.02, Florida Statutes, and Broward County, a political subdivision of the State of Florida ("COUNTY"). CAREERSOURCE BROWARD and COUNTY are collectively referred to as the "Parties" and individually as the "Party."

#### **RECITALS**

The Workforce Innovation and Opportunity Act of 2014, P.L. 113-128 as codified in 20 C.F.R. Part 678 ("WIOA") requires that the Broward Workforce Development Board, Inc., a not-for-profit Florida corporation ("BWDB"), enter into a MOU with each one-stop partner as described in the legislation.

CAREERSOURCE BROWARD serves as the administrative entity for both the BWDB and the Council of Elected Officials ("Council") in Workforce Development Area 22, which encompasses Broward County, Florida, and is authorized to enter into this MOU on behalf of the BWDB.

COUNTY is a one-stop partner identified in WIOA Section 121 as the grantee entity and provider under Community Services Block Grant Act (42 U.S.C. 9901 et seq.) of employment and training activities.

WIOA requires the BWDB to competitively select a one-stop operator, and CAREERSOURCE BROWARD has informed COUNTY that BWDB has selected Cardinal Human Capital, LLC, a Florida limited liability company, as the contracted one-stop operator in Broward County which assists CAREERSOURCE BROWARD coordinating among the one-stop partners.

WIOA requires that each one-stop partner shall enter into a MOU which describes the integration and coordination of each partner's program services.

NOW, THEREFORE, in consideration of the mutual terms, conditions, promises, covenants and obligations set forth, CAREERSOURCE BROWARD and COUNTY agree as follows:



## **1. PARTIES**

The Parties to this MOU are CAREERSOURCE BROWARD and COUNTY. The Parties acknowledges that the recitals above are true and correct.

## **2. PURPOSE**

The purpose of this MOU is to state how each of the Parties shall:

- A. Provide access, including access for individuals with barriers to employment, to Adult Literacy and post-secondary Career and Technical Education program services through CAREERSOURCE BROWARD's One-Stop Career Centers which are a part of the America's Job Center network system.
- B. Develop a process for the referral of customers to each other when appropriate for the customer.
- C. Develop a process for sharing customer data in a manner that preserves customer confidentiality in accordance with governing laws and regulations and for sharing technology in a secure manner so as to provide coordinated services as appropriate for the customer.
- D. Accomplish the purposes of this MOU in a non-discriminatory environment.
- E. Approve the infrastructure and operating costs as shown in Exhibit "A."

## **3. VISION**

- A. WIOA envisions an integrated and coordinated workforce delivery system. To accomplish the intent in WIOA for the workforce development system, CAREERSOURCE BROWARD and COUNTY shall work together with all the WIOA's one-stop partners on system design and access, shared services and customers as appropriate, and shared costs as required under WIOA.
- B. To accomplish the vision and goals set forth in WIOA, CAREERSOURCE BROWARD and COUNTY shall:
  - a. Identify the customer's needs as the first priority with the focus on individualized and quality customer services.
  - b. Follow-through on cross-partner's referrals and customer's connections on a timely basis.
  - c. Commit to continuous learning about each other and the other partner's programs leading to a better understanding of opportunities for coordination of services.

- d. Recognize and respect each partner's constraints.
- e. Be open to change.

#### **4. ONE-STOP DELIVERY SYSTEM ("OSDS") SERVICES**

##### **A. Services provided through the OSDS.** Services provided through the OSDS ("Program Services") shall include:

- a. WIOA Title I Adult, Dislocated Worker, and Youth services.
- b. Referral of youth and adults to WIOA Title II Adult Education and Literacy.
- c. WIOA Title III Wagner-Peyser.
- d. WIOA Title IV Vocational Rehabilitation.
- e. Referral to Carl Perkins Career Technical Education.
- f. Title V Older Americans Act.
- g. Veterans programs.
- h. Trade Adjustment Assistance Act.
- i. Referral to Community Services Block Grant services.
- j. Unemployment Compensation.
- k. Temporary Assistance for Needy Families through the Welfare Transitions Program.
- l. Supplemental Nutrition Act Program.
- m. Referral to Youth Build.

##### **B. Access to Services.** CAREERSOURCE BROWARD and COUNTY shall make their Program Services accessible through the OSDS by:

- a. Exchanging participant's eligibility requirements for their workforce funding streams, identifying their program career services, and designating those services and activities which may be appropriate for integration into OSDS.

- b. Jointly developing and participating in front-line training of staff to assure an understanding of the activities, support services, and constraints applicable to joint partner workforce funding streams.
- c. Coordinating outreach and recruitment through links on each other's websites where possible.

**C. Coordinating Services.** CAREERSOURCE BROWARD and COUNTY shall coordinate and deliver Program Services (including workforce services) as appropriate through the OSDS by:

- a. Seeking opportunities to share resources, reduce duplication of activities, streamline services for customers, and improve efficiency of frontline staff, with such optional business decisions as co-locating in a comprehensive or affiliate one-stop location site.
- b. Working together on enhancing customers' employer engagement to build a demand-driven system, improve business services, and match participants with work-based learning opportunities.
- c. Promoting continuous improvement through the coordination of staff training to provide front line staff with information and knowledge regarding each other's services.
- d. Participating in the OSDS consistent with the terms of this MOU and the requirements of the Federal laws authorizing the program or activities and any related grant agreements.

**A. Cross Referral.** CAREERSOURCE BROWARD and COUNTY shall consider policies and procedures which would encourage the referral of customers to each other as appropriate by:

- a. Reviewing their individual program policies, procedures, and processes with the goal to align the policies, procedures, and processes to the extent allowed by each program's specific laws, regulations, and related grant agreements, to better serve customers through cross referral, sequential, or co-enrollment as may best benefit the customer.
- b. Establishing a method for follow-up and reporting to each other on the services provided to the customer and the outcomes attained.

**B. Information Sharing.** CAREERSOURCE BROWARD and COUNTY shall explore and identify mechanisms for sharing information about their common customers by approving a common release form to be executed by common customers, as approved by COUNTY's Contract Administrator (the Director of

the Family Success Administration Division), and CAREERSOURCE BROWARD's President.

- a. The Parties shall implement appropriate internal controls and security to protect the privacy of their common customers.
- b. The Parties shall comply with the confidentiality provisions of the respective statutes applicable to their funding streams and any related grant agreements.

**C. Accessibility.** CAREERSOURCE BROWARD and COUNTY shall adopt the same or similar processes to serve individuals with barriers, including consideration of technological tools for individuals with disabilities in each of the one-stop centers and affiliate locations.

## **5. FUNDING OF THE INFRASTRUCTURE AND OPERATING COSTS**

COUNTY and CAREERSOURCE BROWARD have mutually agreed to the sharing of the infrastructure costs and the operating costs as required by WIOA as stated in more detail on Exhibit "A" attached hereto, made a part hereof and incorporated herein by reference.

## **6. TERM**

This MOU shall commence on October 1, 2017 ("Effective Date"), and shall remain in full force and effect until June 30, 2020, unless the MOU is terminated by either Party in accordance with the terms set forth below and in Section 8 (TERMINATION).

The continuation of the MOU beyond any fiscal year of the COUNTY is subject to the continuation of funding by COUNTY in accordance with Chapter 129, Florida Statutes, including funding related to potential sharing of COUNTY in operational costs and infrastructure costs.

## **7. AMENDMENTS**

- A. The MOU may be mutually negotiated and modified to reflect changes in the terms, conditions, or scope of work, subject to entry into a written amendment. COUNTY, through its County Administrator, may approve and execute any amendment to this MOU, including to extend the term or change the scope of services, but such authority does not extend to amendments that increase COUNTY's share of the infrastructure costs, operating costs, or funding obligations to more than the amount pre-approved by the COUNTY's Board of County Commissioners. All amendments are subject to the review by the Office of the County Attorney, prior to approval and execution by the County Administrator.

- B. Between ninety (90) and sixty (60) days prior to the expiration date of this MOU, the Parties shall review the MOU and negotiate any changes. The review shall include:
- a. A collaborative evaluation of the effectiveness of operations pursuant to this MOU; and
  - b. Infrastructure cost sharing methodologies and operating costs.

## 8. TERMINATION

- A. Either Party may terminate this MOU for convenience, by giving thirty (30) days' prior written notification pursuant to Section 9 (NOTICES). County's Director of Family Success Administration Division and CAREERSOURCE BROWARD's President may issue any notice of termination authorized by this MOU.
- B. In the event of termination during any period of time that a MOU is required by WIOA or any related grant agreement requiring this MOU, the Parties agree to attempt to renegotiate a mutually acceptable replacement MOU.

## 9. NOTICES

Whenever either Party desires to give notice to the other, such notice must be in writing, signed by the representative named below, sent by certified United States Mail, postage prepaid, return receipt requested, or sent by commercial express carrier with acknowledgement of delivery, or by hand delivery with a request for a written receipt of acknowledgment of delivery, addressed to the Party for whom it is intended at the place last specified. The Party providing the notice shall also furnish a copy of the notice by e-mail to the e-mail addresses below. The place for giving notice shall remain the same as set forth herein until changed in writing in the manner provided in this section. For the present, the Parties designate the following:

For COUNTY:

Division Director  
Broward County's Family Success Administration Division  
900 NW 31<sup>st</sup> Avenue, Suite 3100  
Fort Lauderdale, FL 33311  
E-mail: [imartinez@broward.org](mailto:imartinez@broward.org)  
Copy: [nbeasley@broward.org](mailto:nbeasley@broward.org)

For CAREERSOURCE BROWARD:

President/CEO  
CareerSource Broward  
2610 West Oakland Park Blvd.  
Fort Lauderdale, FL 33311  
E-mail: MCJ@careersourcebroward.com  
Copy: rdaniels@careersourcebroward.com

## 10. NON DISCRIMINATION

- A. Each Party shall not discriminate harass, allow harassment against any one-stop applicant or customer on the basis of race, color, sex, religion, national origin, disability, age, marital status, political affiliation, sexual orientation, pregnancy, gender identity and expression, ancestry, veteran status, physical disability, mental disability, or medical condition(s).
- B. The Parties shall comply with the Americans with Disabilities Act of 1990 and its amendments, as well as with other applicable regulations and guidelines promulgated thereunder.
- C. CAREERSOURCE BROWARD shall include the foregoing or similar language in its contracts with any Subcontractors, except that any project assisted by the U.S. Department of Transportation funds shall comply with the nondiscrimination requirements in 49 C.F.R. Parts 23 and 26.
- D. Failure by CAREERSOURCE BROWARD to carry out any of the requirements of this section shall constitute a material breach of this MOU, which shall permit COUNTY to terminate this MOU (under Section 8, TERMINATION) or to exercise any other remedy provided by applicable law, all such remedies being cumulative.

## 11. GRIEVANCE AND COMPLAINTS

COUNTY and CAREERSOURCE BROWARD will utilize the grievance and complaint procedures applicable to non-discrimination complaints as outlined in WIOA for mutual customers utilizing the one-stop career center.

## 12. DISPUTE RESOLUTION AND LAW, JURISDICTION, VENUE, WAIVER OF JURY TRIAL

### A. DISPUTE RESOLUTION

The Parties will attempt to resolve disputes concerning implementation of this MOU at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective partner (such as the Director of the COUNTY's Family Success Administration Division) and the one-stop operator selected by BWDB, for discussion and resolution.

**B. LAW, JURISDICTION, VENUE, WAIVER OF JURY TRIAL**

This Agreement shall be interpreted and construed in accordance with and governed by the laws of the state of Florida. The exclusive venue for any lawsuit arising from, related to, or in connection with this Agreement shall be in the state courts of the Seventeenth Judicial Circuit in and for Broward County, Florida. If any claim arising from, related to, or in connection with this Agreement must be litigated in federal court, the exclusive venue for any such lawsuit shall be in the United States District Court or United States Bankruptcy Court for the Southern District of Florida. **BY ENTERING INTO THIS AGREEMENT, CAREERSOURCE BROWARD AND COUNTY HEREBY EXPRESSLY WAIVE ANY RIGHTS EITHER PARTY MAY HAVE TO A TRIAL BY JURY OF ANY CIVIL LITIGATION RELATED TO THIS AGREEMENT. IF A PARTY FAILS TO WITHDRAW A REQUEST FOR A JURY TRIAL IN A LAWSUIT ARISING OUT OF THIS AGREEMENT AFTER WRITTEN NOTICE BY THE OTHER PARTY OF VIOLATION OF THIS SECTION, THE PARTY MAKING THE REQUEST FOR JURY TRIAL SHALL BE LIABLE FOR THE REASONABLE ATTORNEYS' FEES AND COSTS OF THE OTHER PARTY IN CONTESTING THE REQUEST FOR JURY TRIAL, AND SUCH AMOUNTS SHALL BE AWARDED BY THE COURT IN ADJUDICATING THE MOTION.**

**13. COMMUNICATIONS**

- A. CAREERSOURCE BROWARD and COUNTY (through its Family Success Administration Division in coordination with its Office of Public Communications as necessary) shall coordinate communications with the press, television, radio, or any other form of media regarding mutual responsibilities and activities under this MOU. Participation of each Party in press and media presentations will be determined by each Party's public relations policies.

- B. References to the local OSDS shall utilize CAREERSOURCE BROWARD's logo developed by the State of Florida and the America's Job Center logo developed by the United States Department of Labor as authorized in the WIOA

#### **14. GOVERNMENTAL IMMUNITY**

The Parties are state agencies or political subdivisions as defined in Section 768.28, Florida Statutes, and shall be fully responsible for the acts and omissions of its respective agents or employees to the extent permitted by law. Nothing herein is intended to serve as a waiver of sovereign immunity by any Party nor shall anything included herein be construed as consent to be sued by third parties in any matter arising out of this MOU or any other contract.

#### **15. INSURANCE**

The Parties are public entities subject to Section 768.28, Florida Statutes, and each Party shall furnish the other, upon request, with written verification of liability protection in accordance with state law prior to final execution of this MOU.

Each Party shall maintain such insurance as is appropriate to its own organization. Each Party shall conduct itself in accordance with the tenets (principles) of good faith in the execution of their responsibilities.

#### **16. AGENCY OR EMPLOYMENT RELATIONSHIP**

No provision of this MOU shall be construed as creating an agency or employment relationship between the Parties. Subject to Florida's laws, each Party is responsible for the actions or omissions of its representatives, employees, and instructors with regard to all aspects of this MOU.

#### **17. COMPLIANCE WITH LAWS**

The Parties shall comply with all applicable federal and state laws, regulations, rules, or procedures which are incorporated herein by reference and made a part of the terms and conditions of this MOU.

#### **18. SIGNATURE IN COUNTERPARTS**

This MOU may be executed in multiple identical counterparts, all of which shall constitute one agreement.

#### **19. ACCEPTANCE OF SCANNED SIGNATURES**



Each counterpart of this MOU shall be considered valid if the person authorized to sign for each party has applied his or her actual signature to the counterpart or the counterpart contains a scanned image (e.g., pdf, or tiff file extension name) of such signature delivered by the representative described in Section 9 as an attachment to electronic mail (e-mail). Such scanned signature shall be treated in all respects as having the same effect as an original signature.

## 20. PUBLIC RECORDS

COUNTY and CAREERSOURCE BROWARD are public agencies subject to Chapter 119, Florida Statutes. Each Party (as a separate public entity) is responsible for directly responding to each request it receives for records made or received by each Party in conjunction with this Agreement and shall provide the applicable public records in response to such request. In addition, CAREERSOURCE BROWARD shall notify COUNTY of the receipt and content of such request by sending an e-mail to [destevens@broward.org](mailto:destevens@broward.org) (with a copy to [lwilson@broward.org](mailto:lwilson@broward.org)) within one (1) business day from receipt of such request. Likewise, COUNTY shall notify CAREERSOURCE BROWARD of the receipt and content of such request by sending an e-mail to [aevancho@careersourcebroward.com](mailto:aevancho@careersourcebroward.com) (with a copy to [rdaniels@careersourcebroward.com](mailto:rdaniels@careersourcebroward.com)) within one (1) business day from receipt of such request.

To the extent CAREERSOURCE BROWARD is acting on behalf of COUNTY as stated in Section 119.0701, Florida Statutes, CAREERSOURCE BROWARD shall:

- a. Keep and maintain public records required by COUNTY to perform the services under this MOU;
- b. Upon request from COUNTY, provide COUNTY with a copy of the requested records or allow the records to be inspected or copied within a reasonable time and at a cost that does not exceed that provided in Chapter 119, Florida Statutes, or as otherwise provided by law;
- c. Ensure that public records that are exempt or confidential and exempt from public record requirements are not disclosed except as authorized by law for the duration of this MOU and following completion or termination of this MOU if the records are not transferred to COUNTY; and
- d. Upon completion or termination of this MOU, transfer to COUNTY, at no cost, all public records in possession of CAREERSOURCE BROWARD or keep and maintain public records required by COUNTY to perform the services. If

CAREERSOURCE BROWARD transfers the records to COUNTY, CAREERSOURCE BROWARD shall destroy any duplicate public records that are exempt or confidential and exempt. If CAREERSOURCE BROWARD keeps and maintains public records, CAREERSOURCE BROWARD shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to COUNTY upon request in a format that is compatible with the information technology systems of COUNTY.

The failure of CAREERSOURCE BROWARD to comply with the provisions of this section shall constitute a material breach of this MOU entitling COUNTY to exercise any remedy provided in this MOU or under applicable law.

A request for public records regarding this MOU must be made directly to COUNTY, who will be responsible for responding to any such public records requests. CAREERSOURCE BROWARD will provide any requested records to COUNTY to enable COUNTY to respond to the public records request.

Any material submitted to COUNTY that CAREERSOURCE BROWARD contends constitutes or contains trade secrets or is otherwise exempt from production under Florida public records laws (including Chapter 119, Florida Statutes) ("Trade Secret Materials") must be separately submitted and conspicuously labeled "EXEMPT FROM PUBLIC RECORD PRODUCT - TRADE SECRET." In addition, CAREERSOURCE BROWARD must, simultaneous with the submission of any Trade Secret Materials, provide a sworn affidavit from a person with personal knowledge attesting that the Trade Secret Materials constitute trade secrets under Section 812.081, Florida Statutes, and stating the factual basis for same. In the event that a third party submits a request to COUNTY for records designated by CAREERSOURCE BROWARD as Trade Secret Materials, COUNTY shall refrain from disclosing the Trade Secret Materials, unless otherwise ordered by a court of competent jurisdiction or authorized in writing by CAREERSOURCE BROWARD. Subject to Florida's laws, CAREERSOURCE BROWARD shall indemnify and defend COUNTY and its employees and agents from any and all claims, causes of action, losses, fines, penalties, damages, judgments and liabilities of any kind, including attorneys' fees, litigation expenses, and court costs, relating to the non-disclosure of any Trade Secret Materials in response to a records request by a third party.

## **21. INDEPENDENT CONTRACTOR**

CAREERSOURCE BROWARD is an independent contractor under this MOU. In providing services under this MOU, neither CAREERSOURCE BROWARD nor its agents shall act as officers, employees, or agents of COUNTY. CAREERSOURCE BROWARD shall not have the right to bind COUNTY to any obligation not expressly undertaken by COUNTY under this MOU.

## 22. **USE OF COUNTY LOGO**

Except as specifically authorized in the MOU (including the IFA exhibit), CAREERSOURCE BROWARD shall not use COUNTY's name, logo, or otherwise refer to this MOU in any marketing or publicity materials without the prior written consent of COUNTY, through its Director of Family Success Administration Division in conjunction with the County's Office of Public Communications as necessary.

*(The remainder of this page is intentionally left blank.)*

IN WITNESS WHEREOF, the Parties hereto have made and executed this Memorandum of Understanding for Cooperative Workforce Training and Employment Efforts: BROWARD COUNTY, through its County Administrator, authorized to execute same by Board action on the 12<sup>th</sup> day of December, 20 17, under Agenda Item # 18, and CAREERSOURCE BROWARD, signing by and through its President/CEO, duly authorized to execute same.

AS TO COUNTY

WITNESSES:

Matthew Eaton  
Signature above

MATTHEW EATON  
Print Name above

Jodi Gardner  
Signature above

JODI GARDNER  
Print Name above

BROWARD COUNTY, through its  
County Administrator

By: Bertha Henry  
(Signature)  
For Bertha Henry  
County Administrator

29<sup>th</sup> day of December, 2017.

Approved as to form by  
Andrew J. Meyers  
Broward County Attorney  
Governmental Center, Suite 423  
115 South Andrews Avenue  
Fort Lauderdale, Florida 33301  
Telephone: (954) 357-7600  
Telecopier: (954) 357-7641

Insurance requirements approved by  
Broward County Risk Management  
Division:

By: Colleen Pounall

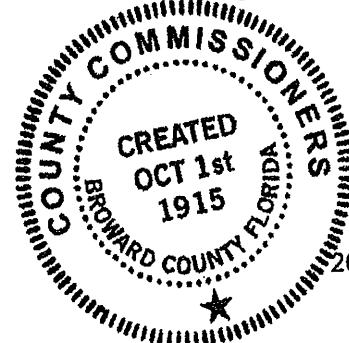
Name: Colleen Pounall

Title: Risk Analyst

By: Andrea S. Froome (12-28-17)  
Andrea S. Froome (Date)  
Senior Assistant County Attorney

By: Sharon V. Thorsen 12-28-17  
Sharon V. Thorsen (Date)  
Senior Assistant County Attorney

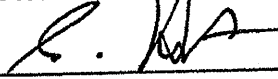
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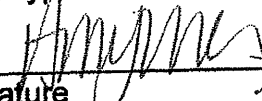
MEMORANDUM OF UNDERSTANDING BETWEEN BROWARD COUNTY AND CAREERSOURCE BROWARD FOR COOPERATIVE WORKFORCE TRAINING AND EMPLOYMENT EFFORTS

AS TO CAREERSOURCE BROWARD


WITNESSES:

  
\_\_\_\_\_  
Signature

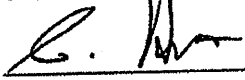
Carol Hilton  
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Signature

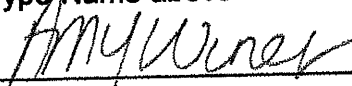
Amy Wines  
\_\_\_\_\_  
Print/Type Name above

By:   
\_\_\_\_\_  
(Signature)  
John P. Seiler  
a/k/a John P. "Jack" Seiler  
Title: BWDB Chair  
Date: 12-14-17

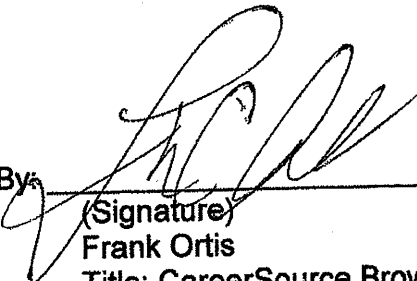
WITNESSES:

  
\_\_\_\_\_  
Signature

Carol Hilton  
\_\_\_\_\_  
Print/Type Name above

  
\_\_\_\_\_  
Signature

Amy Wines  
\_\_\_\_\_  
Print/Type Name above

By:   
\_\_\_\_\_  
(Signature)  
Frank Ortis  
Title: CareerSource Broward Chair  
Date: 12-14-17

WITNESSES:

Amy M...  
Signature

Amy M...  
Print/Type Name above

[Signature]  
Signature

ALEXA FRANKS  
Print/Type Name above

By: Mason Jackson  
(Signature)  
Mason Jackson  
President/CEO  
Date: 12/18/17

Approved as to form by the CareerSource Broward

General Counsel  
2610 West Oakland Park Boulevard  
Ft. Lauderdale, FL 33311

BY: [Signature]  
Rochelle J. Daniels  
General Counsel

**Exhibit A**  
**Infrastructure Funding Agreement (IFA)**

The purpose of this Infrastructure Funding Agreement is to delineate each Party's responsibilities for the sharing of infrastructure costs and operating costs for the applicable One Stop Center.

COUNTY and CAREERSOURCE BROWARD recognize that infrastructure costs, in accordance with 20 CFR 678.500(b), 34 CFR 361.500(b), and 34 CFR 463.500(b) are applicable to all required partners, regardless of whether they are physically located in CAREERSOURCE BROWARD's Career Center. Pursuant to United States Department of Labor Training and Employment Guidance Letter 17-16 (USDOL TEGL 17-16), each partner's contributions to the infrastructure costs, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the partner programs' authorizing laws and regulations and the Uniform Guidance.

Infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the south Broward One-Stop Center in Broward County, Florida. Non-personnel costs are defined by USDOL TEGL 17-16 and includes, but are not limited to:

- Rental of the facilities;
- Utilities and maintenance;
- Equipment, including assessment-related products and assistive technology for individuals with disabilities; and,
- Technology to facilitate access to the American Job Center, including technology used for the center's planning and outreach activities.

COUNTY has chosen to utilize technology to facilitate access to the one-stop center, including technology used for the Center's planning and outreach activities (WIOA sec. 121(h)(4), 20 CFR 678.700(a), 34 CFR 361.700(a), and 34 CFR 463.700(a)).

COUNTY (through its Family Success Administration Division in conjunction with its Office of Public Communication) will provide all art, logos, and content to submit to CAREERSOURCE BROWARD for publication within the time provided by CAREERSOURCE BROWARD.

Upon the receipt of proper invoice(s) at least thirty (30) days prior to the payment due date as applicable or by the due dates below, COUNTY will pay CAREERSOURCE BROWARD the total of Six Hundred Forty-six and 47/100 Dollars (\$646.47) in three (3) separate payments of Two Hundred Fifteen and 49/100 Dollars (\$215.49) for the following periods:

- (1) October 1, 2017, through June 30, 2018, payable by January 31, 2018.

**Exhibit A**  
**Infrastructure Funding Agreement**  
**(Continued – Page 2 of 2)**

(2) July 1, 2018 through June 30, 2019, payable by October 31, 2018.

(3) July 1, 2019 through June 30, 2020, payable by October 31, 2019.

COUNTY will pay for the costs associated with its participation in the one-stop center, as described above, subject to Section 8 (TERMINATION). The Parties may mutually negotiate costs at the time of subsequent written amendments, subject to Section 7 (AMENDMENTS).

*(The remainder of this page is intentionally left blank.)*



**MEMORANDUM OF UNDERSTANDING**

**Between**

**CAREERSOURCE BROWARD**

**And**

**BROWARD COLLEGE**

This Memorandum of Understanding is entered into by and between CareerSource Broward (hereinafter CSBD) as the administrative entity for the CSBD Council of Elected Officials (hereinafter Council) and for the Broward Workforce Development Board, Inc. (hereinafter "BWDB") AND THE DISTRICT BOARD OF TRUSTEES OF BROWARD COLLEGE, FLORIDA, (hereinafter "Broward College"), existing under and by virtue of the laws of the State of Florida as a body politic and a one-stop partner under the Workforce Innovation and Opportunity Act of 2014, P.L. 113-128 (hereinafter "WIOA").

**WITNESETH THAT**

WHEREAS, WIOA requires that the local workforce development board which is the BWDB with the approval of the chief local elected officials which are represented by the Council enter into a Memorandum of Understanding with each one-stop partner identified in the legislation; and

WHEREAS, CSBD serves as the administrative entity for the BWDB and the Council in Workforce Development Area 22, which encompasses Broward County, Florida and is authorized to enter into this Memorandum of Understanding on behalf of the BWDB; and

WHEREAS, Broward College, is a one-stop partner identified in WIOA Sec. 121, as a provider of Postsecondary Career and Technical Education programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.); and

WHEREAS, WIOA stipulates that the Memorandum of Understanding describe how each one-stop partner identified in WIOA will work toward the integration and coordination of each partners' program services through the one-stop system described in WIOA;

NOW THEREFORE in consideration of the mutual terms, conditions, promises, covenants and obligations hereinafter set forth, CSBD and the BROWARD COLLEGE agree as follows:

**1. PARTIES**

The Parties to this Memorandum of Understanding (hereinafter "MOU") are CSBD and BROWARD COLLEGE.

**2. PURPOSE**

The purpose of this MOU is to state how each of the Parties will:

- A. Provide access, including access for individuals with barriers to employment and post secondary Career and Technical Education program services through the CareerSource Broward One-Stop Career Centers which is a part of the American Job Center network system, and
- B. Develop a process for the referral of customers to each other when appropriate for the customer, and
- C. Develop a process for sharing customer data in a manner that preserves customer confidentiality in accordance with governing laws and regulations and for sharing technology in a secure manner so as to provide coordinated services as appropriate for the customer, and
- D. Accomplish the purposes of this MOU in a non-discriminatory environment.
- E. During the period between execution of this MOU and January 2018, come to agreement regarding the support of the infrastructure and operating costs of the CareerSource Broward Career Center.

**3. VISION**

- A. WIOA envisions an integrated and coordinated workforce delivery system. To accomplish the intent set forth in WIOA for the workforce development system CSBD and BROWARD COLLEGE agree to work together with all the WIOA one-stop partners on system design and access, shared services and customers as appropriate, and shared costs as required under WIOA.

B. To accomplish the vision and goals set forth in WIOA, CSBD and BROWARD COLLEGE agree to:

- a. Put the customer first with the focus on individualized, quality customer services
- b. Follow-through on cross-partner referrals and customer connections on a timely basis
- c. Commit to continuous learning about each other's and the other partner programs leading to a better understanding of opportunities for coordination
- d. Recognize and respect each partner's constraints
- e. Be open to change

**4. ONE STOP SYSTEM SERVICES**

A. **Services provided through the One-Stop delivery system.** Services provided through the one-stop system include:

- a. WIOA Title I Adult, Dislocated Worker , and Youth services
- b. Referral of youth and adults to WIOA Title II Adult Education and Literacy
- c. WIOA Title III Wagner-Peyser
- d. WIOA Title IV Vocational Rehabilitation
- e. Referral to Carl Perkins Career Technical Education
- f. Title V Older Americans Act
- g. Veterans programs
- h. Trade Adjustment Assistance Act
- i. Referral to Community Services Block Grant services
- j. Unemployment Compensation
- k. Temporary Assistance for Needy Families through the Welfare Transitions Program

**I. Supplemental Nutrition Act Program**

**m. Referral to Youth Build**

**B. Access to Services.** CSBD and BROWARD COLLEGE will make their program services accessible through the one-stop delivery system by:

- a. Exchanging participant eligibility requirements for their workforce funding streams, with particular attention to requirements applicable to courses listed on the CSBD Eligible Training Provider List and Financial Aid as may be necessary for mutual participants seeking to access post secondary training, identifying program career services and working on categorizing those services and/or activities which may be appropriate for integration.
- b. Jointly developing and participating in front line training of staff to assure an understanding of the activities, support services and constraints applicable to joint partner workforce funding streams.
- c. Coordinating outreach and recruitment through links on each other's websites where possible.

**C. Coordinating Services.** CSBD and BROWARD COLLEGE agree to coordinate and deliver workforce services as appropriate through the one-stop system by:

- a. Seeking opportunities to share resources and reduce duplication of activities thereby streamlining services for customers and frontline staff such as by co-locating in a comprehensive or affiliate one-stop location site.
- b. Working together on enhancing employer engagement to build a demand-driven system, improve business services, and to match participants with work-based learning opportunities.
- c. Committing to continuous improvement through the coordination of staff training to provide front line staff with information and knowledge regarding each other's services.
- d. Participating in the one-stop delivery system consistent with the terms of this MOU and the requirements of the Federal laws authorizing the program or activities.

**D. Cross Referral.** CSBD and BROWARD COLLEGE agree to consider policies and procedures which would encourage the referral of customers to each other as appropriate by:

- a. Reviewing their individual program policies, procedures and processes and to align the policies, procedures and processes to the extent allowed by each program's specific laws and regulations, to better serve customers through cross referral, sequential or co-enrollment as may best benefit the customer.
- b. Establishing a method for follow-up and reporting to each other on the services provided to the customer and the outcomes attained.

**E. Information Sharing.** CSBD and BROWARD COLLEGE agree to explore and identify mechanisms for sharing information about their common customers by agreeing to a common release form to be executed by common customers.

- a. The Parties agree to implement appropriate internal controls and security to protect the privacy of their common customers.
- b. The Parties agree to comply with the confidentiality provisions of the respective statutes applicable to their funding streams.

**F. Accessibility.** CSBD and BROWARD COLLEGE agree to adopt the same or similar processes to serve individuals with barriers including consideration of technological tools for individuals with disabilities in each of the one-stop and affiliate locations.

## **5. FUNDING OF THE INFRASTRUCTURE AND OPERATING COSTS**

- A. CSBD and BROWARD COLLEGE agree to address the requirement for one-stop partners to contribute to the infrastructure costs of the one-stop system in the local workforce area pursuant to WIOA sec. 121(c)(2)(A), 20 CFR 678.755, 34 CFR 361.755, and 34 CFR 463.755, and 20 CFR 678.715(c), 34 CFR 361.715(c), and 34 CFR 463.715(c).
- B. CSBD and BROWARD COLLEGE agree that contributions to the infrastructure costs and operating costs should be proportionate to use and in accordance with agreed upon methodology.
- C. CSBD and BROWARD COLLEGE agree to address infrastructure and operating costs prior to January 2018.
- D. Attachment "A" of this Memorandum of Understanding complies with the one-stop infrastructure costs through the use of technology and in compliance with

the law.

**6. TERM**

This MOU shall commence on the date of execution by each of the Parties and shall remain in full force and effect until June 30, 2020, unless the MOU is terminated by either party in accordance with the terms set forth below.

**7. MODIFICATION**

- A. The MOU shall be reviewed at least once every three years and shall be modified to reflect changes in the terms, conditions or scope of work.
- B. Within ninety (90) days prior to the termination date of this MOU, the Parties shall review the MOU and negotiate any changes to the provisions of this MOU. The review shall include:
  - a. A collaborative evaluation of the effectiveness of operations pursuant to this MOU,
  - b. Infrastructure cost sharing methodologies
- C. This MOU may be amended or modified by mutual consent of the Parties, by the issuance of a written amendment, executed by the Parties.

**8. TERMINATION**

- A. Either party may terminate this MOU for convenience, by giving thirty (30) days written notification via USPS mail or electronic means with a delivery receipt to the other party.
- B. In the event of termination while the requirements of this MOU are governing by WIOA, the Parties agree to renegotiate this MOU.

**9. NOTICE**

- A. All notices required to be given to CSBD under this Agreement shall be sufficient when faxed, hand delivered or mailed to the CSBD President/CEO c/o CSBD at its office located at: 2610 W. Oakland Park Boulevard, Ft. Lauderdale, FL 33311.
- B. All notices required to be given to the Contractor under this Agreement shall be sufficient when faxed, hand delivered or mailed to the President of Broward College or his/her designee, at his office located at: 111 East Las Olas Boulevard, Ft. Lauderdale, FL 33301, with copy to: 111 East Las Olas Boulevard, 12<sup>th</sup> Floor Administration Offices, Ft. Lauderdale, FL 33301 and

111 East Las Olas Boulevard, Office of the General Counsel - 5<sup>th</sup> Floor, Ft. Lauderdale, FL 33301.

**C. NON DISCRIMINATION**

- A. The Parties agree that they shall not unlawfully discriminate, harass or allow harassment against any one-stop applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation, marital status, or any other basis prohibited by law.
- B. The Parties agree to comply with the Americans with Disabilities Act of 1990 and its amendments, as well as with other applicable regulations and guidelines promulgated thereunder.

**D. GRIEVANCE AND COMPLAINTS**

BROWARD COLLEGE agrees to utilize the grievance and complaint procedures applicable to non-discrimination complaints as outlined in WIOA for mutual customers utilizing the one-stop career center.

**E. DISPUTE RESOLUTION**

The Parties agree to try to resolve disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective partner and the operator, for discussion and resolution.

**F. COMMUNICATIONS**

- A. CSBD and BROWARD COLLEGE shall coordinate communications with the press, television, radio or any other form of media regarding mutual responsibilities and activities under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies.
- B. CSBD and BROWARD COLLEGE agree that references to the local one-stop system shall utilize the CareerSource Broward logo developed by the State of Florida and the America's Job Center logo developed by the United States Department of Labor.

**G. LIABILITY**

The Parties are state agencies or political subdivisions as defined in Section 768.28, Florida Statutes, and shall be fully responsible for the acts and omissions of their respective agents or employees to the extent permitted by

law. Nothing herein is intended to serve as a waiver of sovereign immunity by any party nor shall anything included herein be construed as consent to be sued by third parties in any matter arising out of this MOU or any other contract.

The Parties agree to maintain such insurance as is appropriate to its own organization. Each party agrees to conduct itself in accordance with the tenets of good faith in the execution of their responsibilities.

**H. INSURANCE**

The Parties are entities subject to Section 768.28, Florida Statutes, and each party shall furnish the other, upon request, with written verification of liability protection in accordance with state law prior to final execution of this MOU.

**I. AGENCY OR EMPLOYMENT RELATIONSHIP**

No provision of this MOU shall be construed as creating an agency or employment relationship between the Parties. The Parties agree that they are responsible for the actions of their representatives, employees, and instructors with regard to all aspects of this MOU.

**J. COMPLIANCE WITH LAWS**

At all times during the term of this MOU, the Parties agree to comply with all applicable federal and state laws, regulations, rules, or procedures, as all of which are incorporated herein by reference and made a part of the terms and conditions of this MOU.

**K. SIGNATURE IN COUNTERPARTS**

This MOU may be executed in multiple identical counterparts, all of which shall constitute one agreement.

**L. ACCEPTANCE OF FACSIMILE OR SCANNED SIGNATURES**

This MOU shall be considered to be executed signed when the signature of a party is delivered by facsimile transmission or delivered by scanned image (e.g., pdf, or tiff file extension name) as an attachment to electronic mail (email). Such facsimile or scanned signature shall be treated in all respects as having the same effect as an original signature.



IN WITNESS WHEREOF, the Parties hereto have made and executed this Memorandum of Understanding: THE DISTRICT BOARD OF TRUSTEES OF BROWARD COLLEGE, FLORIDA, through its BROWARD COLLEGE Administrator, authorized to execute same by Mildred Coyne action on the 1st day of December, and CAREERSOURCE BROWARD, signing by and through its President/CEO, duly authorized to execute same following Board Action on the 14th day of December 2017.

AS TO: BROWARD COLLEGE

WITNESSED BY:

DocuSigned by:  
Elizabeth Beavin L.S.  
2E30037A8F3A4AD...

DocuSigned by:  
Kristina Retana L.S.  
04210120D8824C8...

THE DISTRICT BOARD OF TRUSTEES OF BROWARD COLLEGE, FLORIDA, by and through its BROWARD COLLEGE Administrator

DocuSigned by:  
BY: Mildred Coyne  
(Signature) BDE1B7E441...

Dr. Mildred Coyne  
Printed Name  
TITLE: Executive Director

DATE: 12/2/2017

DocuSigned by:  
Kristina Retana  
04210120D8824C8...

AS TO: CAREERSOURCE BROWARD:

WITNESSED BY:  
[Signature] L.S.

Amy Limer L.S.

[Signature] L.S.

Amy Limer L.S.

BY: [Signature]



(Signature)  
John P. "Jack" Seiler  
TITLE: BWDB Chair

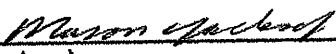
DATE: 12/14/17

BY: [Signature]


(Signature)  
Frank Ortis  
TITLE: CSBD Chair

DATE: 12/14/17

  
\_\_\_\_\_  
L.S.  
  
\_\_\_\_\_  
L.S.

BY:   
(Signature)  
Mason C. Jackson  
TITLE: President/CEO  
DATE: 12/15/12

Approved as to form by the CareerSource Broward  
General Counsel  
2610 West Oakland Park Boulevard  
Ft. Lauderdale, FL 33311

BY:   
\_\_\_\_\_  
Rochelle J. Daniels  
General Counsel

## MEMORANDUM OF UNDERSTANDING

### ATTACHMENT 1

#### Infrastructure Funding Agreement

CSBD and Broward College agree and understand that infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the south one-stop Center. Non-personnel costs as defined by United States Department of Labor Training and Employment Guidance (TEGL) Letter 17-16 include, but are not limited to:

- Rental of the facilities;
- Utilities and maintenance;
- Equipment, including assessment-related products and assistive technology for individuals with disabilities; and,
- Technology to facilitate access to the American Job Center, including technology used for the center's planning and outreach activities.

The Parties to this MOU recognize that infrastructure costs, in accordance with 20 CFR 678.500(b), 34 CFR 361.500(b), and 34 CFR 463.500(b), are applicable to all required Partners, whether they are physically located in the CSBD Career Center or not. Pursuant to USDOL TEGL 17-16, each partner's contributions to the infrastructure costs, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partner programs' authorizing laws and regulations and the Uniform Guidance. Broward College has chosen to utilize technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities (WIOA sec. 121(h)(4), 20 CFR 678.700(a), 34 CFR 361.700(a), and 34 CFR 463.700(a)). This will be done through a web page in which Broward College will provide information about the services and ways in which to access those services. Broward College would approve and provide all logos and content information. CSBD will host the web page at a cost of \$215.49 per year.

By their signatures below, Broward College agrees to be responsible for the costs associated with its participation in the one-stop, which shall be paid by November 1<sup>st</sup> of each year, until such time as the costs are renegotiated, at which time the MOU and or attached IFA will be amended.

I have the legal authority to bind my agency.

DocuSigned by:  
  
 Signature

12/2/2017

Date

Mildred Coyne

Executive Director, Workforce Ed

Printed Name and Title

DocuSigned by:  
  
 04210120D8624CB...

Broward College

---

Agency Name

Mildred Coyne, Executive Director

---

Agency Contact Information



**Tim Ryan**  
 Commissioner  
 Board of County Commissioners  
 Chair  
 CareerSource Broward  
 Council of Elected Officials

**Josh Levy**  
 Mayor, City of Hollywood  
 Vice Chair  
 CareerSource Broward  
 Council of Elected Officials

**John P. (Jack) Seiler**  
 Mayor, City of Fort Lauderdale  
 Chair Pro Tem  
 CareerSource Broward  
 Council of Elected Officials

**Frank Ortis**  
 Mayor, City of Pembroke Pines  
 Chair  
 Broward Workforce  
 Development Board, Inc.

**Mason C. Jackson**  
 President/CEO  
 CareerSource Broward

January 10, 2018

**Christy L. Bradford**  
 Curriculum Supervisor  
 Career, Technical, Adult, and Community Education  
 Atlantic Technical College  
 Arthur Ashe, Jr. Campus  
 1701 NW 23rd Avenue  
 Ft. Lauderdale, Florida 33311

RE: MOU between CSBD and SBBC 2017 - 2020

Dear Ms. Bradford,

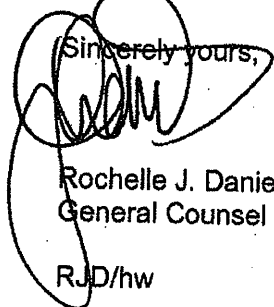
Enclosed please find an executed copy of the above-referenced Agreement.

Please return an executed copy of the Agreement to the CSBD Legal Department at:

CareerSource Broward  
 Administrative Office  
 2610 West Oakland Park Boulevard  
 Oakland Park, FL 33311  
 Attn: Legal

Please contact the CSBD Legal Department if you have any questions at 954-677-5555, Ext. 1809.

Sincerely yours,



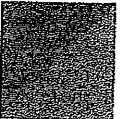
**Rochelle J. Daniels**  
 General Counsel

RJD/hw

Attachment



CareerSource Broward  
 Administrative Office  
 2610 West Oakland Park Boulevard  
 Oakland Park, FL 33311  
 P: 954.202.3830 | F: 954.497.1588



**MEMORANDUM OF UNDERSTANDING**

**Between**

**CAREERSOURCE BROWARD**

**And**

This Memorandum of Understanding is entered into by and between CareerSource Broward (hereinafter CSBD) as the administrative entity for CSDD Council of Elected Officials (hereinafter Council) and for the Broward Workforce Development Board, Inc. (hereinafter "BWDB") AND The School Board of Broward County, a body politic, and a one-stop partner under the Workforce Innovation and Opportunity Act of 2014, P.L. 113-128 (hereinafter "WIOA").

**WITNESETH THAT**

WHEREAS, WIOA requires that the local workforce development board which is the BWDB with the approval of the chief local elected officials which are represented by the Council enter into a Memorandum of Understanding with each one-stop partner identified in the legislation; and

WHEREAS, CSBD serves as the administrative entity for the BWDB and the Council in Workforce Development Area 22, which encompasses Broward County, Florida and is authorized to enter into this Memorandum of Understanding on behalf of the BWDB; and

WHEREAS, The School Board of Broward County, is a one-stop partner identified in WIOA Sec. 121(b)(1) as the grantee entity and provider of Adult Education and Literacy Act activities and postsecondary Career and Technical Education programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.); and

WHEREAS, WIOA stipulates that the Memorandum of Understanding describe how each one-stop partner identified in WIOA will work toward the integration and coordination of each partners' program services through the one-stop system described in WIOA;

NOW THEREFORE in consideration of the mutual terms, conditions, promises, covenants and obligations hereinafter set forth, CSBD and the School Board of Broward

County agree as follows:

**1. PARTIES**

The parties to this Memorandum of Understanding ( hereinafter "MOU") are CSBD and The School Board of Broward County.

**2. PURPOSE**

The purpose of this MOU is to state how each of the parties will:

- A. Provide access, including access for individuals with barriers to employment to Adult Literacy and post secondary Career and Technical Education program services through the CareerSource Broward One-Stop Career Centers which is a part of the American job Center network system, and
- B. Develop a process for the referral of customers to each other when appropriate for the customer, and
- C. Develop a process for sharing customer data in a manner that preserves customer confidentiality in accordance with governing laws and regulations and for sharing technology in a secure manner so as to provide coordinated services as appropriate for the customer, and
- D. Accomplish the purposes of this MOU in a non-discriminatory environment.
- E. During the period between execution of this MOU and January 2018, come to agreement regarding the support of the infrastructure and operating costs of the CareerSource Broward Center.

**3. VISION**

- A. WIOA envisions an integrated and coordinated workforce delivery system. To accomplish the intent set forth in WIOA for the workforce development system CSBD and The School Board of Broward County agree to work together with all the WIOA one-stop partners on system design and access, shared services and customers as appropriate, and shared costs as required under WIOA.
- B. To accomplish the vision and goals set forth in WIOA, CSBD and The School Board of Broward County agree to:
  - a. Put the customer first with the focus on individualized, quality customer services

- b. Follow-through on cross-partner referrals and customer connections on a timely basis
- c. Commit to continuous learning about each other's and the other partner programs leading to a better understanding of opportunities for coordination
- d. Recognize and respect each partner's constraints
- e. Be open to change

**4. ONE STOP SYSTEM SERVICES**

- A. Services provided through the One-Stop delivery system. Services provided through the one-stop system include:**
- a. WIOA Title I Adult, Dislocated Worker , and Youth services
  - b. Referral of youth and adults to WIOA Title II Adult Education and Literacy
  - c. WIOA Title III Wagner-Peyser
  - d. WIOA Title IV Vocational Rehabilitation
  - e. Referral to Carl Perkins Career Technical Education
  - f. Title V Older Americans Act
  - g. Veterans programs
  - h. Trade Adjustment Assistance Act
  - i. Referral to Community Services Block Grant services
  - j. Unemployment Compensation
  - k. Temporary Assistance for Needy Families through the Welfare Transitions Program
  - l. Supplemental Nutrition Act Program
  - m. Referral to Youth Build
  - n. Referral to Second Chance programs



**B. Access to Services.** CSBD and The School Board of Broward County will make their program services accessible through the one-stop delivery system by:

- a. Exchanging participant eligibility requirements for their workforce funding streams, identifying their program career services and working on categorizing those services and/or activities which may be appropriate for integration.
- b. Jointly developing and participating in front line training of staff to assure an understanding of the activities, support services and constraints applicable to joint partner workforce funding streams.
- c. Coordinating outreach and recruitment through links on each other's websites where possible.

**C. Coordinating Services.** CSBD and The School Board of Broward County agree to coordinate and deliver workforce services as appropriate through the one-stop system by:

- a. Seeking opportunities to share resources and reduce duplication of activities thereby streamlining services for customers and frontline staff such as by co-locating in a comprehensive or affiliate one-stop location site.
- b. Working together on enhancing employer engagement to build a demand-driven system, improve business services, and to match participants with work-based learning opportunities.
- c. CSBD and The School Board of Broward County agree to commit to continuous improvement through the coordination of staff training to provide front line staff with information and knowledge regarding each other's services.
- d. CSBD and The School Board of Broward County agree to participate in the one-stop delivery system consistent with the terms of this MOU and the requirements of the Federal laws authorizing the program or activities

**D. Cross Referral.** CSBD and The School Board of Broward County

agree to consider policies and procedures which would encourage the referral of customers to each other as appropriate by:

- a. Reviewing their individual program policies, procedures and processes and to align the policies, procedures and processes to the extent allowed by each program's specific laws and regulations, to better serve customers

through cross referral, sequential or co-enrollment as may best benefit the customer.

- b. Establishing a method for follow-up and reporting to each other on the services provided to the customer and the outcomes attained.

**E. Information Sharing.** CSBD and The School Board of Broward County agree to explore and identify mechanisms for sharing aggregate data, to the extent permitted by law, about their common customers by agreeing to a common release form to be executed by common customers.

- a. The parties agree to implement appropriate internal controls and security to protect the privacy of their common customers.
- b. The parties agree to comply with the confidentiality provisions of the respective statutes applicable to their funding streams.

**F. Accessibility.** CSBD and The School Board of Broward County agree to adopt the same or similar processes to serve individuals with barriers including consideration of technological tools for individuals with disabilities in each of the one-stop and affiliate locations.

## **5. FUNDING OF THE INFRASTRUCTURE AND OPERATING COSTS**

- A. CSBD and The School Board of Broward County commitment contributing to the infrastructure costs of the one-stop system in the local workforce area.
- B. CSBD and The School Board of Broward County agree contribute to the operating costs. proportionate use and an agreed upon methodology.
- C. CSBD and The School Board of Broward County agree to address infrastructure and operating costs prior to January 2018.
- D. This Memorandum of Understanding complies with the one-stop infrastructure costs through the use of technology. See Attachment "A"

## **6. TERM**

This MOU shall commence on the date of execution by each of the parties and shall remain in full force and effect until June 30<sup>th</sup>, 2020, unless the MOU is terminated by either party in accordance with the terms set forth below.

**7. MODIFICATION**

- A. The MOU shall be reviewed at least once every three years and shall be modified to reflect changes in the terms, conditions or scope of work.
- B. Within ninety (90) days prior to the termination date of this MOU, the Parties shall review the MOU and negotiate any changes to the provisions of this MOU. The review shall include:
  - a. A collaborative evaluation of the effectiveness of operations pursuant to this MOU,
  - b. Infrastructure cost sharing methodologies
- C. This MOU may be amended or modified by mutual consent of the parties, by the issuance of a written amendment, executed by the parties.

**8. TERMINATION**

- A. Either party may terminate this MOU for convenience, by giving thirty (30) days written notification via USPS mail or electronic means with a delivery receipt to the other party.
- B. In the event of termination while the requirements of this MOU are governing by WIOA, the parties agree to renegotiate this MOU.

**9. NOTICE**

- A. All notices required to be given to CSBD under this MOU shall be sufficient when hand delivered or mailed to CSBD at its office located at 2660 Oakland Park Boulevard, Fort Lauderdale, FL 33301, addressed to the CSBD President/CEO.
- B. All notices required to be given to The School Board of Broward County under this MOU shall be sufficient when hand delivered or mailed to the The School Board of Broward County at its office located at 600 SE Third Ave | Ft. Lauderdale, FL 33301.
- C. All notices shall be in writing, including email.

**10. NON DISCRIMINATION**

- A. The parties agree that they shall not unlawfully discriminate, harass or allow harassment against any one-stop applicant due to gender, race, color,

ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status.

- B. The parties agree to comply with the Americans with Disabilities Act of 1990 and its amendments, as well as with other applicable regulations and guidelines promulgated thereunder.

#### **11. GRIEVANCE AND COMPLAINTS**

The School Board of Broward County agrees to utilize the grievance and complaint procedures applicable to non-discrimination complaints as outlined in WIOA for mutual customers utilizing the one-stop career center.

#### **12. DISPUTE RESOLUTION**

The parties agree to try to resolve disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective partner and the operator, for discussion and resolution.

#### **13. COMMUNICATIONS**

A. CSBD and The School Board of Broward County shall coordinate communications with the press, television, radio or any other form of media regarding mutual responsibilities and activities under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies.

B. CSBD and The School Board of Broward County agree that references to the local one-stop system shall utilize the CareerSource Broward logo developed by the State of Florida and the America's Job Center logo developed by the United States Department of Labor.

#### **14. INDEMNIFICATION**

As an agency defined in Chapter 768.28 Florida Statutes, The School Board of Broward County agrees to be fully responsible for acts and omissions of its agents or employees to the extent permitted by law. Nothing herein is intended to serve, as a waiver of sovereign immunity as applicable. Nothing herein shall be construed as consent by The School Board of Broward County as a political subdivision of the State of Florida to be sued by third parties in any matter arising out of this MOU, or any part thereof. The provisions of this section shall survive the expiration or earlier termination of this MOU.

Each party to this MOU agrees to indemnify itself to the extent permitted by law and shall hold the other party harmless, and neither party shall be responsible to

the other party for actions of its officers, agents, servants, and employees with respect to any and all claims, losses, liabilities, and expenditures of any kind, including attorney fees, court costs, and expenses, caused by a negligent act or omission of either party, its employees, agents, servants, or officers, or accruing, resulting from, or related to the subject matter of this MOU including, without limitation, any and all claims, demands, or causes of action of any nature whatsoever resulting from injuries or damages sustained by any person or property.

The parties agree to maintain such insurance as is appropriate to its own organization. Each party agrees to conduct itself in accordance with the tenets of good faith in the execution of their responsibilities.

**15. AGENCY OR EMPLOYMENT RELATIONSHIP**

No provision of this MOU shall be construed as creating an agency or employment relationship between the parties. The parties agree that they are responsible for the actions of its representatives, employees, and instructors with regard to all aspects of this MOU.

**16. COMPLIANCE WITH LAWS**

At all times during the term of this MOU, the Parties agree to comply with all applicable federal and state laws, regulations, rules, or procedures, as all of which are incorporated herein by reference and made a part of the terms and conditions of this MOU.

**17. SIGNATURE IN COUNTERPARTS**

This MOU may be executed in multiple identical counterparts, all of which shall constitute one agreement.

**18. ACCEPTANCE OF FACSIMILE OR SCANNED SIGNATURES**

This MOU shall be considered to be executed signed when the signature of a party is delivered by facsimile transmission or delivered by scanned image (e.g., pdf, or tiff file extension name) as an attachment to electronic mail (email). Such facsimile or scanned signature shall be treated in all respects as having the same effect as an original signature.

IN WITNESS WHEREOF, the Parties hereto have made and executed this Memorandum of Understanding: The School Board of Broward County authorized to execute same by Broward School's Superintendent action on the 14th day of December, 2017 and CAREERSOURCE BROWARD, signing by and through its Chief Elected Officials, CSBD Chair and CSBD President/CEO, duly authorized to execute same following Board Action on the 14<sup>th</sup> day of December, 2017.

AS TO: CAREERSOURCE BROWARD:

WITNESSED BY: [Signature] L.S.  
[Signature] L.S.

BY: [Signature]  
(Signature)  
Jack Seiler  
TITLE: BWDB Chair  
DATE: 12-14-17

[Signature] L.S.  
[Signature] L.S.

BY: [Signature]  
(Signature)  
Frank Ortis  
TITLE: CSBD Chair  
DATE: 12-14-17

[Signature] L.S.  
[Signature] L.S.

BY: [Signature]  
(Signature)  
Mason C. Jackson  
TITLE: President/CEO  
DATE: 12/18/17

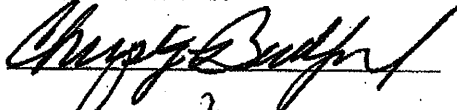
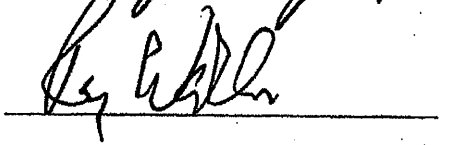
Approved as to form by the CareerSource Broward  
General Counsel  
2610 West Oakland Park Boulevard  
Ft. Lauderdale, FL 33311


BY: [Signature]  
Rochelle J. Daniels  
General Counsel

**FOR SBBC**

THE SCHOOL BOARD OF  
BROWARD COUNTY, FLORIDA

WITNESSED BY:

  
\_\_\_\_\_  
  
\_\_\_\_\_

By   
\_\_\_\_\_  
Robert W. Runcie, Superintendent of Schools

Approved as to Form and Legal Content:

  
\_\_\_\_\_  
Office of the General Council

**MEMORANDUM OF UNDERSTANDING**

**ATTACHMENT A**

**Infrastructure Funding Agreement**

CSBD and The School Board of Broward County agree and understand that infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the south one-stop Center. Non-personnel costs as defined by United States Department of Labor Training and Employment Guidance (TEGL) Letter 17-16 include, but are not limited to:

- Rental of the facilities;
- Utilities and maintenance;
- Equipment, including assessment-related products and assistive technology for individuals with disabilities; and,
- Technology to facilitate access to the American Job Center, including technology used for the center's planning and outreach activities.

The Parties to this MOU and recognize that infrastructure costs, in accordance with 20 CFR 678.500(b), 34 CFR 361.500(b), and 34 CFR 463.500(b). are applicable to all required Partners, whether they are physically located in the CSBD Career Center or not. Pursuant to USDOL TEGL 17-16 each partner's contributions to the infrastructure costs, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partner programs' authorizing laws and regulations and the Uniform Guidance. The School Board of Broward County has chosen to utilize technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities (WIOA sec. 121(h)(4), 20 CFR 678.700(a), 34 CFR 361.700(a), and 34 CFR 463.700(a)). The School Board of Broward County will provide all art, logos and content to submit to CSBD for publication. This cost is valued at \$215.49 per year.

By their signatures below, The School Board of Broward County agrees to be responsible for the costs associated with their participation in the one-stop which shall be paid by October 31st of each year until such time as the costs are renegotiated at which time the MOU and or attached IFA will be amended.

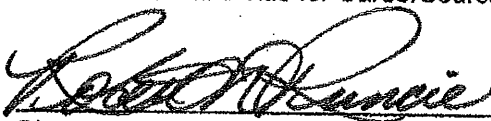
I have the legal authority to bind my agency:

  
Signature for CareerSource Broward

12/18/17  
Date

Mason Jackson, President/CEO  
Printed Name and Title for CareerSource Broward

12-18-17  
Date

  
Signature of Superintendent Robert W. Runcie

12/8/2017  
Date



## **MEMORANDUM OF UNDERSTANDING**

**Between**

**CAREERSOURCE BROWARD**

**And**

**OPPORTUNITIES INDUSTRIALIZATION CENTERS OF SOUTH FLORIDA**

This Memorandum of Understanding is entered into by and between CareerSource Broward (hereinafter CSBD) as the administrative entity for CSBD Council of Elected Officials (hereinafter Council) and for the Broward Workforce Development Board, Inc. (hereinafter "BWDB") AND Opportunities Industrialization Centers, Inc. of South Florida (hereinafter referred to as OIC) a one-stop partner under the Workforce Innovation and Opportunity Act of 2014, P.L. 113-128 (hereinafter "WIOA") as a result of their grantee status through the award of YouthBuild and Second Chance program grants.

### **WITNESETH THAT**

WHEREAS, WIOA requires that the local workforce development board which is the BWDB with the approval of the chief local elected officials which are represented by the Council enter into a Memorandum of Understanding with each one-stop partner identified in the legislation; and

WHEREAS, CSBD serves as the administrative entity for the BWDB and the Council in Workforce Development Area 22, which encompasses Broward County, Florida and is authorized to enter into this Memorandum of Understanding on behalf of the BWDB; and

WHEREAS, OIC is a one-stop partner identified in WIOA Sec. 121 because they are YouthBuild and Second Chance grantees; and

WHEREAS, WIOA stipulates that the Memorandum of Understanding describe how each one-stop partner identified in WIOA will work toward the integration and coordination of each partners' program services through the one-stop system described in WIOA;

NOW THEREFORE in consideration of the mutual terms, conditions, promises, covenants and obligations hereinafter set forth, CSBD and OIC agree as follows:

#### **1. PARTIES**

The parties to this Memorandum of Understanding (hereinafter "MOU") are CSBD and OIC.

## 2. PURPOSE

The purpose of this MOU is to state how each of the parties will:

- A. Provide access to their programs, CSBD to the WIOA, and other workforce funding streams under their administration and OIC to their YouthBuild, YouthBuild Transfer Act of 2006, 29 USC 2918a and Second Chance Act of 2007, P.L. 110-199, 42 USC 17501 April 9, 2008, grant programs.
- B. Develop a process for the referral of customers to each other as appropriate for the customer, and
- C. Develop a process for sharing customer data in a manner that preserves customer confidentiality in accordance with governing laws and regulations and for sharing technology in a secure manner so as to provide coordinated services as appropriate for the customer, and
- D. Accomplish the purposes of this MOU in a non-discriminatory environment.
- E. During the period between execution of this MOU and January 2018, come to agreement regarding the support of the infrastructure and operating costs of the CareerSource Broward Center.

## 3. VISION

- A. WIOA envisions an integrated and coordinated workforce delivery system. To accomplish the intent set forth in WIOA for the workforce development system CSBD and OIC agree to work together with all the one-stop partners on system design and access, shared services and customers as appropriate and shared costs as required under WIOA.
- B. To accomplish the vision and goals set forth in WIOA, CSBD and OIC agree to:
  - a. Put the customer first with the focus on individualized, quality customer services.
  - b. Follow-through on cross-partner referrals and customer connections on a timely basis.
  - c. Commit to continuous learning about each other's and the other partner programs leading to a better understanding of opportunities for coordination.

- d. Recognize and respect each partner's constraints.
- e. Be open to change.

#### **4. ONE STOP SYSTEM SERVICES**

**A. Services provided through the One-Stop delivery system.** Services provided through the one-stop system include:

- a. WIOA Title I Adult, Dislocated Worker, and Youth services.
- b. Referral of youth and adults to WIOA Title II Adult Education and Literacy.
- c. WIOA Title III Wagner-Peyser.
- d. WIOA Title IV Vocational Rehabilitation.
- e. Referral to Carl Perkins Career Technical Education.
- f. Title V Older Americans Act.
- g. Veterans Programs.
- h. Trade Adjustment Assistance Act.
- i. Referral to Community Services Block Grant services.
- j. Unemployment Compensation.
- k. Temporary Assistance for Needy Families through the Welfare Transitions Program.
- l. Supplemental Nutrition Act Program.
- m. Referral to Youth Build.

n. Referral to Second Chance Programs.

o. At this time HUD Employment and Training, Jobs Corps, and Migrant and Seasonal Farmworker Programs are not offered in the workforce development area.

**B. Access to Services.** CSBD and OIC will make their program services accessible through the one-stop delivery system by:

a. Exchanging participant eligibility requirements for their workforce funding streams, identifying their program career services and working on categorizing those services and/or activities which may be appropriate for integration.

b. Jointly developing front line training to assure an understanding of the activities, support services and constraints applicable to joint partner workforce funding streams.

c. Coordinating outreach and recruitment through links on each other's websites and using technology to provide a direct link to a program staff member who can provide meaningful information on each partner's services.

**C. Coordinating Services.** CSBD and OIC agree to coordinate and deliver workforce services as appropriate through the one-stop system by:

a. Seeking opportunities to share resources and reduce duplication of activities as appropriate to each partner's funding stream.

b. Working together on enhancing employer engagement to build a demand-driven system.

c. Committing to continuous improvement through the coordination of staff training to provide front line staff with information and knowledge regarding each other's services.

d. Agreeing to participate in the one-stop delivery system consistent with the terms of this MOU and the requirements of the Federal laws authorizing the program or activities.

- D. Cross Referral.** CSBD and OIC agree to consider policies and procedures which would encourage the referral of customers to each other as appropriate by:
- a. Reviewing their individual program policies, procedures and processes to better serve customers through cross referral.
  - b. Establishing a method for follow-up and reporting to each other on the services provided to the customer and the outcomes attained.
- E. Information Sharing.** CSBD and OIC agree to explore and identify mechanisms for sharing information about their common customers by agreeing to a common release form to be executed by common customers.
- a. The parties agree to implement appropriate internal controls and security to protect the privacy of their common customers.
  - b. The parties agree to comply with the confidentiality provisions of the respective statutes applicable to their funding streams.
- F. Accessibility.** CSBD and OIC agree to adopt policies and processes to serve individuals with barriers including consideration of technological tools for individuals with disabilities.

**5. FUNDING OF THE INFRASTRUCTURE AND OPERATING COSTS**

- A. CSBD and OIC agree to support infrastructure and operating costs of the one-stop system in accordance with the cost principles of 2 CFR 200 et al, proportionate to OIC's use of the one stop and an agreed upon methodology.
- B. CSBD and OIC have opted for Option 3 as presented in USDOL Training and Employment Guidance 16-16 which provides for CSBD and OIC "making available a direct linkage through technology such as their websites and telephones to a program staff member who can provide meaningful information or services.
- C. CSBD and OIC agree to meet prior to January 2018 to identify the costs associated with the mutual provision of access and to record the infrastructure and operational contribution to the CSBD one-stop system.

- D. If either of the parties are unable to agree on the contributions to the one-stop infrastructure and operating costs they may appeal to the Governor. If the appeal results in a change to partner's contributions the parties agree to modify and update the MOU to reflect the final one-stop partner infrastructure cost contributions.

**6. TERM**

This MOU shall commence on the date of execution by each of the parties and shall remain in full force and effect until June 30<sup>th</sup>, 2020, unless the MOU is terminated by either party in accordance with the terms set forth below.

**7. MODIFICATION**

- A. The MOU shall be reviewed at least once every three years and shall be modified to reflect changes in the terms, conditions or scope of work.
- B. Within ninety (90) days prior to the termination date of this MOU, the Parties shall review the MOU and negotiate any changes to the provisions of this MOU. The review shall include:
  - a. A collaborative evaluation of the effectiveness of operations pursuant to this MOU.
  - b. Infrastructure cost sharing methodologies.
- C. This MOU may be amended or modified by mutual consent of the parties, by the issuance of a written amendment, executed by the parties.

**8. TERMINATION**

- A. Either party may terminate this MOU for convenience, by giving thirty (30) days written notification via USPS mail or electronic means with a delivery receipt to the other party.
- B. In the event of termination while the requirements of this MOU are governing by WIOA, the parties agree to renegotiate this MOU.

**9. NOTICE**

- A. All notices required to be given to CSBD under this MOU shall be sufficient when hand delivered or mailed to CSBD at its office located at 2550 West Oakland Park Boulevard, Fort Lauderdale, FL 33311, addressed to the CSBD President/CEO.
- B. All notices required to be given to OIC under this MOU shall be sufficient when hand delivered or mailed to the Opportunities Industrialization Centers, Inc. of South Florida, President/CEO, at its office located at 3407 NW 9<sup>th</sup> Avenue, Suite 100 Fort Lauderdale, FL 33309.
- C. All notices shall be in writing, and may include email notification.

**10. NON DISCRIMINATION**

- A. The parties agree that they shall not unlawfully discriminate, harass or allow harassment against any one-stop applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status.
- B. The parties agree to comply with the Americans with Disabilities Act of 1990 and its amendments, as well as with other applicable regulations and guidelines promulgated thereunder.

**11. GRIEVANCE AND COMPLAINTS**

The parties agree to utilize the grievance and complaint procedures applicable to non-discrimination complaints as outlined in WIOA for mutual customers utilizing the one-stop career center.

**12. DISPUTE RESOLUTION**

The parties agree to try to resolve disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective partner and the operator, for discussion and resolution.

**13. COMMUNICATIONS**

CSBD and OIC agree that references to the local one-stop system shall utilize the CareerSource Broward logo developed by the State of Florida and the America's Job Center logo developed by the United States Department of Labor.

#### **14. INDEMNIFICATION**

As an agency defined in Chapter 768.28 Florida Statutes, CSBD agrees to be fully responsible for acts and omissions of its agents or employees to the extent permitted by law. Nothing herein is intended to serve, as a waiver of sovereign immunity as applicable. Nothing herein shall be construed as consent by CSBD as a political subdivision of the State of Florida to be sued by third parties in any matter arising out of this MOU, or any part thereof. The provisions of this section shall survive the expiration or earlier termination of this MOU.

Each party to this MOU agrees to indemnify itself to the extent permitted by law and shall hold the other party harmless, and neither party shall be responsible to the other party for actions of its officers, agents, servants, and employees with respect to any and all claims, losses, liabilities, and expenditures of any kind, including attorney fees, court costs, and expenses, caused by a negligent act or omission of either party, its employees, agents, servants, or officers, or accruing, resulting from, or related to the subject matter of this MOU including, without limitation, any and all claims, demands, or causes of action of any nature whatsoever resulting from injuries or damages sustained by any person or property.

The parties agree to maintain such insurance as is appropriate to its own organization. Each party agrees to conduct itself in accordance with the tenets of good faith in the execution of their responsibilities.

#### **15. AGENCY OR EMPLOYMENT RELATIONSHIP**

No provision of this MOU shall be construed as creating an agency or employment relationship between the parties. The parties agree that they are responsible for the actions of its representatives, employees, and instructors with regard to all aspects of this MOU.

#### **16. COMPLIANCE WITH LAWS**

At all times during the term of this MOU, the Parties agree to comply with all applicable federal and state laws, regulations, rules, or procedures, as all of which are incorporated herein by reference and made a part of the terms and conditions of this MOU.

#### **17. SIGNATURE IN COUNTERPARTS**

This MOU may be executed in multiple identical counterparts, all of which shall constitute one agreement.



**18. ACCEPTANCE OF FACSIMILE OR SCANNED SIGNATURES**

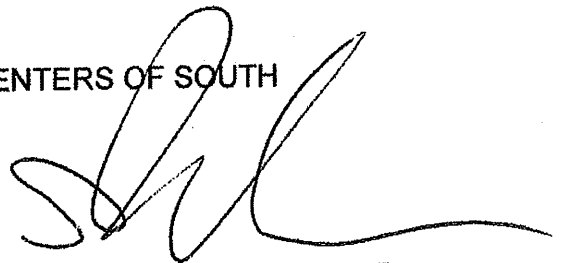
This MOU shall be considered to be executed signed when the signature of a party is delivered by facsimile transmission or delivered by scanned image (e.g., pdf, or tiff file extension name) as an attachment to electronic mail (email). Such facsimile or scanned signature shall be treated in all respects as having the same effect as an original signature.

IN WITNESS THEREOF, the parties hereto have made and executed this document on the respective dates under each signature: Opportunities Industrialization Centers, Inc. of South Florida through its EXECUTIVE (Board, Commission, Executive, as applicable) signing by and through its PRESIDENT/CEO (Title of Signatory) following EXECUTIVE (Board, Commission, Executive) action on the 14<sup>TH</sup> day of NOVEMBER, 2017, and CareerSource Broward signing by and through its President/CEO, following Board Action on the 14th day of December, 2017.

AS TO OPPORTUNITIES INDUSTRIALIZATION CENTERS OF SOUTH FLORIDA:

WITNESSED BY:  L.S.


 L.S.

BY:   
(Signature)  
NEWTON SANON  
Printed Name  
TITLE: PRESIDENT/CEO  
DATE: 11/14/2017

AS TO: CAREERSOURCE BROWARD:

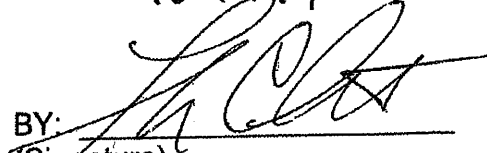
WITNESSED BY:  L.S.

 L.S.

BY:   
(Signature)  
John P. "Jack" Seiler  
TITLE: BWDB Chair  
DATE: 12-14-17


 L.S.

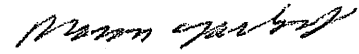
 L.S.

BY:   
(Signature)  
Frank Ortis  
TITLE: CSBD Chair  
DATE: 12-14-17

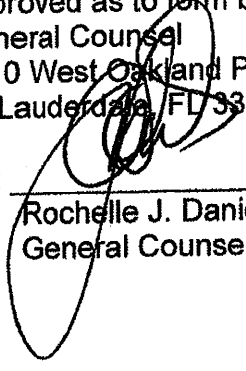
\_\_\_\_\_ L.S.

BY: \_\_\_\_\_

  
\_\_\_\_\_  
L.S.

  
(Signature)  
Mason C. Jackson  
TITLE: President/CEO  
DATE: 12/10/12

Approved as to form by the CareerSource Broward  
General Counsel  
2610 West Oakland Park Boulevard  
Ft. Lauderdale, FL 33311

BY:   
\_\_\_\_\_  
Rochelle J. Daniels  
General Counsel

**MEMORANDUM OF UNDERSTANDING**

**ATTACHMENT 1**

**Infrastructure Funding Agreement**

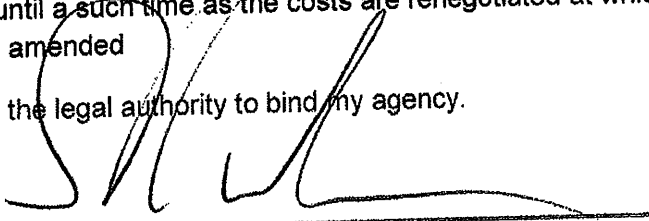
CSBD and OIC of South Florida agree and understand that infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the south one-stop Center. Non-personnel costs as defined by United States Department of Labor Training and Employment Guidance (TEGL) Letter 17-16 include, but are not limited to:

- Rental of the facilities;
- Utilities and maintenance;
- Equipment, including assessment-related products and assistive technology for individuals with disabilities; and,
- Technology to facilitate access to the American Job Center, including technology used for the center's planning and outreach activities.

The Parties to this MOU and recognize that infrastructure costs, in accordance with 20 CFR 678.500(b), 34 CFR 361.500(b), and 34 CFR 463.500(b). are applicable to all required Partners, whether they are physically located in the CSBD Career Center or not. Pursuant to USDOL TEGL 17-16 each partner's contributions to the infrastructure costs, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partner programs' authorizing laws and regulations and the Uniform Guidance. OIC of South Florida has chosen to utilize technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities (WIOA sec. 121(h)(4), 20 CFR 678.700(a), 34 CFR 361.700(a), and 34 CFR 463.700(a)). This will be done through a web page in which OIC of South Florida will provide information about the services and ways in which to access those services. CSBD will host the web page at a cost of \$ \$215.49 per year.

By their signatures below, OIC of South Florida agrees to be responsible for the costs associated with their participation in the one-stop, which shall be paid by November 1<sup>st</sup> of each year, until a such time as the costs are renegotiated at which time the MOU and or attached IFA will be amended

I have the legal authority to bind my agency.



Signature

11/14/17  
Date

NEWTON SANON, PRESIDENT/CEO

Printed Name and Title

OIC OF SOUTH FLORIDA

---

Agency Name

3407 NW 9<sup>TH</sup> AVE, SUIT 100, OAKLAND PARK, FL 33309

---

Agency Contact Information

**MEMORANDUM OF UNDERSTANDING**

**Between**

**CAREERSOURCE BROWARD**

**And**

**THE AMERICAN ASSOCIATION OF RETIRED PERSONS FOUNDATION**

This Memorandum of Understanding is entered into by and between CareerSource Broward (hereinafter CSBD) as the administrative entity for CSBD Council of Elected Officials (hereinafter Council) and for the Broward Workforce Development Board, Inc. (hereinafter "BWDB") AND American Association of Retired Persons Foundation (hereinafter referred to as "AARP") a one-stop partner under the Workforce Innovation and Opportunity Act of 2014, P.L. 113-128 (hereinafter "WIOA") as a result of their grantee status under the Title V Older Americans Act/SCSEP

**WITNESETH THAT**

WHEREAS, WIOA requires that the local workforce development board which is the BWDB with the approval of the chief local elected officials which are represented by the Council enter into a Memorandum of Understanding with each one-stop partner identified in the legislation; and

WHEREAS, CSBD serves as the administrative entity for the BWDB and the Council in Workforce Development Area 22, which encompasses Broward County, Florida and is authorized to enter into this Memorandum of Understanding on behalf of the BWDB; and

WHEREAS, AARP is a one-stop partner identified in WIOA Sec. 121 because they are a grant recipient under Title V of the Older Americans Act/SCSEP; and

WHEREAS, WIOA stipulates that the Memorandum of Understanding describe how each one-stop partner identified in WIOA will work toward the integration and coordination of each partners' program services through the one-stop system described in WIOA;

NOW THEREFORE in consideration of the mutual terms, conditions, promises, covenants and obligations hereinafter set forth, CSBD and AARP agree as follows:

**1. PARTIES**

The parties to this Memorandum of Understanding (hereinafter "MOU") are CSBD and AARP.

**2. PURPOSE**

The purpose of this MOU is to state how each of the parties will:

- A. Provide access to their programs, CSBD to the WIOA, and other workforce funding streams under their administration.
- B. Develop a process for the referral of customers to each other as appropriate for the customer, and
- C. Develop a process for sharing customer data in a manner that preserves customer confidentiality in accordance with governing laws and regulations and for sharing technology in a secure manner so as to provide coordinated services as appropriate for the customer, and
- D. Accomplish the purposes of this MOU in a non-discriminatory environment.
- E. During the period between execution of this MOU and January 2018, come to agreement regarding the support of the infrastructure and operating costs of the CareerSource Broward Center.

**3. VISION**

- A. WIOA envisions an integrated and coordinated workforce delivery system. To accomplish the intent set forth in WIOA for the workforce development system CSBD and AARP agree to work together with all the one-stop partners on system design and access, shared services and customers as appropriate and shared costs as required under WIOA.
- B. To accomplish the vision and goals set forth in WIOA, CSBD and AARP agree to:
  - a. Put the customer first with the focus on individualized, quality customer services.

- b. Follow-through on cross-partner referrals and customer connections on a timely basis.
- c. Commit to continuous learning about each other's and the other partner programs leading to a better understanding of opportunities for coordination.
- d. Recognize and respect each partner's constraints.
- e. Be open to change.

#### **4. ONE STOP SYSTEM SERVICES**

- A. **Services provided through the One-Stop delivery system.** Services provided through the one-stop system include:
  - a. WIOA Title I Adult, Dislocated Worker, and Youth services.
  - b. Referral of youth and adults to WIOA Title II Adult Education and Literacy.
  - c. WIOA Title III Wagner-Peyser.
  - d. WIOA Title IV Vocational Rehabilitation.
  - e. Referral to Carl Perkins Career Technical Education.
  - f. Title V Older Americans Act.
  - g. Veterans Programs.
  - h. Trade Adjustment Assistance Act.
  - i. Referral to Community Services Block Grant services.
  - j. Unemployment Compensation.
  - k. Temporary Assistance for Needy Families through the Welfare Transitions Program.
  - l. Supplemental Nutrition Act Program.
  - m. Referral to Youth Build.



n. Referral to Second Chance Programs.

B. **Access to Services.** CSBD and AARP will make their program services accessible through the one-stop delivery system by:

- a. The co-location of program staff in the CSBD one-stop and the provision of host work-site opportunities to AARP participants.
- b. Exchanging participant eligibility requirements for their workforce funding streams, identifying their program career services and working on categorizing those services and/or activities which may be appropriate for integration.
- c. Jointly developing front line training to assure an understanding of the activities, support services and constraints applicable to joint partner workforce funding streams.
- d. Coordinating outreach and recruitment through links on each other's websites and using technology to provide a direct link to a program staff member who can provide meaningful information on each partner's services.
- e. CSBD and AARP have agreed to Option 1, "having a program staff member physically present at the CSBD American Job Center," as described in USDOL Training and Employment Guidance 16-16.

C. **Coordinating Services.** CSBD and AARP agree to coordinate and deliver workforce services as appropriate through the one-stop system by:

- a. Seeking opportunities to streamline activities as appropriate to each partner's funding stream and the needs of individual participants.
- b. Working together on enhancing employer engagement to build a demand-driven system.
- c. Committing to continuous improvement through the coordination of staff training to provide front line staff with information and knowledge regarding each other's services.
- d. Agreeing to participate in the one-stop delivery system consistent with the terms of this MOU and the requirements of the Federal laws authorizing the program or activities.

**D. Cross Referral.** CSBD and AARP agree to consider policies and procedures which would encourage the referral of customers to each other as appropriate by:

- a. Reviewing their individual program policies, procedures and processes to better serve customers through cross referral.
- b. Establishing a method for follow-up and reporting to each other on the services provided to the customer and the outcomes attained.

**E. Information Sharing.** CSBD and AARP agree to explore and identify mechanisms for sharing information about their common customers by agreeing to a common release form to be executed by common customers.

- a. The parties agree to implement appropriate internal controls and security to protect the privacy of their common customers.
- b. The parties agree to comply with the confidentiality provisions of the respective statutes applicable to their funding streams.

**F. Accessibility.** CSBD and AARP agree to adopt policies and processes to serve individuals with barriers including consideration of technological tools for individuals with disabilities.

## **5. FUNDING OF THE INFRASTRUCTURE AND OPERATING COSTS**

A. CSBD and AARP agree to support infrastructure and operating costs of the one-stop system in accordance with the cost principles of 2 CFR 200 et al, proportionate to AARP's use of the one stop which is reflected in the lease entered into on July 11, 2017, between AARP and CSBD under which the AARP pays for the space occupied by its program staff as well as related common costs, which lease may be renewed each year.

B. If at any time either of the parties are unable to agree on the contributions to the one-stop infrastructure and operating costs they may appeal to the Governor. If the appeal results in a change to partner's contributions the parties agree to modify and update the MOU to reflect the final one-stop partner infrastructure cost contributions.

## **6. TERM**

This MOU shall commence on the date of execution by each of the parties and shall remain in full force and effect until June 30<sup>th</sup>, 2020, unless the

MOU is terminated by either party in accordance with the terms set forth below.

**7. MODIFICATION**

- A. The MOU shall be reviewed at least once every three years and shall be modified to reflect changes in the terms, conditions or scope of work.
- B. Within ninety (90) days prior to the termination date of this MOU, the Parties shall review the MOU and negotiate any changes to the provisions of this MOU. The review shall include:
  - a. A collaborative evaluation of the effectiveness of operations pursuant to this MOU.
  - b. Infrastructure cost sharing methodologies.
- C. This MOU may be amended or modified by mutual consent of the parties, by the issuance of a written amendment, executed by the parties.

**8. TERMINATION**

- A. Either party may terminate this MOU for convenience, by giving thirty (30) days written notification via USPS mail or electronic means with a delivery receipt to the other party.
- B. In the event of termination while the requirements of this MOU are governing by WIOA, the parties agree to renegotiate this MOU.

**9. NOTICE**

- A. All notices required to be given to CSBD under this MOU shall be sufficient when hand delivered or mailed to CSBD at its office located at 2610 West Oakland Park Boulevard, Fort Lauderdale, FL 33311, addressed to the CSBD President/CEO.
- B. All notices required to be given to AARP under this MOU shall be sufficient when hand delivered or mailed to 4901 NW 17<sup>th</sup> Way, Fort Lauderdale, FL. 33309 addressed to the Project Director.

C. All notices shall be in writing, and may include email notification.

**10. NON DISCRIMINATION**

A. The parties agree that they shall not unlawfully discriminate, harass or allow harassment against any one-stop applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status.

B. The parties agree to comply with the Americans with Disabilities Act of 1990 and its amendments, as well as with other applicable regulations and guidelines promulgated thereunder.

**11. GRIEVANCE AND COMPLAINTS**

The parties agree to utilize the grievance and complaint procedures applicable to non-discrimination complaints as outlined in WIOA for mutual customers utilizing the one-stop career center.

**12. DISPUTE RESOLUTION**

The parties agree to try to resolve disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective partner and the operator, for discussion and resolution.

**13. COMMUNICATIONS**

CSBD and AARP agree that references to the local one-stop system shall utilize the CareerSource Broward logo developed by the State of Florida and the America's Job Center logo developed by the United States Department of Labor.

**14. INDEMNIFICATION**

As an agency defined in Chapter 768.28 Florida Statutes, CSBD agrees to be fully responsible for acts and omissions of its agents or employees to the extent permitted by law. Nothing herein is intended to serve, as a waiver of sovereign immunity as applicable. Nothing herein shall be construed as consent by CSBD as a political subdivision of the State of Florida to be sued by third parties in any matter arising out of this MOU, or any part thereof. The provisions of this section shall survive the expiration or earlier termination of this MOU.

Each party to this MOU agrees to indemnify itself to the extent permitted

by law and shall hold the other party harmless, and neither party shall be responsible to the other party for actions of its officers, agents, servants, and employees with respect to any and all claims, losses, liabilities, and expenditures of any kind, including attorney fees, court costs, and expenses, caused by a negligent act or omission of either party, its employees, agents, servants, or officers, or accruing, resulting from, or related to the subject matter of this MOU including, without limitation, any and all claims, demands, or causes of action of any nature whatsoever resulting from injuries or damages sustained by any person or property.

The parties agree to maintain such insurance as is appropriate to its own organization. Each party agrees to conduct itself in accordance with the tenets of good faith in the execution of their responsibilities.

**15. AGENCY OR EMPLOYMENT RELATIONSHIP**

No provision of this MOU shall be construed as creating an agency or employment relationship between the parties. The parties agree that they are responsible for the actions of its representatives, employees, and instructors with regard to all aspects of this MOU.

**16. COMPLIANCE WITH LAWS**

At all times during the term of this MOU, the Parties agree to comply with all applicable federal and state laws, regulations, rules, or procedures, as all of which are incorporated herein by reference and made a part of the terms and conditions of this MOU.

**17. SIGNATURE IN COUNTERPARTS**

This MOU may be executed in multiple identical counterparts, all of which shall constitute one agreement.

**18. ACCEPTANCE OF FACSIMILE OR SCANNED SIGNATURES**

This MOU shall be considered to be executed signed when the signature of a party is delivered by facsimile transmission or delivered by scanned image (e.g., pdf, or tiff file extension name) as an attachment to electronic mail (email). Such facsimile or scanned signature shall be treated in all respects as having the same effect as an original signature.

IN WITNESS THEREOF, the parties hereto have made and executed this document on the respective dates under each signature: American Association of Retired Persons Foundation through its National Director signing by and through its action on the 1<sup>st</sup> day of December, 2017, and CareerSource Broward signing by and through its Chief Elected Officials, BWDB Chair and CSBD's President/CEO, following Board Action on the 14th day of December, 2017.

AS TO: THE AMERICAN ASSOCIATION OF RETIRED PERSONS FOUNDATION:

WITNESSED BY:

X *Barbara Dubany* L.S.

X *Mani P...* L.S.

BY: *Elio M. Patino*  
(Signature)  
ELIO M. PATINO  
Printed Name  
TITLE: PROJECT DIRECTOR  
DATE: 12/13/17

AS TO: CAREERSOURCE BROWARD:

WITNESSED BY: *[Signature]* L.S.

*[Signature]* L.S.

BY: *[Signature]*  
(Signature)  
John P. "Jack" Seiler  
TITLE: BWDB Chair  
DATE: 12.14.17

*[Signature]* L.S.

*[Signature]* L.S.

BY: *[Signature]*  
(Signature)  
Frank Ortis  
TITLE: CSBD Chair  
DATE: 12.14.17



**MEMORANDUM OF UNDERSTANDING**

**ATTACHMENT 1**

**Infrastructure Funding Agreement**

CSBD and AARP agree and understand that infrastructure costs are defined as non-personnel costs that are necessary for the general operation of the south one-stop Center. Non-personnel costs as defined by United States Department of Labor Training and Employment Guidance (TEGL) Letter 17-16 include, but are not limited to:

- Rental of the facilities;
- Utilities and maintenance;
- Equipment, including assessment-related products and assistive technology for individuals with disabilities; and,
- Technology to facilitate access to the American Job Center, including technology used for the center's planning and outreach activities.

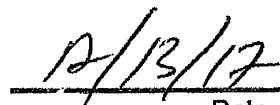
The Parties to this MOU and recognize that infrastructure costs, in accordance with 20 CFR 678.500(b), 34 CFR 361.500(b), and 34 CFR 463.500(b), are applicable to all required Partners, whether they are physically located in the CSBD Career Center or not. Pursuant to USDOL TEGL 17-16 each partner's contributions to the infrastructure costs, may vary, as these contributions are based on the proportionate use and relative benefit received, consistent with the Partner programs' authorizing laws and regulations and the Uniform Guidance. The Infrastructure costs to support the One-Stop Center are based on


**Rent and is valued in accordance with the attached lease agreement.**

by their signatures below, AARP agrees to be responsible for the costs associated with their participation in the one-stop which shall be paid in accordance with the attached lease until such time as the costs are renegotiated at which time the MOU and or attached IFA will be amended.

I have the legal authority to bind my agency.

  
\_\_\_\_\_  
Signature

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Printed Name and Title



AARP FOUNDATION, SCSEP

---

Agency Name

EPATFND@AARP.ORG

---

Agency Contact Information

**Attachments**

**C & G**

**Executed Interlocal  
Agreement**

AN AMENDMENT  
TO THE  
INTERLOCAL AGREEMENT  
BETWEEN

THE CITY OF FORT LAUDERDALE

AND

THE CITY OF HOLLYWOOD

AND

THE BOARD OF BROWARD COUNTY COMMISSIONERS

THIS AGREEMENT, entered into by and between THE BROWARD COUNTY BOARD OF COUNTY COMMISSIONERS AND THE CITY OF FORT LAUDERDALE AND THE CITY OF HOLLYWOOD

WITNESSETH THAT

WHEREAS, on November 20, 1973, the Broward County Board of County Commissioners and the Cities of Fort Lauderdale and Hollywood entered into an Interlocal agreement for the purpose of jointly operating programs as a consortium on a county-wide basis to be known as the Broward Manpower Council, and later known as the Broward Employment and Training Administration (BETA), Council, and

WHEREAS, this Interlocal Agreement was filed with the Attorney General of the State of Florida for his approval and he approved of the Council pursuant to Section 163.01 of the Florida Statutes on December 14, 1973; and

WHEREAS, in 1983, The Broward County Board of County Commissioners and the Cities of Fort Lauderdale, and Hollywood, reaffirmed and restated their intent to continue as a Council of Governments and a Service Delivery Area under 20 CFR 676 to conduct JTPA and other related job training programs in Broward County, and,

WHEREAS, the Cities of Hollywood and Fort Lauderdale, and the Board of Broward County Commissioners have again reaffirmed and restated their intent to continue the interlocal agreement in order to advance State and Federal Workforce Development Initiatives in accordance with Resolutions passed by each of the member governments respectively on July 20, 1995, August 8, 1995 and September 19, of 1995; and

WHEREAS, the Broward Employment and Training Administration or BETA changed its name to the Workforce One Council of Elected Officials on September 4, 2001, and

WHEREAS, pursuant to the Governor's workforce brand initiative the Workforce One Council of Elected Officials changed its name to CareerSource Broward on September 26, 2013, and modified the Inter-local Agreement on January 23, 2014, to reflect their name change to the CareerSource Broward Council of Elected Officials; and

WHEREAS, the elected officials who are party to this Agreement wish to modify the Agreement to recognize the replacement of the Workforce Investment Act of 1998 with the Workforce Innovation and Opportunity Act of 2014, and

WHEREAS, the elected officials who are party to this Agreement wish to modify the Agreement to eliminate the reference to "Welfare to Work" legislation which has expired; and

WHEREAS, the elected officials who are party to this Agreement wish to modify the Agreement to recognize name changes the state has made to the oversight agency and state board;

NOW, THEREFORE, in consideration of the premises and mutual covenants and obligations herein contained and subject to the terms and conditions hereinafter stated, the parties hereto agree and understand as follows

#### ARTICLE I: AGREEMENT PURPOSE

It is the purpose of this Interlocal Agreement to reaffirm, restate, and establish the duties, powers, and obligations of the CareerSource Broward Council of Governments.

## ARTICLE II PREAMBLE

### 2.0 Consideration

In order to establish the background, context, and frame of reference for this Agreement and to generally express the objectives and intentions of the respective parties hereto, the following are the predicates underlying the undertakings and commitments included within the provisions which follow and shall be constructed as the essential elements of the mutual considerations upon which this Agreement is based.

### 2.1 Federal and State Requirements

It is the intent of the CareerSource Broward Council of Elected Officials to incorporate into this Agreement the duties and obligations governing the Workforce Innovation and Opportunity Act of 2014 (WIOA), 29 U.S.C. § 3101 et seq., programs which are administered, as described by the Workforce Innovation and Opportunity Act rules and regulations at 20 CFR 676, 677, and 678, and 34 CFR 361 and 463 Workforce Services, F.S. § 445.001 et seq., as well as any other rule and regulations both State and Federal, applicable to workforce development initiatives.

### 2.2 Creation of Administrative Entity

The CareerSource Broward Council of Elected Officials pursuant to Section 163.01(7) of the Florida Statutes has employed staff, which comprise the CareerSource Broward Administration to operate and implement WIOA programs as well as other State and Federal Workforce Development Programs within Broward County. The administrative entity and the one-stop career centers required to be established under WIOA shall now be known as CareerSource Broward.

### 2.3 Reaffirmation Broward County

Broward County, through its Board of County Commissioners, at meetings of the Board held on March 8, 1983, and September 19, 1995, reaffirmed and restated their intent to continue operation of training programs as a Council of Governments under Section 163.01 of the Florida Statutes.

### 2.4 Reaffirmation City of Fort Lauderdale

The City of Fort Lauderdale, through its City Council, at meetings of the Council held on March 1, 1983, and August 8, 1995, reaffirmed and restated their intent to continue operation of training programs as a Council of Governments under Section 163.01 of the Florida Statutes.

2.5 Reaffirmation City of Hollywood

The City of Hollywood, through its City Council, at meetings of the Council held on March 16, 1983, and July 20, 1995, reaffirmed and restated their intent to continue operation of training programs as a Council of Governments under Section 163.01 of the Florida Statutes.

2.6 Joint Understanding

The terms and conditions which follow reflect the joint understanding between the Broward County Board of County Commissioners and the Cities of Fort Lauderdale and Hollywood.

ARTICLE III DEFINITIONS

3.0 CareerSource Broward

CareerSource Broward, a Council of Governments and its staff operating as a consortium and a political subdivision of the State of Florida, administered by the Mayors of the Cities of Fort Lauderdale and Hollywood, and the Broward County Board of County Commissioners by and through its designated representative.

3.1 COUNTY

Broward County, a body politic and a political subdivision of the State of Florida, specifically, the Board of Broward County Commissioners.

3.2 DOL

The United States Department of Labor.

3.3 CareerSource Florida

CareerSource Florida, which is the State of Florida Workforce Development Board.

3.4 The Workforce Innovation and Opportunity Act of 2014 (WIOA)

The Workforce Innovation and Opportunity Act of 2014, as may be amended and the rules and regulations promulgated thereunder, hereinafter also referred to as the Act.

3.5 PARTICIPANT

An individual determined eligible to receive services through WIOA or other applicable legislation or policy and who is receiving employment, training, or services funded by WIOA, or some other federal, state or local initiative.

3.6 DEO

The Department of Economic Opportunity, the administrative entity for CareerSource Florida.

ARTICLE IV TERM

This Agreement shall become effective on October 1, 1983 and shall be automatically renewed on October 1 of each subsequent year, unless terminated by any party, upon the giving of ninety (90) days written notice to the other parties.

ARTICLE V ORGANIZATION

5.0 MEMBERSHIP

The Council shall consist of the three (3) member governments represented by an elected official designated to serve by their Commission, Board or Council. The Commission, Board, or Council, may designate an alternate to serve in his/her absence. The alternate shall also be either the chief elected official or an elected official to the Board, Commission, or Council of the member government.

5.0.1 The officers of the Council shall include a chairman, a vice chairman, and a chairman pro tempore. They shall be elected from among and by the membership of the Council for a term of one year, consistent with the calendar year, but shall hold office until their successors are duly elected.

5.1 MEETINGS

5.1.1 The chairperson shall preside at all Council meetings and shall perform all duties incident to that office. The vice chairperson shall preside in the absence of the chairman and shall have the power to exercise and perform all duties of the chairperson. In the absence of both the chairperson and vice chairperson, the chairperson pro tempore shall preside over the meetings and shall assume and exercise the duties of the chairperson.

5.1.2 Meetings shall be held monthly or more at the discretion of the chairperson.

5.1.3 Meetings shall be noticed and declared public meetings, open to the public, in accordance with the Sunshine Law, Chapter 286 of the Florida State Statutes, Sections 286.011 and 286.012.

5.1.4 A quorum at any Council Meeting shall consist of any two (2) members or their designated alternates.

5.1.5 Any action by the Council must receive the affirmative vote of at least two (2) members of the Council and must receive no negative votes from any member of the Council. No Council member shall abstain from voting as per Chapter 286 of the Florida Statutes, Section 286.012 unless a conflict of interest exists as described in Chapter 112 of the Florida Statutes.

5.2 FINANCIAL SUPPORT

The CareerSource Broward Council of Elected Officials shall support its programs and any costs incidental to the operation of its programs by grant funds appropriated to it by the DOL under WIOA, the Personal Responsibility and Work Reconciliation Act of 1996 and other workforce development legislation and/or by the state through Enterprise Florida or through any other federal, state or local source. In addition, the Council is authorized to accept any other grants in aid or assistance funds, from the United States Government or to accept appropriations from any of its members, or any other organization or person, including the acceptance of gifts, grants, or bequests whether it be in the form of tangible or intangible property.

5.3 POWERS DELEGATED TO THE COUNCIL

5.3.1 Policy Decisions

The Council shall make all policy decisions which shall include, but not be limited to those powers enumerated at Section 163.01(5), (6), and (7) of the Florida State Statutes, such as, but not limited to:

- a. The entry into contracts.
- b. The power to create a separate legal administrative entity to carry out Council policies and perform as described in Chapter 163 of the Florida State Statutes, Section 163.01(7) (b).
- c. The CareerSource Broward Council of Elected Officials may contract with Broward County for administration of CareerSource Broward programs and provision of services to the Council pursuant to Section 163.01 (7) (b).
- d. The manner in which accountability for fund expenditures shall be provided for including an independent audit to be done in accordance with the Florida Statutes, and the WIOA or other federal legislations, its rules and regulations.



- 
- e. The acceptance of grants, gifts, or other types of financial assistance allowed by law
  - f. The manner in which any surplus funds may be expended:
    - 1. Surplus funds which are characterized as carry over monies from one grant year to the next shall be expended in accordance with DOL or State instructions.
    - 2. Surplus funds which may be characterized as program income as defined by Federal or State regulations shall be expended in accordance with applicable regulations
    - 3. Any other surplus funds which do not have to be expended as per 1 and 2 above, or do not have to be expended in the furtherance of programs shall be expended in any manner which would further the public interest as it relates to WIOA or workforce development, or may be used to repay debts of the Council/Consortium. The decision as to how the expenditures shall be made shall be done at a regularly held public Council Meeting by motion and vote of the Council
  - g. The manner in which contracts should be entered into  

All contracts which are termed subrecipient agreements shall be entered into in accordance with Council policy and following a vote at a regularly scheduled public council meeting
  - h. The manner in which purchases shall be made:
    - 1. Purchases shall include services, materials, equipment and leased space.
    - 2. All purchases shall be made in accordance with State or Federal procurement principles and policies.  
The procurement policies referred to in 2 above may be further modified should the Council, at any time, contract with Broward County for administration and services, in which case the County's procurement and purchase policies would apply as long as they do not conflict with State or Federal procurement regulations.
  - i. The manner in which funds shall be disbursed or paid, including the manner in which funds shall be disbursed or paid by an administrative entity or one of its member governments charged with operating the programs contemplated by this Agreement

- j. Acquisition, ownership, custody, operation, maintenance, lease or sale of real or personal property
- k. The disposition, diversion or distribution of any property acquired
- l. The composition, membership, appointments, and organizational approval of any advisory bodies to the Council
- m. The manner in which staff shall be employed to carry out and serve Council objectives with regard to programmatic policies.
- n. To develop procedures and/or administrative rules to effectively carry out the Council's policies and decisions so long as they do not conflict with WIOA rules and regulations, CareerSource Florida and DEO rules and regulations and any other state or Federal Workforce Development legislation
- o. Any other necessary and proper matters as they may arise and as agreed upon by the Council members and member governments.

5.4

#### LIABILITY

The Council consisting of Broward county and the Cities of Fort Lauderdale and Hollywood shall assume equal liability to the extent allowed and/or required by law for the operation of Federal and State Workforce Development programs.

The Council shall purchase insurance to indemnify itself and/or any of its members and any separate legal entity or contractors from any liability, which may attach due to its operation of WIOA or other Federal or State workforce development programs.

5.5

#### SIGNATORY

The chairman shall act as signatory for the Council on all agreements, leases, or grants, or on any other document requiring a signature in order to be legally binding.

##### 5.5.1 Chairman's Absence

In the absence of the chairman, either of the other two members may sign for the Council in his/her stead.

5.5.2 Delegation of Signatory Authority

The Executive Director shall have the power to enter into the following agreements without obtaining prior Council authority with regard to these agreements:

- a. All Non-Financial Work Experience Agreements
- b. All On-The-Job Training Agreements
- c. All amendments to WIA WIOA or other grant program contracts, which do not alter the actual dollar amount authorized by Council or the dollar amount approved by the Council to be expended within cost categories, i.e., Services, Training, Administration, or Participant Wages

ARTICLE VI. GENERAL

6.0 All Prior Agreements

It is understood and agreed that this document incorporates and includes all prior negotiations, correspondence, conversations, agreements, or understandings applicable to the matters contained herein and the parties agree that there are no commitments, agreements, or understandings concerning the subject matter of this Agreement that are not contained in this document. Accordingly, it is agreed that no deviation from the terms hereof shall be predicated upon any prior representation or agreements whether oral or written.

6.1 Amendment

It is agreed that no modification, amendment, or alteration of the terms or conditions contained herein shall be effective unless contained in a written document executed with the same formality and of equal dignity herewith.

6.2 Notice

Whenever either party desires to give notice unto the other, notice must be given in writing sent by registered United States Mail with Return Receipt Requested, addressed to the party for whom it is intended, at the place last specified, and the place for giving such notice in compliance with the provision of this paragraph. For the present, the parties designate the following as the respective places for giving notice, to wit:

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For the City of Fort Lauderdale	100 North Andrews Avenue Fort Lauderdale, Florida 33301
For the City of Hollywood	2600 Hollywood Boulevard Hollywood, Florida 33020
For Broward County	County Administrator Governmental Center 115 South Andrews Avenue Fort Lauderdale, Florida 33301
For CareerSource Broward	CareerSource Broward 6301 N.W. 5 <sup>th</sup> Way, Suite 3000 Fort Lauderdale, FL 33309

6.3 Construction

This Agreement shall be deemed to be a binding contract and shall be construed in accordance with and governed by the laws of the State of Florida.

6.4 Invalid Provision

In the event that any provision of this Agreement or the application of any such provision to any party or circumstances be held invalid or unenforceable or the application of such provision to parties or circumstances be unenforceable, the remainder of this Agreement shall not be affected thereby and shall remain in full force and effect.

6.5 Waiver of Rights

Any waiver at any time by any party hereto of its rights with respect to any matter arising in connection with this Agreement shall not be considered a waiver with respect to any subsequent default or matter.

6.6 Termination

It is understood and agreed that this Agreement may be terminated upon ninety (90) days written notice by any party.

IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement on the respective dates under each signature. BROWARD COUNTY through its designated representative to the CareerSource Broward Council, and the Cities of Fort Lauderdale and Hollywood through their Mayors as their chief elected official

Witness For Broward County

Carol Byt  
[Signature]

BROWARD COUNTY  
[Signature]  
Commissioner Tim Ryan  
Designated Representative  
Date: January 20, 2016

Witness For the City of Fort Lauderdale

Carol Byt  
[Signature]

[Signature]  
Mayor Jack P. Seiler  
Date: January 28, 2016

Witness For the City of Hollywood

Carol Byt  
[Signature]

[Signature]  
Mayor Peter Bober  
Date: January 28, 2016

Approved as to Form

[Signature]  
By  
Nechelle J. Daniels, General Counsel  
CareerSource Broward



I hereby certify this document to be a true, correct and complete copy of the record filed in my office. Dated this 29<sup>th</sup> day of February, 2016.  
Janette Simpkins  
Deputy Clerk

# Attachments

## D & H

- Memo # 11-15 Legal -  
Revision of the MOU  
between the Local Boards  
and Local Elected Officials
- MOU between the BWDB  
and CareerSource  
Broward Council of  
Elected Officials



March 2016  
BWDB Mtg.  
**Administrative Office**  
6301 NW 5<sup>th</sup> Way  
Suite 3000  
Ft. Lauderdale, Florida 33309

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## Memorandum #11 – 15 (LS)

**To:** Mason C. Jackson, President/CEO  
**From:** Rochelle Daniels, General Counsel  
**Subject:** Revision of the Memorandum of Understanding between the Local Boards and Local Elected Officials  
**Date:** March 11, 2016

### SUMMARY

The Workforce Innovation and Opportunity Act (WIOA) mandates that an agreement be entered into between the CareerSource Broward (CSBD) Council of Elected Officials (Council) and the Broward Workforce Development Board, Inc. (BWDB). The state is asking that a copy of an agreement between the Council and the BWDB be included in our four (4) year strategic WIOA plan. The attached agreement assigns responsibilities between and among, the Council and the BWDB.

### BACKGROUND

Under the Workforce Investment Act, (WIA) local boards could enter into agreements with the chief local elected officials to describe the responsibilities of each of the parties. Some states required that these agreements be created. Other states left it to the local workforce area to determine whether they wanted or needed such an agreement. In 2012, the state required local workforce areas develop such agreements. As a result, CSBD drafted an agreement that was approved by both the Council and the BWDB. The agreement that we developed closely followed the assignment of responsibilities as they were articulated in WIA.

### DISCUSSION

WIOA stipulates that the chief local elected official(s) and local workforce development board identify the responsibilities of each of the parties responsible for policy and oversight in a Memorandum of Understanding (MOU). The state is again requiring that an agreement be developed and included with our strategic plan. To do this, we have taken the current agreement and amended it to incorporate the additional responsibilities assigned to the Council, the BWDB, and the two entities together under WIOA.

We have attached a copy of the amended agreement with the language to be deleted stricken and the language to be added underscored. Also attached is a clean updated copy of the modified agreement which incorporates the changes. The changes are summarized below:

1. References to WIA have been changed to WIOA
2. References to Workforce One Employment Solutions have been changed to CSBD.
3. Responsibilities of the BWDB in concert with the Council have been modified to include:
  - a. Commenting on the State Plan.
  - b. Approval of modifications to the strategic plan.
  - c. Participate in regional planning if assigned to a region.
  - d. Developing one-stop certification criteria and requiring an annual quality assurance and monitoring plan which covers how CSBD will monitor its fiscal and adult, dislocated worker and youth program activities, one-stop accessibility, and compliance with certification criteria.
  - e. The addition on non-mandatory one-stop partners and agreements for one-stop partner infrastructure contributions.
  - f. Approval of the adult priorities.
4. Responsibilities of the BWDB have been amended to include:
  - a. Assisting the state with the vetting process for eligible training providers, approving exceptions to the Eligible Training Providers List and ensuring customer choice in the selection of a training provider from the approved state-wide list, coordinating with our Core Partners on approval of Eligible Training Providers.
  - b. To assure the BWDB directs the work of its committees, and appoints BWDB members as the chair of the committees although they may include non-board members.
  - c. Convening stakeholders to get their input into the local plan development, develop and implement career pathways, enter into memoranda of understanding with the one-stop partners.
  - d. Facilitating one-stop partners' integration of intake and case management systems.
  - e. Selecting career services providers if the services are not delivered by the one-stop operator.



- f. Determining whether youth providers should be selected through a sole source procurement.
- g. Ensure there are sufficient numbers of career services and training providers.
- h. Analyzing economic conditions to identify local occupations in demand, deciding on the criteria for On the Job Training wage reimbursements, deciding to use up to twenty percent (20%) of our local allocation for incumbent worker training, and up to 10% of the allocation for transitional jobs, as well as allocations for support services.
- i. Assisting the Governor to develop, collect, analyze and use statewide Wagner Peyser labor market information.
- j. Engaging employers through intermediaries.
- k. Reviewing Adult Education and Family Literacy Act provider applications.
- l. Entering into cooperative agreements with the core and one-stop partners
- m. Consideration of pay for performance contracts.
- n. Consideration of transfers between the adult and dislocated worker funding streams.

## **RECOMMENDATION**

Discussion and approval of the attached Agreement.

RJD/vu  
Attachment

**MEMORANDUM OF UNDERSTANDING**

**Between**

**THE BROWARD WORKFORCE DEVELOPMENT BOARD, INC.**

**And**

**THE CAREERSOURCE BROWARD COUNCIL OF ELECTED OFFICIALS**

**This Agreement made and entered into by and between the CareerSource Broward Council of Elected Officials, hereinafter referred to as the CSBD Council, and the Broward Workforce Development Board, Inc., hereinafter referred to as the BWDB;**

**WITNESSETH:**

**WHEREAS, The Workforce Innovation and Opportunity Act of 2014, hereinafter referred to as the WIOA (29 U.S.C. 3101 et seq. Public Law 113 – 128), authorizes the expenditure of federal funds for workforce programs in local workforce development areas; and**

**WHEREAS, CSBD has been designated a local workforce development area, under WIOA, by the Governor of the State of Florida; and**

**WHEREAS, the CSBD Council has appointed the members of the BWDB to serve as the local workforce development board for the local workforce development area; and**

**WHEREAS, the United States Department of Labor at 20 CFR 679.310 (c) provides that the chief local elected official(s) in a workforce development area and the local workforce development board appointed by the chief local elected officials may enter into an agreement to describe the roles and responsibilities of the parties; and**

**WHEREAS, WIOA requires that each local area develop a plan for WIOA implementation; and**

**WHEREAS, the State has issued instructions for the completion of a WIOA Plan which requires an agreement between the CSBD Council and the BWDB regarding the execution of their joint and individual responsibilities; and**

**WHEREAS, the CSBD Council and the BWDB have entered into such an Agreement under the Workforce Investment Act, hereinafter referred to as the WIA (29 U.S.C. 2801 et seq. Public Law 105-220, 112 Stat. 936) and wish to amend that agreement to bring it into compliance with WIOA,**

NOW THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by both parties, the BWDB and CSBD Council agree as follows:

1. The following are the shared authorities and responsibilities of the BWDB and the CSBD Council, which are the CSBDs' governing boards:
  - A. It is the joint authority and responsibility of the BWDB and the CSBD Council to ensure effective service delivery which provides the most beneficial mix of program options to the residents of Broward County.
  - B. It is the joint authority and responsibility of the BWDB and the CSBD Council to stimulate the active and effective participation of all sectors of the community in the provision of training services.
  - C. The BWDB and the CSBD Council shall advise staff regarding comments on the State Plan.
  - D. The BWDB and the CSBD Council shall require staff to develop a strategic plan pursuant to federal and state requirements which shall reflect the goals and objectives of the governing boards, and which plan shall be presented to the governing boards for approval in a timely fashion.
  - E. The BWDB and the CSBD Council shall approve any modifications to the strategic plan.
  - F. The BWDB and the CSBD Council shall participate in regional planning if assigned to a region which includes other local workforce development areas.
  - G. The BWDB and the CSBD Council shall require CSBD to administer programs as described in the strategic plan pursuant to federal and state requirements, and in accordance with the Interlocal Agreement entered into by the governmental units, which make up the CSBD Council.
  - H. The BWDB and the CSBD Council shall make determinations with regard to the disbursement of income generated by CSBD activities.
  - I. The BWDB and the CSBD Council shall provide policy guidance and oversight with respect to CSBD programs and funds. This shall include developing one-stop certification criteria and requiring an annual quality assurance and monitoring plan which plan shall cover:
    - i. How CSBD shall monitor its fiscal and program activities.

- ii. How CSBD shall monitor the fiscal and program activities of its adult and dislocated worker one-stop operator, career services providers, and training providers.
  - iii. How CSBD shall monitor the fiscal and program activities of its youth services providers.
  - iv. How the program and physical accessibility of the one-stop shall be assessed using continuous improvement principles.
  - v. How it will be determined that the one-stop operator and centers are meeting state and local certification criteria.
- J. The BWDB and the CSBD Council shall work with the Governor in a disaster.
  - K. The BWDB and the CSBD Council shall be responsible for the selection, designation, and termination of the one-stop operator.
  - L. The BWDB and the CSBD Council shall be responsible for the selection, designation, and termination of intensive service providers if the one-stop operator is not the intensive services provider.
  - M. The BWDB and the CSBD Council shall agree to accept/apply for additional grants or funds.
  - N. The BWDB and the CSBD Council shall approve contract awards, contract increases and/or decreases, and contract renewals with program service providers.
  - O. The BWDB and the CSBD Council shall be responsible for the negotiation of local performance with the state.
  - P. The BWDB and the CSBD Council shall approve the addition of non-mandatory one-stop partners, and shall consider the extent to which the entity will add to the integration and access to services through the one-stop system, agrees to share information with the one-stop partners, agrees to co-locate in the one-stop center(s), be a party to the One-Stop Memorandum of Understanding, and contribute to the infrastructure of the one-stop system.
  - Q. The BWDB and the CSBD Council shall approve exceptions to the WIOA Eligible Training Provider List.

- R. The BWDB and CSBD Council shall comply with state and federal conflict of interest rules in the conduct of their business.
- S. The BWDB and the CSBD Council shall approve the annual CSBD budget and modifications to the budget.
- T. The BWDB and the CSBD Council shall approve the adult priorities for receipt of services as a part of the four (4) year WIOA Plan.

**2. Authorities and Responsibilities of the BWDB**

**A. The BWDB shall be responsible for:**

- i. Approving training institutions and courses of training to be placed on the CSBD eligible training provider's list.
- ii. Assisting the state with the vetting process for determining, renewing and terminating the eligibility of training providers.
- iii. Approving exceptions to the Eligible Training Providers List.
- iv. Ensuring customer choice in the selection of a training provider from the approved state-wide list.

**B. The BWDB shall approve the selection of youth providers based upon recommendations from the Youth CSBD Committee.**

**C. The BWDB shall create committees, all of which shall be chaired by a BWDB member, direct the activities of committees, and appoint the members of all committees, which shall include some non-board members as provided for in WIOA. The committees shall recommend policies regarding the administration of the funds and programs to the full BWDB and CSBD Council for consideration and approval.**

**D. The BWDB members shall serve as ad hoc committee members to review, rate, and evaluate proposals.**

**E. The BWDB shall promote the CSBD one-stop career system, the board, and CSBD program services and activities.**

**F. The BWDB shall convene stakeholders to get their input as a part of the local plan development and to identify non-federal expertise and resources which can be invested in the local workforce system.**

- G. The BWDB shall lead efforts to develop and implement career pathways.**
- H. The BWDB shall enter into a memorandum of understanding (MOU) with the one-stop partners to identify their contributions to the one-stop infrastructure and the services the partners will deliver through the one-stop system.**
- I. The BWDB shall facilitate one-stop partners' integration of intake and case management systems.**
- J. The BWDB shall facilitate access to one-stop services including the development of strategies to take advantage of technology advances.**
- K. The BWDB shall select career services providers through contract awards, if the services not delivered by the one-stop operator.**
- L. The BWDB shall competitively select youth providers on recommendations of the Youth Standing Committee or determining that a sole source procurement is necessary because there are insufficient local youth providers.**
- M. The BWDB shall work with the State to ensure there are sufficient numbers and types of career services and training providers.**
- N. The BWDB shall analyze economic conditions, collect and localize labor market information to determine business and industry needs to the region. This shall include:
  - i. Determinations regarding local occupations in demand.**
  - ii. Deciding on the criteria for increasing employer On the Job Training wage reimbursements from fifty percent (50%) to seventy-five percent (75%).**
  - iii. Deciding to use up to twenty percent (20%) of the local allocation for incumbent worker training, and setting the amount of the employer contribution that will be required.**
  - iv. Deciding to use ten percent (10%) of the adult/dislocated worker allocation for transitional jobs.**
  - v. Deciding which support services to offer and how much to allocate to support for participants.****
- O. The BWDB shall assist the Governor to develop, collect, analyze and use statewide Wagner Peyser labor market information.**

- P. The BWDB shall engage employers and pursue employer linkages through intermediaries.**
- i. As a recruitment strategy for to identify new members.**
  - ii. To encourage employer use of the one-stop system.**
  - iii. To enhance communication and collaboration between employers, economic development, and service providers.**
  - iv. To ensure workforce activities meet employer needs and support economic growth.**
  - v. To identify and promote strategies and initiatives to meet employer, worker and jobseekers needs.**
- Q. The BWDB shall coordinate with the WIOA Core Partners in making determinations regarding providers approved to be on the Eligible Training Provider List.**
- R. The BWDB shall review Adult Education and Family Literacy Act provider applications, as applicable, to assure they are consistent with the CSBD WIOA local plan.**
- S. The BWDB shall implement cooperative agreements between the BWDB and the core and one-stop partners to enhance services for jobseekers, workers and employers.**
- T. The BWDB may accept and solicit grants and donations from non-federal sources, and leverage local resources.**
- U. The BWDB may consider whether to recommend implementation of pay for performance contracts for training and/or the fourteen required youth elements to the CSBD Council, with up to ten percent (10%) of the adult/dislocated worker and youth allocations.**
- V. The BWDB may consider whether to recommend the submission of requests for approval of transfers between the adult and dislocated worker funding streams to the CSBD Council and to the governor.**
- W. The BWDB shall develop its own by-laws.**
- X. The BWDB shall select a slate of officers.**

**3. Authorities and Responsibilities of the CSBD Council.**

- A. The CSBD Council shall be responsible for CSBD operations as delineated in the Interlocal Agreement between the three governmental entities.**
- B. The CSBD Council members shall appoint BWDB members in accordance with state and federal guidelines.**
- C. The CSBD Council shall make determinations with regard to expenditures from the General (unrestricted) Fund.**
- D. The CSBD Council shall provide for the audit of funds as required and shall direct staff as necessary to resolve any questions arising from any audits.**
- E. The CSBD Council shall be responsible for the appointment and termination of the CSBD President/CEO.**
- F. The CSBD Council shall approve entry into litigation and settlement of any litigation.**
- G. The CSBD Council shall be responsible for the appointment of the BWDB Chair.**
- H. The CSBD Council shall make appointments to the hearing board established to hear grievances.**

**4. Designation of Delivery Area, Fiscal Agent, Administrative Entity, Grant Recipient**

**The BWDB and the CSBD Council pursuant to their authority under the Florida Statutes at Section 163.01 and pursuant to WIOA, Section 116, agree to designate CSBD, its administrative entity, to serve as the grant recipient, administrative entity, and fiscal agent for workforce programs in Broward County.**

**5. Term of Agreement**

**The Term of the Agreement as amended shall commence on the \_\_\_\_\_ day of March, 2016, and shall continue through June 30, 2016, and shall thereafter, be automatically renewed from year to year unless either party notifies the other of its intention not to renew at least ninety (90) days prior to the expiration of any one year period.**



**6. Merger**

It is understood and agreed that the entire Agreement between the parties is contained herein and that this Agreement supersedes all oral agreements and negotiations between the parties relating to the subject matter hereof. All items and other agreements referred to in this Agreement are incorporated herein and are deemed to be part of this Agreement.

**7. Amendment**

Either party to this Agreement may propose to amend or modify the terms of this Agreement. Any and all Modifications or Amendments to this Agreement are subject to the approval of both the CSBD Council and the BWDB.


**8. Independence of Terms under This Agreement.**

If any terms or provisions of this Agreement as amended or the application thereof to any person or circumstance shall, to any extent be held invalid or unenforceable the remainder of this Agreement, or the application of such term or provision to persons or circumstances other than those as to which it is held invalid or unenforceable shall not be affected thereby and every other term and provision of this Agreement shall be valid and enforced to the fullest extent permitted by law.

EXECUTION PAGE

IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement on the respective dates under each signature: The Broward Workforce Development Board Chairperson, Frank Horkey and The CareerSource Broward Council of Elected Officials Chairperson, Mayor John P. "Jack" Seiler. This Agreement shall be effective on the date it has been signed by all parties.

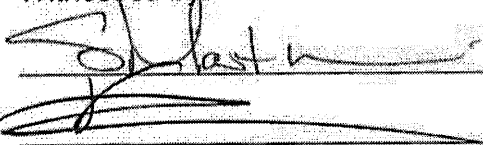
THE BROWARD WORKFORCE  
DEVELOPMENT BOARD, INC.

By:   
Frank Horkey

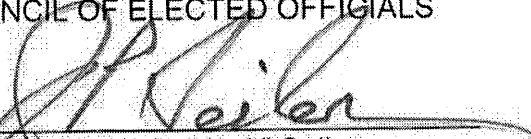
Title: Board Chairperson

Date: 3/31/16

Witnessed by:

  
\_\_\_\_\_

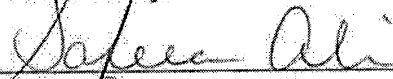

THE CAREERSOURCE BROWARD  
COUNCIL OF ELECTED OFFICIALS

By:   
Mayor John P. "Jack" Seiler


Title: Chairperson

Date: 3/31/16

Witnessed by:

  
Sabeen Ali  
  
Sabeen Ali  
\_\_\_\_\_

Approved as to form by the CareerSource Broward  
General Counsel  
6301 N.W. 15<sup>th</sup> Way, Suite 3000  
Ft. Lauderdale, FL 33309

BY:   
Rochelle J. Daniels  
General Counsel

# Attachment

## E

- Board Member Roster
- Meeting Minutes for the local plan agenda item
- Discussions about the plan
- Board's vote on the local plan

## CSBD Council of Elected Officials

Name	Title	Organization	Position
Josh Levy	Mayor	City of Hollywood	Chair
Dean Trantalis	Mayor	City of Fort Lauderdale	Vice Chair
Tim Ryan	Commissioner	Broward County Board of County Commissioners	Chair Pro Tem

## Broward Workforce Development Board Officers

Name	Title	Organization	Board Position
Dr. Lisa Knowles	Associate Professor	St. Thomas University School Of Business	Chair
Janet Wincko	Senior Vice President Human Resources	City Furniture	Vice-Chair
Gina Alexis	President	The Alexis Group Consultants	Secretary/Treasurer and Co-Chair of One Stop Services Committee

Name	Title	Organization	Board Position
Dr. Ben Chen	Chairman	Chen Moore and Associates	Vice-Chair, Legislative Affairs

### Broward Workforce Development Board Members

Name	Title	Organization	Board Position
Gary Arenson	Senior Partner	Arenson & Sandhouse P. A.	Co-Chair, Audit Committee / (BWDB Chair, 2011-2012)
Josie Bacallao	President/CEO	Hispanic Unity of Broward	Member
Michael Carn	President	MetroBroward	Chair, Audit Committee(BWDB Chair, 2004-2005)
Zac Cassidy	Business Manager	IBEW Local 728	Member
Kristen Cavallini-Soothill	Owner	American Yacht Institute	Member
Dr. Mildred Coyne	Senior Vice President of Workforce Education and Innovation.	Broward College	Member

Name	Title	Organization	Board Position
Heiko Dobrikow	General Manager	Riverside Hotel	SPPDLAR
Paul Farren	CEO	The Energy Store	Chair, Employer Services Committee
Cynthia Gaber	Area Director	Division of Vocational Rehabilitation	Member
Kevin Kornahrens	Vice-President of Administration	Advanced Roofing	Member
Francois Leconte	Owner/Chairman	Paramount Broadcasting Communication LLC.	Member
Dawn Liberta	Community Development Administrator	Department of Children and Families Circuit 17	Member
Ismael Martinez	Director	Family Success	Member
Frank Ortis	Mayor	City of Pembroke Pines	Immediate Past Chair
James Payne	Curriculum Supervisor	Career, Technical, Adult and Community Education (CTACE)	Member

Name	Title	Organization	Board Position
Dr. Gertrudis Perez-Dusek	Counselor	Pompano Beach Vets Center	One Stop Services & Special Populations Committee
Samuel Robbin	President & CEO	National Jets Inc.	Member
Jim Ryan	CEO	OutPLEX	Member
Pamela Sands	Director, Global Solutions- Finance & Insurance Vertical	Kelly Services	SPPLDAR Committee
Richard Shawbell	Training Director	IBEW Local 728	Member
Cynthia Sheppard	Owner	Precious Kidz Pre-School and Day Care	Member
Robert Swindell	President / CEO	Greater Fort Lauderdale Alliance	Member
Dr. Steve Tinsley	Manager, Economic & Small Business Development	Broward County Office of Economic and Small Business Development	Chair-SPDLAR
Marjorie Walters	Consultant	Arts Office Network, Inc.	Participant Representative

# Attachment

## F

- Comments submitted during the public comment period



There were no comments submitted during the public comment period that represent disagreement with the local plan.

# Attachment

I

Copy of the written by-law  
policy and procedure  
adopted by the CEO  
&  
Minutes

### Memorandum #08-15 (LS)

**To:** Mason Jackson, President/CEO  
**From:** Rochelle J. Daniels, General Counsel  
**Subject:** CareerSource Broward Council "By-Laws" Policy for BWDB  
Nominations and Appointments  
**Date:** January 19, 2016

#### Summary

The Notice of Proposed Rule Making (NPRM) which are the Workforce Innovation and Opportunity Act (WIOA) proposed regulations require that local elected officials establish by-laws for local board nominations and appointments. CareerSource Broward (CSBD) has policies and procedures it has followed for the areas required to be covered by these by-laws. The proposed regulations in this area are unlikely to change when the final regulations are issued. Approval of the by-laws/policy below is recommended so that they may be included in the two (2) year plan which is required by the state.

#### Background

CSBD has had a formal process for local board appointments which has been approved by the CSBD Council of Elected Officials (CSBD Council) over the course of its history. 20 CFR 679.310(g) requires that by-laws be established by the chief local elected officials<sup>1</sup> that addresses:

1. The nomination process for the Local Board chair and members
2. The term limitations and appointments that are staggered to ensure a portion of the memberships expire in a given year
3. The process of notifying the CSBD Council of board vacancies
4. Proxies and alternative designees
5. The use of technology for meetings to promote board member participation
6. The process to ensure board members actively participate in convening the workforce development system's stakeholders
7. Any other conditions governing appointment or membership on the State Board as deemed appropriate by the chief local elected officials.

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<sup>1</sup> The regulation refers to the singular however, the law provides for local elected officials to agree to a process for board nominations and the CSBD process calls for approval by all the members of the CSBD Council.

In addition to the above, 20 CFR 679.320 requires that consistent with the criteria established by the State Board, chief local elected officials must establish a formal nomination and appointment process for local board members ensuring:

- a. Business representatives are appointed from among individuals who are nominated by local business organizations and business trade associations.
- b. Labor representatives are appointed from among individuals who are nominated by local labor federations (or, for a local area in which no employees are represented by such organizations, other representatives of employees).
- c. That when there is more than one local area provider of adult education and literacy activities, or multiple institutions of higher education providing workforce investment activities, nominations are solicited from those particular entities.
- d. That an individual may be appointed as a representative of more than one entity if the individual meets all the criteria for representation of each entity.
- e. That all required board members have voting privileges and that the chief elected official may convey voting privileges to non-required members.

#### **Discussion**

While the words "by-laws" are used in the NPRM, other boards have incorporated the requirements of the NPRM a number of ways. Some through their inter-local agreements, others through their elected official – board agreements and still others through a separate document. Described below are the CSBD Council's current policies and procedures for the nominations and appointment process as required by the NPRM. If approved and formally adopted by the CSBD Council as their policy and procedures we believe this will satisfy the regulatory requirement and we will include the adopted policy and procedure in our local plan.

1	The nomination process for local workforce board members	The Organizational Resources Committee considers demand occupations in the workforce area and makes recommendations of local business organizations or business trade associations for nominees. We reach out to them for nominees.
		Recommended nominees are placed on a regularly scheduled meeting of the CSBD Council. The BWDB recommends the appointments.
		The CSBD Council votes on appointment of the members.
1a	The nomination process for the local workforce board chair	The Organizational Resources Committee recommends a slate of officers.
		The board is presented with the slate and may make additional nominations.
		All officer nominations are presented to the CSBD Council and the BWDB. They vote on the appointment of the officers at a regularly scheduled meeting.
		Officers' terms are one (1) year and may be elected for two (2) consecutive terms.
2	Nominations of non private sector workforce board members	Nominations are solicited from representative organizations of each category. The nomination is referred to the Organizational Resources Committee which follows the board nomination process described above.
3	The term limitations	Board members are appointed for two (2) year terms on a staggered basis.
4a	Vacancies: workforce board member resignations	Upon resignation of a workforce board member the President informs the CSBD Council and the BWDB Executive Committee.
		The vacancy is referred to the Organizational Resources Committee which follows the board nomination process described above.

(Continued)

4b	Vacancy: workforce board member expired terms	Members may be reappointed. There is no limit on the number of terms a member may serve. Re-appointments are brought to the CSBD Council at the beginning and mid-point of the calendar year, or as needed. Any vacancy is filled as described above.
5	Proxies and alternative designees	There is no provision for proxies or alternates.
6	Technology	The CSBD Council and the BWDB follow Florida law and allow attendance via telephone when necessary.
7	Ensuring board members participate in convening stakeholders	<p>The President/CEO brings the process for ensuring community participation to the CSBD Council and BWDB at a regularly scheduled meeting.</p> <p>Based upon CSBD Council and BWDB actions stakeholders are invited to participate at the committee and governing board levels.</p>

#### Recommendation

It is recommended that the CSBD Council adopt the above policies and procedures which represent the manner in which nominations and board participation have been implemented to date.

RJD/vu

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## MINUTES

### BROWARD WORKFORCE DEVELOPMENT BOARD, INC. & CAREERSOURCE COUNCIL OF ELECTED OFFICIALS

Partnership Meeting #185  
Thursday, January 28, 2016  
CareerSource Broward, 6301 NW 5<sup>th</sup> Way, Suite 3000, Ft. Lauderdale, FL

The Board and Council are reminded of conflict of interest provisions. In declaring a conflict, please refrain from voting or discussion and declare the following information: 1) Your name and position on the Board, 2) the nature of the conflict and 3) who will gain or lose as a result of the conflict. Please also fill out form 8B prior to the meeting whether or not you are able to attend the meeting if you have a conflict with any agenda items.

#### PLEDGE OF ALLEGIANCE

#### INVOCATION

Lynn Goldman gave the invocation.

#### MEMBER SPOTLIGHT

Cynthia Sheppard gave an overview of her professional and personal background including the fact that she owns a preschool that offers speech and occupational therapy, has 30 years' experience in the childcare industry and is a mother of four.

Tony Ash, Vice-President of Communications & Business Relations at CareerSource Broward, gave an overview of his professional and personal background including the fact that he has been employed at CSBD since 2006, has a degree from Florida Atlantic University, serves on City of Pembroke Pines Economic Development Board, is a 12 year volunteer of the Fort Lauderdale Children's Theater and is married with two kids.

#### APPROVAL OF MINUTES

Approval of the minutes of the December 10, 2015 Broward Workforce Development Board/CareerSource Broward Council Partnership Meeting #184.

A motion to approve the minutes of the December 10, 2015 BWDB Partnership/CareerSource Broward Council meeting #184 was made by Mayor Jack Seifer and seconded by Gary Arenson. The Broward Workforce Development Board, Inc./CareerSource Broward Council of Elected Officials unanimously approved the minutes as amended.

#### CONSENT AGENDA

Consent Agenda items are items that may not need individual discussion and may be voted on as one item. Any member wishing to discuss an item may move to have it considered individually.

#### ACCEPTANCE OF CONSENT AGENDA FOR JANUARY 28, 2016

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On a motion made by Michael Carn and seconded by Mayor Jack Seller, the Broward Workforce Development Board, Inc./CareerSource Broward Council of Elected Officials unanimously approved the Consent Agenda of January 28, 2016.

1. **Monthly Performance Report**

The current performance for the month in WTP, WP, VET, SNAP and WIOA (Adult & Dislocated Worker) is provided. Within the Big 7 Regions CSBD ranks 1<sup>st</sup> in Veterans and SNAP Entered Employment Rate, 2<sup>nd</sup> in overall WP placement rate, ranks 1<sup>st</sup> in WTP Two Parent Participation Rate, ranks 2<sup>nd</sup> WTP All Family Participation Rate and ranks 3<sup>rd</sup> in WTP Entered Employment Rate.

2. **BWDB Committee Summary**

Summary of actions taken at the following meetings:

Employer Services Committee – January 5, 2016

One Stop Services & Special Populations Committee – January 5, 2016

Youth Committee – January 6, 2016

Executive Committee – January 19, 2016

3. **Letter of Support**

A letter of support was written for OIC of South Florida for the U.S Department of Labor Training to Work 3 - Adult Reentry Grant. The program will provide career pathway programs in demand occupation sectors for men and women who are 18 years and older who are enrolled in work release programs.

## **REGULAR AGENDA**

*These are items that the Council and BWDB discussed individually in the order listed on the Agenda. Individuals who wished to participate in these discussions did so merely by raising their hand during the discussion and being recognized by the Chair. The Chair determined the order in which each individual spoke and the length of time allotted.*

### **OLD BUSINESS**

1. **Selection of Out of School Youth (OSY) Providers**

Per the direction of CareerSource Broward governing boards' at the December board meeting, staff met with each of the OSY proposers to negotiate and discuss their recruitment and engagement strategies. Based upon the information provided and the recommendations of the Youth Committee it is recommended that CSBD fund the following providers through June 30, 2016, 1) **Vendor** – Set aside \$20,000 for Junior Achievement for referral of youth to Leadership Development Training/ Financial Literacy and/or Entrepreneurial Training/ Financial Literacy and 2) to continue to hold the \$20,000 set aside for tutoring 3) **Navigators** – award HANDY \$49,950, FLITE \$50,333 and SUNSERVE \$21,750 to provide Navigators to youth and 4) **Full Service** – award Broward College \$300,000 to provide full service program activities to youth. The Henkels and McCoy proposal will be considered in the spring once we know next year's allocation. Approved at the 1/6 Youth Committee meeting. Because a BWDB member, Ms. Mildred Coyne, is employed at Broward College this recommendation must be approved by a 2/3 vote of the BWDB members present with an established quorum at the BWDB meeting. Approved at the 1/6 Youth and 1/19 Executive Committee meetings. *(This is in alignment with the BWDB goal to align Broward's services to maximize employment and training opportunities for targeted populations.)*



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Mason Jackson gave a presentation on the OSY Provider options and the recommendations approved by the Youth and Executive Committee meetings.

Board and Council of Elected Officials questions/comments on this item were as follows:

- Mayor Jack Seiler inquired how youth will be selected for the Junior Achievement program and if it is possible to expand it to serve more youth. Mason Jackson responded that the vendor will do the vetting of the youth and, should there be a great demand for this program, we can bring it back to the Board to consider expanding it.
- Gina Alexis inquired why Henkels and McCoy will not participate unless there is a two-year contract. Mason Jackson responded that as they do not have a presence in Broward County, they do not want to do the legwork to establish a base here for only six months.
- Michael Carn asked since Broward College has several locations throughout the County, which location(s) will their OSY program operate out of and how will it be controlled. Mildred Coyne responded that there will be a college-wide administrator office – either at the Downtown or Central location – that will be working with staff based out of each of the three campuses.

On a motion made by Mayor Jack Seiler and seconded by Mayor Peter Bober, the Broward Workforce Development Board/CareerSource Broward Council of Elected Officials unanimously approved the selection of Out of School Youth Providers.

Note and for the record, during the meeting, Mildred Coyne submitted a conflict of interest form as she is employed by Broward College. She abstained from voting on this item.

## **NEW BUSINESS**

### **1. Non-material Modifications to the Inter-local Agreement**

As the Workforce Investment Act of 1998, (WIA) has been replaced with the Workforce Innovation and Opportunity Act of 2014, (WIOA) it is appropriate to modify the Inter-local Agreement between the Cities of Hollywood and Fort Lauderdale and The Broward County Board of County Commissioners to eliminate references to WIA and to substitute WIOA. In it is recommended we substitute the Department of Economic Opportunity for references to the Agency for Workforce Innovation which no longer exists and to eliminate the reference to the Welfare to Work Act which has expired. Consideration to approve the non-material modifications to the Inter-local Agreement. *(This is in alignment with the BWDB goal to maintain our role as local workforce development leaders.)*

On a motion made by Mayor Jack Seiler and seconded by Mayor Peter Bober, the Broward Workforce Development Board, Inc./CareerSource Broward Council of Elected Officials unanimously approved the non-material modifications to the Inter-local agreement.

### **2. BWDB By-Laws/Policies on BWDB Nominations and Appointment**

It is recommended that the CSBD Council adopt the by-laws/policies and procedures which commits to a writing the manner in which the CSBD Council nominates and appoints BWDB members so they may be included in the two (2) year plan which is required by the state. The Notice of Proposed Rule Making which are the Workforce Innovation and Opportunity Act (WIOA) proposed regulations require that local elected officials establish "by-laws" for local

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board membership. The proposed policy and procedure is not a change from the current practices of the CSBD Council which are largely dictated by WIOA and previously by WIA. *(This is in alignment with the BWDB goal to maintain our role as local workforce development leaders.)*

**On a motion made by Mayor Jack Seiler and seconded by Mayor Peter Bober, the CareerSource Broward Council of Elected Officials unanimously approved the CSBD Council's by-laws/policies.**

**3. PY 15 – 16 Revised Budget**

The amount of formula dollars available to CSBD for PY 15-16 totals \$21,076,196. This is a 5% (\$1,053,824) increase from the planning numbers presented in June. The changes from the preliminary PY 15-16 budget to the actual PY 15-16 budget are due to 1) the Workforce Innovation and Opportunity Act Dislocated Worker supplemental award was larger than forecasted 2) additional awards in the Supplemental Nutritional Assistance Program and Welfare Transition Program, and 3) an increase in the WIOA Youth carry forward funds initially projected. Administrative percentages remained the same. Approved at the 1/5 One Stop Services and Special Populations and 1/19 Executive meetings. *(This is in alignment with the BWDB goal to align Broward's services to improve the sustainability of the workforce system through increased funding, efficiency, and relevancy.)*

Mason Jackson stated that the training dollars remain the same although the percentage is less. He explained that CSBD is having difficulty spending the ITA dollars and are ramping up the OJT program to help do so.

Commissioner Tim Ryan inquired if the 5% increase in budget funding was tied to performance. Mason Jackson responded that the increase was not due to a performance allocation, it came from emergency funds the State withholds every year and disperses around this time. He noted that we are usually not aware of how much we will receive in advance.

**On a motion made by Commissioner Tim Ryan and seconded by Joe Cobo, the Broward Workforce Development Board, Inc./CareerSource Broward Council of Elected Officials unanimously approved the PY 15-16 Revised Budget.**

**4. OJT Wage Reimbursement Rate under WIOA**

Consideration to approve 1) 75% reimbursement rate to employers with 250 or less employees and 2) 50% to employers with 251 or more employees. Under WIOA, the employer wage reimbursement rate is 50%; however WIOA allows local boards the authorization to approve up to a 75% reimbursement rate. This will allow CSBD to continue to assist small businesses to grow the local economy by providing meaningful employment opportunities. Previously, it was 90% for employers with 50 or less employees, 75% for employers with 51-250 employees and 50% for employers with 251 or more employees. Approved at the 12/8 Employer Services and 1/19 Executive Committee meetings. *(This is in alignment with the BWDB goal to align Broward's services to maximize employment and training opportunities for targeted populations.)*

**On a motion made by Michael Carn and seconded by Mayor Jack Seiler, the Broward Workforce Development Board, Inc./CareerSource Broward Council of Elected Officials unanimously approved the OJT wage reimbursement rates under WIOA.**

**5. President/CEO Evaluation**

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In accordance with Broward Workforce Development Board, Inc. (BWDB) and CareerSource Broward Council of Elected Officials policy the Executive Committee evaluates the President/CEO using an instrument developed by the Organizational Resources Committee. The evaluation instrument was distributed to the Executive Committee members by the Legal Department in November. The scores have been tabulated and averaged. The results are published in the agenda backup. Approved at the 1/19 Executive Committee meeting. *(This is in alignment with the BWDB goal to maintain our role as local workforce development leaders.)*

Mayor Jack Seiler stated that he fully supports the Executive Committee's evaluation results as it is consistent with what he has seen.

On a motion made by Joe Cobo and seconded by Gary Arenson, the Broward Workforce Development Board, Inc./CareerSource Broward Council of Elected Officials unanimously approved the President/CEO Evaluation.

**6. Broward County Unemployment**

The unemployment rate in Broward County was 4.3 percent in December 2015. Lower by 0.7 percentage point over the year. In December 2015, Broward County's unemployment rate was 0.4 percentage point lower than the state rate (4.7 percent) and 0.5 percentage point lower than the national rate (4.8 percent). Out of a labor force of 999,633 there were 43,255 unemployed Broward County residents. (Please reference agenda item old business #1, new business #4, and report #2 as actions taken to address the high unemployment and/or increased traffic in the career centers). *(This is in alignment with the BWDB goal to maintain our roles as workforce development leaders.)*

**REPORTS**

**1. Suspension of Supplemental Nutrition Assistance Program Performance Report**

In preparation for SNAP E&T program transition from voluntary to a mandatory program on 1/1/2016 for Able-Bodied Adults without Dependents the state has 1) ceased new referrals from the Department of Children and Families to the SNAP Employment & Training program and 2) mandated that we close all voluntary cases. At this time the state has not established new performance measures for the program. Therefore we are suspending reporting on the SNAP E & T program until new performance measures and goals are available.

Mason Jackson stated that he was on a conference call recently and they were going to send out letters to noncompliant people regarding cancellation of their benefits. He explained that as the system was not working properly, he recommended they hold off on sending these letters until it is fixed.

**2. Update on Community Input for Local Plan Development**

WIOA requires that we develop a new local plan that describes how the board will execute its functions. Per Board direction, each committee agenda has incorporated a discussion around one or more of the function areas and invited employers, partners, and stakeholders as appropriate to participate in the discussions. The feedback received from these meetings is provided.

Mason Jackson stated that there was a Joint Broward Workshop and BWDB meeting last week to discuss how the two entities can coordinate better. Michael Carn inquired if the outcomes of that meeting will be sent out to the Board. Mason Jackson responded that the minutes for this meeting are been finalized.

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### 3. CareerSource Broward Ice Cream Social

On December 15, 2015, Board Chair, Frank Horkey, and past Chairs, Pam Sands, Gary Arenson and Dr. Ben Chen sponsored an ice cream social held at each CareerSource Broward Center to show their gratitude and recognition of the employees' hard work and commitment to quality service and performance excellence. The event was a big success and well received by staff, which provided dozens of testimonials praising the occasion and the Board.

Mason Jackson thanked BWDB Chair, Frank Horkey, and past Chairs, Pam Sands, Gary Arenson and Dr. Ben Chen for doing this for staff.

### **MATTERS FROM THE CAREERSOURCE BROWARD COUNCIL**

Mayor Frank Ortis congratulated Rochelle Daniels on publishing a book and donating the proceeds to the United States Conference of Mayors.

### **MATTERS FROM THE BROWARD WORKFORCE DEVELOPMENT BOARD**

None

### **MATTERS FROM THE FLOOR**

None

### **MATTERS FROM THE PRESIDENT/CEO**

Mason Jackson stated:

1. BWDB Chair, Frank Horkey got injured in Las Vegas which is part of the reason he was unable to attend this meeting.
2. Frank Horkey appointed Michael Carn to chair the Audit Committee.
3. Several bills have been filed in the House and Senate that address some of the items on our state legislative agenda. He noted that he will provide more information on these bills after he attends the state meetings in February in Tallahassee. He noted that, if passed, the limitation on board size will be lifted so we will be able to add members to the board.

Roy Rogers, a member of the public, stated that he had voluntarily resigned from the Board when the State required that membership consist of specific categories, not to exceed certain numbers. He inquired if that requirement was still in place. Mason Jackson responded that there have been changes to the categories, especially in terms of the mandatory partners which are no longer mandated under Federal law. He explained that these changes will be brought back to the Organizational Resources Committee once the bill is passed, as they will be working to fill the two vacancies on the Board – especially from private sector.

4. Pam Sands, Dr. Ben Chen and he will be attending the Florida Workforce Development Association, State board and Florida Chairs Association meetings in Tallahassee, FL on 2/2-2/3.

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**ADJOURNMENT**

**9:03 AM**

***THE NEXT BROWARD WORKFORCE DEVELOPMENT BOARD/CAREERSOURCE BROWARD COUNCIL  
MEETING IS SCHEDULED FOR FEBRUARY 25, 2016 AT 8:00 A.M.***