

Board of Directors Meeting Agenda

SEPTEMBER 26, 2018 • 8:30 A.M. – 11 A.M. ET

HYATT REGENCY GRAND CYPRESS
1 GRAND CYPRESS BLVD., ORLANDO, FL 32836
MEETING ROOM: GRAND CYPRESS BALLROOM A, B AND C

Chairman's Welcome & Remarks *Kevin Doyle*

Mission Moment — Statewide Construction Career Fair *Jeremy Susac
Michael Corbit*

Consent Agenda *Kevin Doyle*

1. May 2018 Board Meeting Minutes
2. Policies Relating to Individual Training Accounts and Qualified Training Expenditures
3. Request for CareerSource South Florida to act as a Direct Provider of Workforce Services

President's Report *Michelle Dennard*

Council Reports

- Finance Council
- Strategic Policy and Performance Council

*Arnie Girnun
Brittany Birken*

Action Item *Mary Lazor*

- CareerSource Florida Ethics and Transparency Policy

A Review of Florida's Workforce Information Technology System
Joanne Gallagher, KPMG

Partner's Report *Kim Bodine
Florida Workforce Development Association President*

Open Discussion/Public Comment

Chairman's Closing Remarks *Kevin Doyle*

UPCOMING MEETINGS

Finance Council Teleconference – Dec. 12, 2018
Board of Directors Teleconference – Dec. 12, 2018
Board of Directors and Related Meetings – February 2019

Information Items





FOR IMMEDIATE RELEASE

June 6, 2018

CONTACT: Julio Fuentes

julio@fshcc.com

Statewide Career Fair Prioritizes Hiring Floridians and Puerto Rico Evacuees

~Florida State Hispanic Chamber of Commerce Teams Up with CareerSource Florida, The Florida Department of Economic Opportunity, Home Builders, Uber and Lennar Homes to Hire for Construction Jobs~

STATEWIDE – Nineteen local workforce boards will host a statewide, construction industry-focused job fair beginning June 12 in cities and towns across Florida. In partnership with the Florida State Hispanic Chamber of Commerce, CareerSource Florida, the Florida Department of Economic Opportunity, home builders, Uber and Lennar Homes – the largest homebuilder in America, the events bring together construction and related companies seeking to hire Floridians and individuals displaced by Hurricane Maria for a variety of high-paying jobs.

“According to the U.S. Bureau of Labor Statistics, Florida ranks third in the nation in terms of construction employment and opportunities within this sector continue to grow. Many attractive positions are currently open, and we are proud to partner with local workforce boards throughout Florida in recruiting diverse candidates for these roles,” said Julio Fuentes, President and CEO of the Florida State Hispanic Chamber of Commerce. “Puerto Rico evacuees, veterans, Hispanics and other job-seeking Floridians are encouraged to attend. We are grateful to CareerSource Florida, the Florida Department of Economic Opportunity, home builders, Uber and Lennar Homes for their collaboration and support.”

Whether an entry-level laborer or a skilled engineer, hiring companies offer paid, on-the-job training, so applicants of all experience levels are welcome to apply. Additionally, Uber is providing discounted rates to individuals traveling to and from the career fairs using discount code CAREERSOURCEFL.

Locations holding a one-day career fair between June 12 and July 11 include Bradenton, Clearwater, Crestview, Fort Myers, Fort Pierce, Jacksonville, Kissimmee, Lake City, Lauderdale Lakes, Madison, Milton, New Port Richey, Ocala, Orange City, Rockledge, Stuart, Vero Beach and West Palm Beach.

For specific dates and locations for the job fairs, please [click here](#).

The Florida State Hispanic Chamber of Commerce was founded in 2000 in response to the tremendous growth of Florida’s Hispanic population. It has partnered with nearly 40 local Hispanic chambers and business associations in the State of Florida. Today, FSHCC is Florida’s only statewide economic development organization dedicated toward Hispanic business owners and is ranked by the US Hispanic Chamber of Commerce and MBE Connect Magazine as one of the top five Hispanic chambers in the country. For more information, visit www.FSHCC.com.

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Consent Item 1

Approved _____
Disapproved _____

Consent Item 1

MAY 2018 BOARD MEETING MINUTES

In accordance with Article VII, Section 7.3, of the approved bylaws, the corporation is required to keep correct and complete books and records of account and shall keep minutes on the proceedings of the board of directors.

DRAFT

FOR CONSIDERATION

Approval of May 2018 Board Meeting Minutes, to include any modifications or changes noted by the board.

**DRAFT MINUTES
CAREERSOURCE FLORIDA
BOARD OF DIRECTORS MEETING
May 16, 2018**

CALL TO ORDER

Chairman Kevin Doyle called the meeting of the CareerSource Florida Board of Directors to order at approximately 8:32 a.m. ET on May 16, 2018, by welcoming the board members and partners to the meeting. The Chairman invited Robert Jones to lead the Pledge of Allegiance. After the Pledge of Allegiance, roll was called.

ROLL CALL/QUORUM

A quorum was present with the following board members in attendance:

Kevin Doyle	Camille Lee-Johnson
Brittany Birken	Rick Matthews
Robert Campbell	Tony McGee
Steve Capehart	Alex Moseley
Rose Conry	Mike Myhre
Robert Doyle	Bryan Nelson
Arnie Girnun	James Nolan
Elisha Gonzalez	Todd Rebol
Taylor Hatch*	

Board members not in attendance were: Governor Rick Scott, Tim Center, Stan Connally, Duane De Freese, Elli Hurst, Rick Matthews, Bill Johnson, Rep. Elizabeth Porter, Stephanie Smith, Rod Duckworth*.

*Designees

CHAIRMAN'S WELCOME & REMARKS

Chairman Doyle welcomed board members, the CareerSource Florida professional team and local workforce development board partners to the meeting. Chairman Doyle acknowledged the new chair of the board's Strategic Policy and Performance Council, Dr. Brittany Birken. Chairman Doyle also acknowledged the council's new Vice Chair Rose Conry. Chairman Doyle congratulated Bryan Nelson on being elected Mayor of Apopka.

Chairman Doyle thanked the board sponsors:

- CareerSource Northeast Florida
- Coldwell Banker AI Group
- Dex Imaging
- Gulf Power
- Wexford Strategies

Chairman Doyle then provided a recap of activities for the last quarter.

- CareerSource Florida's statewide Skills Gap and Job Vacancy Survey was finalized. The CareerSource Florida board members received a copy.

- In April, the Executive Committee met in Orlando with several local workforce development board partners and Department of Economic Opportunity leaders to discuss budget priorities for the coming fiscal year.

Chairman Doyle noted board members should fill out the Conflict of Interest Disclosure Forms at their seats.

MISSION MOMENT

Chairman Doyle invited CareerSource Research Coast President and CEO Brian Bauer and President of the Economic Development Council of St. Lucie County Peter Tesch to the microphone. Mr. Bauer and Mr. Tesch spoke about CareerSource Research Coast's new Manufacturing Apprenticeship program and shared a short video.

PRESIDENT'S REPORT

President Dennard thanked everyone for coming to St. Augustine and stated that the three main goals of the state workforce board are to:

Communicate CareerSource Florida's Vision
Leverage Strategic Partnerships
Keep CareerSource Florida's System Accountable

Communicate Our Vision

President Dennard stated that CareerSource Florida has played an important role in driving statewide discussions around poverty and prosperity, particularly with the Florida Chamber Foundation. CareerSource Florida joined many of its local board partners at the Florida Business Leaders' Summit on Prosperity and Economic Opportunity earlier in the month.

Leverage Strategic Partnerships

President Dennard discussed the second corporate goal, leveraging strategic partnerships to cultivate local, regional and state capacity building that increases economic opportunity, noting that CareerSource Florida provided 11 funding opportunities for continued expansion of the board's sector strategies approach with focuses on industries critical to Florida's local communities. Those opportunities included:

- Supporting programs in surgical technology training with four hospitals working with CareerSource Northeast Florida; and
- Targeting the marine industry with the support of CareerSource Flagler Volusia.

As part of a U.S. Department of Labor Grant, CareerSource Florida is providing \$500,000 to local workforce development boards to focus on expanding apprenticeships in their area.

President Dennard asked the board and audience members to join the CareerSource Florida team at the statewide Apprenticeship FLA Summit held in June 2018.

Keeping the System Accountable

President Dennard stated that the third goal is to emphasize data-driven decisions to keep Florida's workforce system accountable by encouraging performance achievement and boosting talent pipeline alignment.

President Dennard said CareerSource Florida is considering additional data resources to be sure all local boards have the information needed to be successful.

Additionally, President Dennard noted that the system's Performance Funding Model is reaching the last year of its grant, allowing the CareerSource Florida professional team to focus on what the future of performance incentives will be for this network. President Dennard stated that performance awards would be announced in June 2018.

Strategic Initiatives

President Dennard reminded the board that last May, the CareerSource Florida board approved several funding opportunities to build capacity and innovation in local boards. Examples of that work are:

- A soft skills pilot project with CareerSource Brevard
- Training for in-demand diesel mechanics with CareerSource North Florida

Legislative Update

President Dennard said CareerSource Florida received a new \$1 million appropriation for vocational training in Florida prisons. President Dennard has reached out to partners at the Department of Corrections and several of the CareerSource Florida local boards to identify the most efficient and effective way to allocate the funds.

President Dennard announced that CareerSource Florida was provided \$9 million in Quick Response Training grant funds. CareerSource Florida has been helping Florida businesses grow with Quick Response Training grants for 25 years.

CONSENT AGENDA

Chairman Doyle introduced the Consent Agenda:

Consent Item 1 – February 2018 Board of Directors Meeting Minutes

Consent Item 2 – CareerSource Chipola's request to be authorized as a Direct Provider of Workforce Services from July 1, 2018, through June 30, 2021.

Motion: Brittany Birken

Second: Rose Conry

Chairman Doyle opened the floor for discussion and corrections. Hearing none, Chairman Doyle opened the floor for public comment. Hearing none, Chairman Doyle called for a vote. The motion passed. None were opposed. The President will sign and annotate the meeting minutes for the official record.

ACTION ITEMS

Chairman Doyle introduced Finance Council Chairman Arnie Girnun to recap the Finance Council meeting and present Action Item 1, the recommended allocations of state and federal funds to the CareerSource Florida network for fiscal year 2018-2019. Chairman Girnun introduced CareerSource Florida COO/CFO Andrew Collins to explain the action item.

Chairman Doyle asked if there were any questions for Mr. Girnun or Mr. Collins. Hearing none, Chairman Doyle asked for a motion.

Action Item 1

- **Fiscal Year 2018-2019 CareerSource Florida Network Funding Allocations**

Motion: Bob Campbell

Second: Tony McGee

Chairman Doyle opened the floor for discussion. Hearing none, Chairman Doyle opened the floor for public comment. Hearing none, Chairman Doyle called for a vote. The motion passed. None were opposed.

Chairman Doyle introduced CareerSource Florida Vice President of Strategic Policy and Performance Mary Lazor and asked her to explain Action Item 2, consideration of the local workforce development boards' two-year modification plans under the Workforce Innovation and Opportunity Act.

Chairman Doyle asked if anyone had any questions for Ms. Lazor. Hearing none, Chairman Doyle asked for a motion.

Action Item 2

- **WIOA Local Workforce Development Board Two-Year Modification Plan Act**

Motion: Elisha Gonzalez

Second: Steve Capehart

Chairman Doyle opened the floor for discussion. Hearing none, Chairman Doyle opened the floor for public comment. Hearing none, Chairman Doyle called for a vote. The motion passed. None were opposed.

LEVERAGING STRATEGIC PARTNERSHIPS

Chairman Doyle called CareerSource Florida Senior Vice President of Business and Workforce Development Andra Cornelius to the microphone. Ms. Cornelius introduced and called Chair of the Florida Economic Development Council Crystal Stiles to present. Ms. Stiles briefed the board on the Florida Economic Development Council's vision and mission as well as upcoming events.

Ms. Cornelius spoke to the board regarding an opportunity to apply to be part of a national cohort for integrated business services. Florida was selected along with eight other states. Florida was invited to showcase how state and local workforce partners work together.

Andra Cornelius invited Susan Rusch, a consultant and subject matter expert on workforce programs for Maher & Maher, to brief the board on how Maher & Maher works with the U.S. Department of Labor to deliver technical assistance and training to the state and local regions.

Refer to the agenda packet and PowerPoint for the full presentation

LEADERSHIP TASK FORCE

Chairman Doyle asked Kim Bodine and Richard Williams to provide an update on the Local Leadership Task Force to the board.

The Task Force has been working on accountability and job placement coding recommendations.

OPEN DISCUSSION/PUBLIC COMMENT

Chairman Doyle opened the floor for public comment.

CHAIRMAN'S CLOSING REMARKS

Chairman Doyle thanked the board and local partners for their participation and engagement. Chairman Doyle reminded board members of the upcoming meetings:

- September 24 - 26, 2018 – Workforce Professional Development Summit, Board of Directors & Related Meetings and the Future of Florida Forum
- November 6, 2018 – The Finance Council Teleconference
- December 12, 2018 – Board of Directors Webinar

The meeting adjourned at approximately 10:43 a.m. ET. Refer to the CareerSource Florida February 2018 meeting agenda packet and PowerPoint presentation on the [CareerSource Florida website](#) for more information.

BOARD SECRETARY CERTIFICATION

In accordance with Article VII, Section 7.3, I hereby certify that these minutes reflect the proceedings by the Board of Directors of CareerSource Florida, have been reviewed by the Board, and approved or approved with modifications which have been incorporated herein.

Michelle Dennard
Board Secretary

Date

Approved _____
Disapproved _____

Consent Item 2

POLICIES RELATING TO INDIVIDUAL TRAINING ACCOUNTS AND QUALIFIED TRAINING EXPENDITURES

Chapter 445.003(3)(a)(1), Florida Statutes, requires that “at least 50 percent of the Title I funds for Adults and Dislocated Workers which are passed through to local workforce development boards shall be allocated to and expended on Individual Training Accounts unless a local workforce development board obtains a waiver from CareerSource Florida, Inc.”

The CareerSource Florida Strategic Policy and Performance Unit worked with the Department of Economic Opportunity to review strategic and administrative policies related to individual training accounts. CareerSource Florida and DEO’s review emphasized ensuring existing CareerSource Florida policies focus on strategy rather than operational aspects of workforce system oversight; editing policies in simplified language; and eliminating obsolete language or references to programs such as the One-Stop Management Information System (OSMIS) which was replaced by the Subrecipient Enterprise Resource Application.

The CareerSource Florida Strategic Policy and Performance Unit and DEO concluded that the strategic policies described below are administrative in nature rather than strategic:

CareerSource Florida Strategic Policy 2012.05.24.A.2.1 – Local Area Individual Training Account (ITA) Reporting Requirements requires local workforce development boards to report all allowable expenditures through OSMIS, administered by the Department of Economic Opportunity.

CareerSource Florida Strategic Policy 2012.05.24.A.2.2 – Qualified Training Expenditures provides guidance under Chapter 2012-29, Laws of Florida, for CareerSource Florida to issue a waiver from the 50-percent Individual Training Account reserve requirement, including authority for CareerSource Florida to determine types of expenditures authorized as “training services,” as referenced in federal law. Department of Economic Opportunity Final Guidance, Individual Training Account Costs Allowable for the 50-percent Expenditure Requirement (DEO FG-074) was the administrative policy operationalizing this strategic policy.

CareerSource Florida Strategic Policy 2012.05.24.A.2.3 – Individual Training Accounts Waiver Criteria and Waiver Review Process describes what constitutes qualified ITA expenditures and the criteria by which local boards within the CareerSource Florida network may request, and CareerSource Florida may grant, a waiver. This policy authorizes CareerSource Florida to adopt alternative criteria and flexible procedures for granting waivers, including, but not limited to, sliding scale or one-year extensions to be incorporated in CareerSource Florida administrative policy produced and distributed by the Department of Economic Opportunity. Department of Economic Opportunity Final Guidance, Individual Training Account Costs

Allowable for the 50-percent Expenditure Requirement (DEO FG-074) was the administrative policy operationalizing this strategic policy.

Administrative Policy Providing Clarification

Department of Economic Opportunity Final Guidance, Individual Training Account Costs Allowable for the 50-percent Expenditure Requirement (DEO FG-074), has been revised and outlines the requirements to local boards for ITA expenditures and the procedures to obtain a waiver from CareerSource Florida per Section 445.003(3)(a)(1), Florida Statutes.

NEEDED ACTION

- **Consider eliminating the policies below from the CareerSource Florida Policy Portfolio:**

2012.05.24.A.2.1 Local Area Individual Training Account Reporting Requirements

2012.05.24.A.2.2 Qualified Training Expenditures

2012.05.24.A.2.3 Individual Training Accounts Waiver Criteria and Waiver Review Process

- **Consider approving the replacement of the annual ITA waiver process in Action Item 1, Fiscal Year 2018-2019 CareerSource Florida Network Funding, approved by the Board on [May 16, 2018](#), with the process outlined in CareerSource Florida Administrative Policy 074 (below).**

SUPPORTING DOCUMENTATION

[2012.05.24.A.2.1](#) Local Area Individual Training Account Reporting Requirements

[2012.05.24.A.2.2](#) Qualified Training Expenditures

[2012.05.24.A.2.3](#) Individual Training Accounts Waiver Criteria and Waiver Review Process

[Administrative Policy 074](#) Individual Training Account Expenditure Requirements and Waiver Request Policy

Approved _____
Disapproved _____

Consent Item 3

REQUEST FOR CAREERSOURCE SOUTH FLORIDA TO ACT AS A DIRECT PROVIDER OF WORKFORCE SERVICES

In April and May 2018, CareerSource South Florida released Requests for Proposal to the public and other providers of workforce services. These requests drew no respondents.

The Department of Economic Opportunity and CareerSource Florida developed criteria under which authorization may be granted for local workforce development boards to act as a direct provider of workforce services. Pursuant to s. 445.007(6), Florida Statutes, and CareerSource Florida Administrative Policy 83 – Direct Provider of Workforce Services, the local workforce development board submitted a request for approval to temporarily provide direct services.

The CareerSource Florida Professional Team recommends the Board authorize CareerSource South Florida to temporarily provide direct services, except training services, effective July 1, 2018, through June 30, 2019, or until another qualified provider of workforce services is procured. Approval is contingent on CareerSource South Florida securing the signatures required as outlined in CareerSource Florida Administrative Policy 83.

NEEDED ACTION

Consider authorizing CareerSource South Florida to be a Direct Provider of Workforce Services, starting July 1, 2018, and ending June 30, 2019.

ATTACHMENTS

- **Request to Serve as a Direct Provider of Workforce Services**



MEMORANDUM

To: Michelle Dennard, President
From: Rick Beasley, Executive Director
Date: August 31, 2018
Re: Respectfully request an extension of previous approval to temporarily serve as a Direct Provider of Workforce Services

Reason for Request

In April 2018, South Florida Workforce Investment Board (SFWIB) d/b/a CareerSource South Florida published a Request for Proposal (RFP) to solicit candidates to provide Workforce Services for LWDB 23. The first RFP yielded no responses; subsequently a second RFP was published in May 2018. The second RFP also yielded no responses, and as a result of which, the board has elected to request an extension to the current approval to serve as a Direct Provider of Workforce Services for program year 2018-2019. In 2019, SFWIB will again publish an RFP to solicit candidates to provide Workforce Services. CSSF believes that proposed changes in contract structure and payment incentives will attract more potential Workforce Services Providers in 2019.

SFWIB does not wish to modify its current Local Plan as the board does not desire to change the manner in which services are provided on a permanent basis. However, as required by CareerSource Policy 083, SFWIB offers the following responses;

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

A. SFWIB has six strategic goals that were identified in the local plan. Three of those goals: Strengthening the One-Stop Delivery System, High Return on Investment through Continuous Improvement, and Strong Workforce System Leadership, not only relate to providing direct services but more importantly to a provider's role as a One-Stop Operator. SFWIB has operated LWDB 23 as a board from a strategic level with contracted providers serving as both One-Stop Operators and Direct Service Providers. What has become apparent during this time of SFWIB providing direct services is that those operators were failing significantly in their duties as One-Stop Operators. Despite having the correct responses in the RFP, the providers failed to separate one level from the other and provide clear oversight of the career centers as true One-Stop Operators.

SFWIB has identified a number of issues and has begun to develop processes and tools to help increase efficiency and improve service delivery. The key moving forward will be to

clearly define the roles and responsibilities of the One-Stop Operator as well as provide training to career center staff that was not being provided as previously thought. SFWIB believes that once these goals are achieved, performance numbers will increase and the level of quality service will also increase while keeping with the same business model of a unit based system.

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

- A. SFWIB respectfully requests the extension effective July 1, 2018.

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

- A. SFWIB requests the extension for a period of 1 year until June 30, 2019 to allow sufficient time for an RFP process.

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

- A. SFWIB previously requested authorization to provide direct services as a result of previous RFP respondent's failure to come to terms with a unit based contract system. Permission was granted and SFWIB provided direct services while initiating a new RFP process for program year 2018-2019. SFWIB had two concurrent failed RFP processes; however, during this time it became evident that there is a lack of knowledge in how to operate and be successful in a unit based system.

SFWIB has since evaluated the strengths and weaknesses of other contracted providers that are excelling in the current model to see how it can provide assistance to the other service providers in making the adjustment from cost reimbursement to a unit based system. Since changing business models, SFWIB has dropped in the number of contracted service providers but has also lowered the LWDB's cost per placement while still maintaining impressive placement numbers. SFWIB believes that it has a fiduciary responsibility to the taxpayers to only pay for services that are truly being provided and as such seeks authorization to continue to provide direct services for program year 2018-2019.

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

- A. SFWIB has established a separate administrative entity known as ABC Workforce Services Division with the contracted assistance of Kelly Services staffing agency. This division is the entity that will oversee the daily operations of the Career Centers and all employees of this division are employees of Kelly Services and not SFWIB. Additionally, CSSF has contracted with Brunson Associates to provide quality assurance for the Career Centers. This separate division will be required to adhere to all of the same contractual rules and regulations that SFWIB requires of all other contracted providers. The division is required to submit an operational budget and bill monthly against that budget in the same manner as every other provider. Career Centers operated under ABC Workforce Services will also be on a unit based system the same as the other current providers.

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

A. SFWIB will utilize a combination of all available sources of funding to provide services to include: Workforce Innovation Opportunity Act, Temporary Assistance to Needy Families, Unemployment Compensation, Reemployment Services and Eligibility Assistance and Supplemental Nutrition Assistance Program.

7. A cost analysis that documents the actual reduction in costs with the LWDB providing workforce services rather than contracting those services to another provider and an estimate of such costs and savings for the upcoming three-year period.

A. Due to the cost associated with utilizing a staffing agency as the employer of record and providing the associated fringes, SFWIB will not see a cost reduction in providing direct services. SFWIB estimates that it will expend equal to the received allocation to provide services for the program year. SFWIB will publish a Request for Proposal for workforce services providers for program year 2019-2020.

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

A. As a result of temporarily acting as a One-Stop Operator and Direct Service Provider, SFWIB has discovered several points of failure at both the One-Stop Operator level and at the service provider level. This opportunity has provided SFWIB with a chance to make both contractual and operational changes to strengthen its oversight of the services being provided on their behalf. Contractual changes include a realignment of the current payment structure to limit the number of basic placements being recorded and ensuring that services are provided to the "hard to serve" population. Operational changes include additional required training for both One-Stop Operator staff and career center staff, from customer service training to formal resume writing courses to utilizing social media to find employment.

9. Documentation that the public was provided at least a 10 days' notice to review and comments on the proposed extension. Any submitted comments must be included.

A. The general public was provided 10 days' notice of SFWIB's intention to provide direct services via public notice on the CSSF website with a question/comment option for those who wished to do so. CSSF received no responses to the proposed request and as a result, CSSF maintained the option for the public to submit comments for an additional 30 days yet received no responses.

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

A. Please find attached the requested signature page.

REQUEST FOR EXTENSION

LOCAL WORKFORCE AREA INFORMATION

Name of Local Area: Miami Dade and Monroe County

LWDB Number: 23

Date of Submission: 28 June, 2018

Contact Person Name: Rick Beasley, Executive Director

Phone: 305-929-1501

Email Address: rick.beasley@careersourcesfl.com

AMENDMENT TO THE LOCAL WORKFORCE SERVICES PLAN

The Local Workforce Development Board seeks to extend its designation as a direct service provider of certain services by agreement of the Chief Elected Official and the Governor. This extension to the designation of the Local Workforce Development Board as a direct service provider of certain services is to be effective for the period 1 July, 2018 through 30 June, 2019.

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

LOCAL WORKFORCE DEVELOPMENT BOARD CHAIRMAN

Name: Mr. Jeff Bridges

Title: Chairman, SFWIB

Signature:

Date:

LOCAL CHIEF ELECTED OFFICIAL

Name and Title: Mayor Carlos A. Giménez

County: Miami-Dade

Signature:

Date:

Action Item 1

CAREERSOURCE FLORIDA ETHICS AND TRANSPARENCY POLICY

To effectively fulfill the mission of the CareerSource Florida network, volunteer leaders and workforce professionals statewide must ensure ethics and transparency guide their decision-making. This CareerSource Florida Board of Directors policy communicates expectations about ethics and transparency in Florida's workforce system to maintain integrity, accountability and transparency in decisions and actions that earn and protect the public trust. Florida's workforce system consists of CareerSource Florida, which provides policy oversight; the Florida Department of Economic Opportunity, the administrative entity for state workforce programs; and 24 local workforce development boards, to include the chief elected official and board of directors, as well as the career centers they direct.

At every level of the workforce system, there must be a unified commitment to conduct work in a manner that is business-driven, focuses on talent and continuous improvement, and assures accountability to public and private stakeholders including businesses, workers and job seekers.

State and local workforce development boards must conduct business in an open manner, comply with federal and state laws and ensure the public has electronic or simplified access to information including but not limited to:

- Information about state and local plans;
- Professional employment of workforce development board members;
- Selection of one-stop operators;
- Awards of grants or contracts to eligible training providers of workforce investment activities;

- Minutes of formal meetings of workforce development boards; and,
- Workforce development board by-laws.

State and local workforce development boards are expected to create and enforce policies about the importance of ethics in operations and transparency in public meetings. Boards must ensure these policies align with federal and state laws and communicate clear expectations to board members, their designees, employees and other stakeholders.

NEEDED ACTION

- **Consider CareerSource Florida Ethics and Transparency Policy 2018.09.26.A.1 for approval.**



2018.09.26.A.1

Strategic Policy

Title:	CareerSource Florida Ethics and Transparency Policy
Adopted:	
Effective:	

I. PURPOSE AND SCOPE

To effectively fulfill the mission of the CareerSource Florida network, volunteer leaders and workforce professionals statewide must ensure ethics and transparency guide their decision-making. This CareerSource Florida Board of Directors policy communicates expectations about ethics and transparency in Florida's workforce system to maintain integrity, accountability and transparency in decisions and actions that earn and protect the public trust. Florida's workforce system consists of CareerSource Florida, which provides policy oversight; the Florida Department of Economic Opportunity, the administrative entity for state workforce programs; and 24 local workforce development boards, to include the chief elected official and board of directors, as well as the career centers they direct.

At every level of the workforce system, there must be a unified commitment to conduct work in a manner that is business-driven, focuses on talent and continuous improvement, and assures accountability to public and private stakeholders including businesses, workers and job seekers.

State and local workforce development boards must conduct business in an open manner, comply with federal and state laws and ensure the public has electronic or simplified access to information including but not limited to:

- Information about state and local plans;
- Professional employment of workforce development board members;
- Selection of one-stop operators;
- Awards of grants or contracts to eligible training providers of workforce investment activities;
- Minutes of formal meetings of workforce development boards; and,
- Workforce development board by-laws.

State and local workforce development boards are expected to create and enforce policies about the importance of ethics in operations and transparency in public meetings. Boards must ensure these policies align with federal and state laws and communicate clear expectations to board members, their designees, employees and other stakeholders.

II. REGULATORY EXPECTATIONS FOR ETHICS AND TRANSPARENCY

Chapter 445, Florida Statutes, creates the Florida workforce system. This law implements Public Law 113-128, the Workforce Innovation and Opportunity Act of 2014 (WIOA), and creates CareerSource Florida, Inc., the state workforce investment board, as the principal workforce policy organization for the state. The purpose of CareerSource Florida, Inc., is to design and implement strategies that help Floridians enter, remain and advance in the workplace so they may become more highly skilled and successful, benefiting these Floridians, Florida businesses and the entire state, and fostering development of the state's business climate.

It is the intent of the Florida Legislature that CareerSource Florida, Inc., operate in the most open and accessible manner consistent with its public purpose. The expectation of the CareerSource Florida Board of Directors is that the following laws, rules, and regulations referenced and described below are included in local policies and guide organizational decisions and professional actions.

U.S. Department of Labor Employment and Training Administration Advisory System Training and Employment Guidance Letter No. 35-10 was issued on June 16, 2011. The guidance letter (TEGL 35-10) states that providing responsible stewardship for and oversight of publicly funded workforce programs must be accomplished in a way that demonstrates strong integrity, accountability and transparency to preserve the public trust. The responsibility for this stewardship and oversight is shared in the public workforce system by federal, state and local entities.

Public Law 113-128, the Workforce Innovation and Opportunity Act, was signed into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. WIOA Section 107(e) and 20 CFR 679 require local workforce development boards to make certain information available to the public, on a regular basis through electronic means, open meetings and upon request. Additional measures may be taken by state and local policymakers to ensure such information is readily accessible to the public.

The Code of Ethics for Public Officers and Employees, adopted by the Florida Legislature as Chapter 112, Part III, Florida Statutes, contains standards of ethical conduct and disclosures applicable to public officers, employees, candidates, lobbyists and others in state and local government. Workforce development board members and their designees are subject to the Code of Ethics for Public Officers and Employees.

The Florida Legislature specifically declared that CareerSource Florida, Inc., its board, councils, and any advisory committees or similar groups created by CareerSource Florida, Inc., are subject to the provisions of Chapter 119 relating to public records, and those provisions of Chapter 286 relating to public meetings (Chapter 445.004(1), Florida Statutes). Local workforce development boards are subject to Chapter 119, Florida

Statutes and Chapter 286, Florida Statutes. Local workforce development boards also are subject to Section 24, Article I of the State Constitution, which describes Access to Public Records and Meetings.

Chapter 119, Florida Statutes, commonly known as Florida's Public Records Law, provides information on public records in Florida, including policies, definitions, exemptions, general information on records access, inspection, examination and duplication. It is the policy of the state of Florida that "all state, county, and municipal records are open for personal inspection and copying by any person. Providing access to public records is the duty of each agency" (Chapter 119.01, Florida Statutes). Included agencies are "public or private agencies, persons, partnerships, corporations or business entities acting on behalf of any public agency" (Chapter 119.011, Florida Statutes), "or other separate unit of government created or established by law" (Chapter 119.0701, Florida Statutes).

Chapter 286, Florida Statutes, also known as Florida's Sunshine Law, establishes a basic right of access to meetings of boards, commissions and other governing bodies of state and local governmental agencies or authorities. The law describes how boards conduct public meetings, how these meetings are noticed, who may attend, and how they may be accessed. This law also describes what records must be kept and made available to the public upon request.

CareerSource Florida and the Department of Economic Opportunity will collaborate with local workforce development boards to support best practices in organizational ethics and implementation of federal and state transparency requirements.

III. AUTHORITIES

[U.S. Department of Labor, Employment and Training Administration Advisory System, Training and Employment Guidance Letter No. 35-10](#)

[Public Law 113-128, the U.S. Workforce Innovation and Opportunity Act Of 2014 \(WIOA\), Sections 106-110](#)

[20 CFR Part 679—Statewide and Local Governance of the Workforce Development System Under Title I of the Workforce Innovation and Opportunity Act](#)

[Chapter 445.003-445.007, Florida Statutes](#)

[Chapter 112, Florida Statutes](#)

[Chapter 119, Florida Statutes](#)

[Chapter 286, Florida Statutes](#)



A Review of Florida's Workforce Information Technology System

Project summary for the CareerSource
Florida Board of Directors

September 2018

kpmg.com

Executive Summary

On behalf of CareerSource Florida, KPMG, LLP, was contracted in July 2018 to provide a professional assessment of the Florida workforce system's current online labor market exchange and reporting tool, Employ Florida. This 10-week project included an evaluation of how current technology structures are supporting the delivery of workforce programming at the state, regional and local levels; how the technology supports performance and reporting outcomes of the workforce programs; and how that structure might support future changes in service delivery models while accommodating shifts in the economy to better serve the public.

To address the many variables affecting the technology system, KPMG designed an approach to complete the scope of the project that included a careful review of CareerSource Florida background documentation, multiple Employ Florida technology solution demonstrations and walkthroughs, interviews with local workforce development board staff at all levels, a half-day facilitated session with all 24 local workforce development boards' chief executives, an electronic survey distributed to the local workforce development boards, a job seeker feedback survey and an external jurisdictional review of nine peer states' workforce systems.

Each of Florida's local workforce development boards, working within the parameters of the federal Workforce Innovation and Opportunity Act, Florida statutes and administrative policies, has adopted specific business processes and practices to meet the needs and preference of the local economy. There are several different stakeholders who use the Employ Florida system and the reasons for using the system vary widely. For the purposes of assessing Employ Florida in the workplace, KPMG has identified three key "primary" purposes for using the system. In our Findings and Considerations section of our report, we assess the impact of system usage on these three primary reasons for using the system:

1. *Developing strategic plans and policies* based on data outputs from the system. CareerSource Florida, the Department of Economic Opportunity (DEO) and the local workforce development board leadership teams use the system for this purpose.
2. *Generating reports and tracking activities* of the workforce system participants and programs. CareerSource Florida, DEO, the local workforce development board leadership teams and local staff use the system for this purpose.
3. *Completing data entry/accessing services*. Local workforce development board staff, businesses and job seekers use the system for this purpose.

Further, the Findings and Considerations section is divided into four key areas to provide feedback from our stakeholder sessions:

- **Business Model Implications:**
The differences in the way work is conducted predictably lends itself to different usages of technology. This area describes the similarities and unique differences of the local workforce development boards that are supported by Employ Florida. Findings center on Employ Florida's self-service functionality, considerations for pre-populating information in the system to maximize data quality and consistency and the notion of sharing best practices across the CareerSource Florida network's local workforce development boards.
- **Performance of the Technology:**
There are several technologies used by the CareerSource Florida network. While Employ Florida is the workforce system's case management and labor exchange system of record, other technologies also are used to support and supplement other functions. This has created efficiencies in some areas and challenges in others. This section of the report describes KPMG's findings regarding the performance of Employ Florida and other technology systems used by the stakeholders in Florida's workforce system. Of particular focus in this area are the number of modules regularly used by Florida's local workforce development boards and the ability to track financial information within the system.

- **Reporting Requirements:**
Employ Florida’s usability refers to its ease of use and the learnability of the system. It is the degree to which the application can be used by specified consumers to achieve quantified objectives with effectiveness, efficiency and satisfaction. The usability of the system is inextricable from the amount, quality and level of compliance of entered information, which in turn impacts the quality, completeness and level of detail of reporting by the system. This section describes the efficacy of use of Employ Florida, some of the other technology systems in use, and the implications on customer satisfaction and quality of data reporting. KPMG also discusses Employ Florida’s ability to meet federal reporting requirements and ad hoc reporting in this area of the report.
- **Training and Communications:**
System users need to have a good knowledge of how to use Employ Florida to make use of all components. This section describes the type, frequency and quality of training and communications available to the end users of the Employ Florida system.

In the final section of KPMG’s summary report, we provide a brief overview of the key changes in trends that may impact Florida’s workforce system and provide general recommendations on how to continuously improve on the business usage of its labor market exchange and reporting technology over time.

Project Introduction and Objectives

In July 2014, the Workforce Innovation and Opportunity Act (WIOA) reauthorized the funding and structure for the public workforce system. The reauthorization replaced the Workforce Investment Act; amended the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973; and placed a greater emphasis on a job-driven approach to the workforce development system. WIOA introduced new performance outcomes and requirements for reporting data to the U.S. Department of Labor (USDOL). Florida’s statewide workforce system and the technology used to support it were updated to reflect the heightened emphasis on regional employment needs and new outcomes for both performance and data collection.

In Florida’s workforce system, 24 local workforce development boards provide career and business services for a wide range of users, industries and skill levels. From retail to construction trades to aerospace engineers, the needs of the workforce system are diverse and growing. To meet the needs of business and effectively cultivate a workforce to meet those needs, Florida’s workforce system must be forward-thinking and innovative to stay ahead of economic trends. Technology systems must support efforts to easily and quickly connect employers with job seekers. This study examines the current processes and technologies used in Florida’s workforce system and how well those technologies are meeting current employer needs, as well as the potential for those technologies to support future changes in the economy.

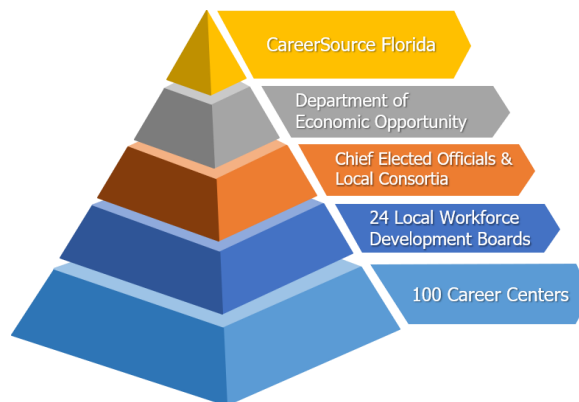


Figure 1 – Florida’s Workforce System

The local workforce development boards use the Employ Florida technology procured by the state Department of Economic Opportunity (DEO) to provide direct services to businesses and job seekers in alignment with their local sector strategies and policy development. Within the local workforce development boards, the Employ Florida workforce information and employment website is used to generate various reports to monitor progress toward local goals, to assess the effectiveness of their service delivery to meet the needs of business and job seekers, and to comply with USDOL Participant Individual Record Layout (PIRL) requirements. Because workforce services are required to meet the needs of employers, these local workforce development boards may have different processes and practices reflecting how they approach service delivery to most effectively serve their geographic and economic areas. Larger metropolitan areas with a wide variety of industries and employment opportunities may approach service delivery differently than a rural workforce area with a more limited industry base.

Defined Objectives

Effective service delivery is heavily dependent upon reliable and efficient technology systems. Users of all skill levels access the Employ Florida website and must be capable of completing their assigned tasks effectively.

The objective of this project is to provide advice regarding the current technology needs of Florida workforce system stakeholders and assist with addressing current areas of concern as they relate to the use of technology. Additionally, this project may provide a foundation for evaluating future technology updates and policy initiatives to systematically assimilate changes to Florida's workforce and economy.

This study explores how Florida's current technology structures are supporting the delivery of workforce programming at the state, regional and local levels; how the technology supports performance and reporting outcomes of the workforce programs; and how that structure can support future changes in service delivery models while accommodating shifts in the economy to better serve Floridians. The study may also be useful in developing the scope of work and deliverables for the current and future technology needs of Florida's workforce system. The report may also inform the evaluation process of the forthcoming Employ Florida technology system Invitation to Negotiate to determine how the vendor proposals effectively address many of the service needs of Florida's workforce system.

Scope, Approach and Methodology

This 10-week project examined the use of technology systems within the Florida workforce system, from the current Employ Florida website and its various system components to the "add-on" technologies and other solutions employed by local workforce development boards. The size and scope of this project requires addressing the needs of multiple stakeholders, defining the purposes for using the technology for each stakeholder, and verifying the required outcomes of the technology platforms for quality assurance.

To address the many variables affecting the technology system, KPMG designed an approach to complete the scope of the project that included a review of articles and governance documents provided by CareerSource Florida; Joint Application Design (JAD) notes from previous Employ Florida meetings; articles on future trends in the workforce across the U.S.; publicly available materials from other states in reference to their workforce system structure and technology; technical guidance materials from USDOL and Florida state statutes; and a review of other workforce technology platforms used by other states.

Walkthroughs of the Employ Florida Solution

To better understand the technology needs of Florida's workforce system, multiple visits and interviews with local workforce development boards were initiated to complete hands-on reviews and observe the processes used in the current technology system, Employ Florida. KPMG conducted several system walkthroughs to become familiar with the technology. These walkthroughs included the creation of an online profile, full registration, a review of the job matching process, job order development, the registration of employers, training components of the system and the business structure and governance surrounding it.

A review of the entire process for accessing training services and how those services are tracked and recorded within Employ Florida (as well as the external tracking) also was conducted.

Interviews/Facilitated Sessions

Phone and/or face-to-face interviews and system walkthroughs were conducted with various stakeholders and agencies/businesses that have an interest in the effectiveness of Florida's workforce system. Seven preliminary interviews were executed with local workforce development boards that represented various geographic regions (rural/urban, high foot-traffic volume, add-on technology systems usage, etc.). Next, a half-day facilitated session with the chief executives of all 24 local workforce development boards was conducted. Interviews with CareerSource Florida executives and DEO were held. The current technology provider was interviewed to validate the common themes that were emerging from the interviews with local workforce development boards. Additionally, interviews with other external information sources such as the Florida Chamber of Commerce and other workforce technology providers added perspective to the need for a successful workforce system and how technology can support that outcome.

Electronic Survey and Job Seeker Survey

Following the interviews and facilitated session, an electronic survey (e-survey) was developed and distributed to all the local workforce development boards, CareerSource Florida and DEO. The e-survey was developed to address specific areas related to functionality, work-around solutions, end-user experiences, best practices, and future needs for a technology solution. The e-survey was conducted over a two-week time frame to allow for a maximum return on responses and in all, 645 responses were completed. This strong response rate was evenly distributed in relation to tenure in the workforce system.

Furthermore, a one-page paper survey was completed by 109 job seekers at three different career centers. This information was collected to gain an understanding of the public's view of the Employ Florida technology that job seekers use to find work and training opportunities.

Peer-State Scan

A review of the workforce and technology systems of nine peer states (five interviews and four by research only) provided comparative information to help evaluate the effectiveness of Employ Florida. Five states were included in phone interviews to provide specific feedback on their use of technology to meet the workforce needs of their stakeholders. All states in the scan were given a review of publicly available research pertaining to their current systems and governance structures. Of the five states interviewed for the scan, California, Georgia and Tennessee use the same technology provider as Florida (Geographic Solutions, Inc.). MississippiWorks is the technology system built for Mississippi's workforce system by Mississippi State University's National Strategic Planning and Analysis Research Center and includes an interagency "hub" that shares common intake information across all state agencies. West Virginia uses a legacy system, the Mid-Atlantic Career Consortium, for case management and has added the ELISE Employment Platform which is a labor exchange software module to supplement its job-matching services.

This analysis provided an opportunity to evaluate which components of Employ Florida are being used effectively by other states with similar platforms and how other states are evaluating the effectiveness of the software with specific correlation to the issues identified by Florida's end users. The two states using different technologies provided an opportunity to evaluate new avenues for technology to enhance or supplement current technology needs.

Two telephone sessions were conducted with the current technology vendor, one of which included a webinar walkthrough of Employ Florida. The technology walkthrough was completed after gathering feedback from end users to validate the functionality of the system.

KPMG's complete report can provide a foundation for evaluating the software and hardware needed to achieve the goals of all stakeholders in Florida's workforce system. Finding a workforce information technology solution that is balanced and meets the needs of all stakeholders is challenging and will require innovative approaches to service delivery, a continuous quality improvement component, and effective communications processes.

FY 2017 – 2018 INTEGRATED COMMUNICATIONS FINAL REPORT

By: Moore

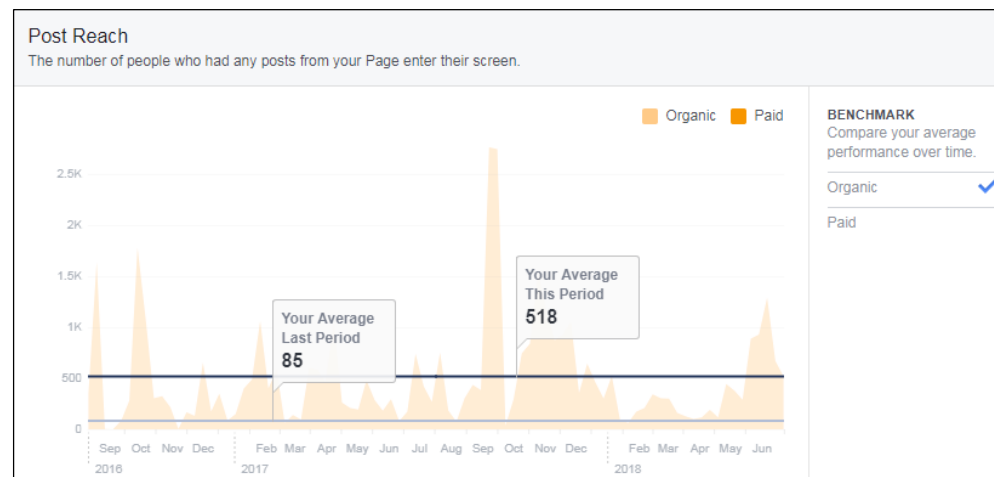
EXECUTIVE SUMMARY

On behalf of CareerSource Florida, Moore, Inc., utilizes an integrated communications approach to advance the organization's mission to connect employers with qualified, skilled talent and Floridians with employment and career development opportunities. The following report highlights successes achieved during fiscal year 2017 – 2018.

Many of the results noted are related to digital media, as digital media is easily quantifiable. However, these successes are achieved through the use of a fully integrated approach, which includes an emphasis on content and asset development, advertising, media relations, public relations, research and more.

YEAR OVER YEAR HIGHLIGHTS

- Learnings gained from previous years dramatically impacted the success achieved in fiscal year 2017 – 18 to result in **3.19 million more** in-state advertising impressions and **6,648 leads** – more than ever before.
- Notably, these results were achieved with a reduced budget from the previous year. Our in-state advertising budget was \$270,000 in fiscal year 17-18 and \$475,000 in 16-17. This is a testament to smart, strategic media strategy and execution as digital plays a significant role in informing optimizations, audience behaviors and media consumption.
- An increased focus on strategic media placements resulted in **1.16 million** impressions – serving to strengthen the positioning of CareerSource Florida and its president and CEO, Michelle Dennard, as leaders in workforce development statewide.
- When comparing Employ Florida mobile app downloads YoY, the cost per download was **\$0.47** less in fiscal year 17-18 than 16-17 thanks to strategic ad placements and state-of-the-art targeting.
- The average non-paid, or organic, post reach on the CareerSource Florida Facebook page YoY increased from 85 people to **518** people, providing additional opportunities to raise awareness about services.



COMMUNICATION OBJECTIVES: CORPORATE

Goals

Increase knowledge and use of CareerSource Florida network

Position CareerSource Florida and key leadership as sought-after experts and collaborators

Increase awareness and understanding of Sector Strategies in Florida

Assist the local workforce development boards to more effectively reach job seekers and businesses in their local areas

Objectives

Research, secure, design and execute strategic advertising placements to reach FL businesses and job seekers

Secure opportunities for leadership to publicly communicate vision and expertise

Activate digital and media campaign to highlight major sectors and industries

Achieve a 100% participation rate in the 2017-2018 Co-Op Outreach Program

Key Results

40,389,314 total impressions
76,881 visits to the website from digital advertising and social media
7,371 people signed-up (conversions) to learn more about career services or training grants

144,500 impressions on CEO and COO social media channels
1,163,000 media impressions through op eds placed

32,527 video views
822,000 media impressions through op eds placed
*Developed social media guide for local boards

100% participation in 17-18 Co-Op program

**Exact measurement of local board participation wasn't captured due the manual search for social content use on Facebook and LinkedIn. Social listening tools only support online platforms with open APIs, such as Twitter and online forums.*

COMMUNICATION OBJECTIVES: CAREER SERVICES

Goals

Establish new brand structure to provide clarity and increase awareness of services offered

Increase use of the career services offered by the CareerSource Florida network among job seekers of all levels

Increase online content engagement among job seekers

Connect job seekers with their local workforce development board quickly

Objectives

Complete re-brand, including updates to website

Create dynamic landing page to target key audiences, execute strategic ad campaign, initiate email marketing campaign

Develop storytelling content focused on targeted sector careers and CareerSource Florida network services

Develop lead generation campaign to seamlessly link job seekers to their local workforce development board

Key Results

*34,020 hits to general career services and youth landing page

21,707,732 advertising outreach impressions
34,020 hits to general career services and youth landing pages
6,343 total conversions, including event RSVPs
4,540 mobile app downloads
50% average email open rate for general career services
43% average email open rate for youth

1,242,000 organic social media impressions
16,445 organic engagements on social media
Hundreds of social media content pieces created including 4 videos – STEM careers, job search, training and resume prep

6,343 landing page leads generated (including Facebook lead form leads and construction job fair RSVPs)
46% average email open rate for both general career services and Passion to Profession

**Upon further conversation and discovery surrounding the career services sub-brand, the development of a formal sub-brand for career services was put on hold.*

ADVERTISING OUTREACH GOALS: CAREER SERVICES

Goals

- Achieve 7 million impressions
- Drive 35,000 visitors to campaign landing pages
- Garner 500,000 video views
- Capture 1,750 leads
- Secure 1,800 mobile app downloads
- Increase average app launch per user by 20% (3.5 times is the current baseline)



Results

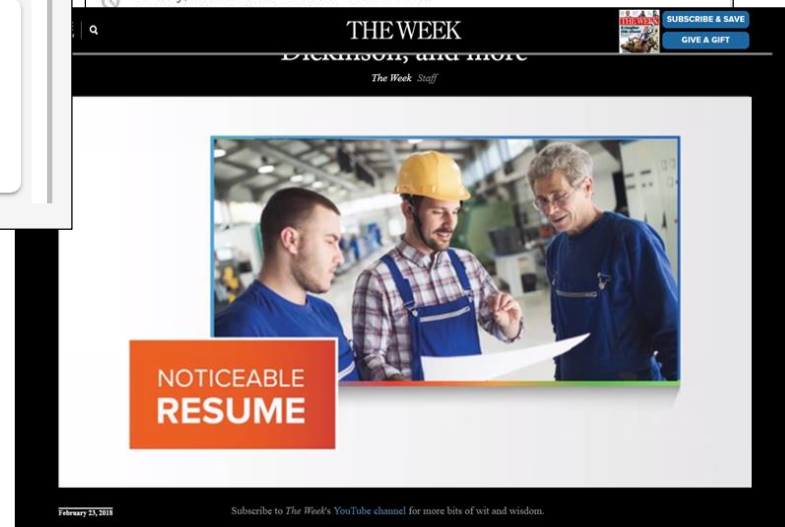
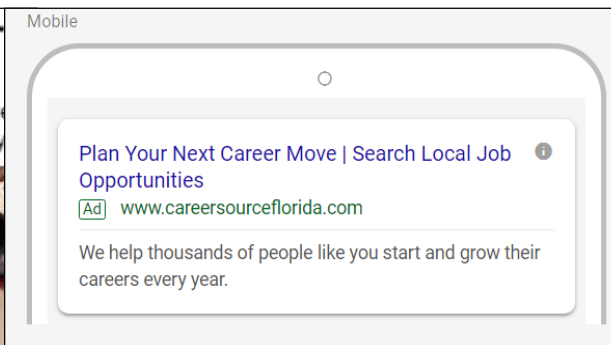
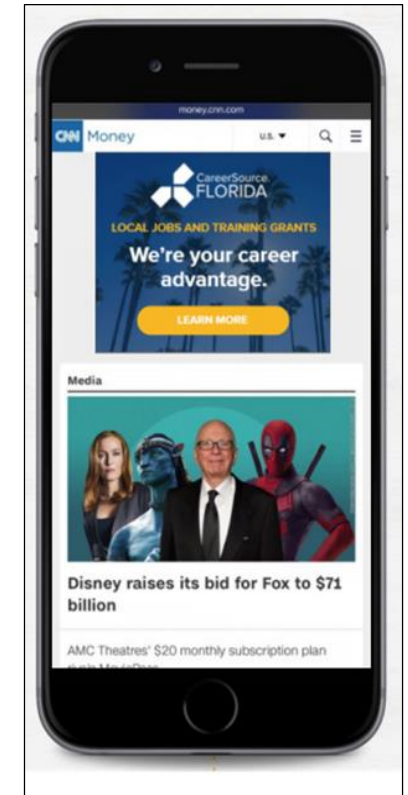
- **21,707,732** impressions (*goal exceeded*)
- **34,020** people driven to landing pages*
- **2,815,202** video views (*goal exceeded*)
- **6,343** leads captured (*goal exceeded*)
- **4,540** mobile app downloads (*goal exceeded*)
- Average launch per user is **6 times** (*goal exceeded*)

**This number has been adjusted from the May Board Meeting report. Comparing link clicks and website traffic in this final report showed the difference between clicks and actual traffic. In addition, this is the only result that didn't meet the goal set forth, however, this is because of the allocation of advertising funds to Facebook lead forms versus the landing page and the diversion of some funds to support post-Hurricane Irma outreach.*

HIGHLIGHTS: CAREER SERVICES

- We saw great success with the career services campaign(s) this fiscal year. The number of Facebook lead forms exceeded the industry standard conversion rate of 11.73% by 17 percentage points at **28.8%**, according to [Wordstream](#).
- The construction job fair campaign was also successful, generating 2,333 Facebook event responses. The average cost per result is **\$5.75**, well below the industry average of cost per action of \$23.24, according to [Wordstream](#).
- Video views far exceeded the goals set forth with the videos viewed to completion more than **1.6 million** times.
- LinkedIn InMail open and click through rates (CTR) continue to exceed the platform's standard:
 - **60.16%** Open Rate (best InMail standard is 27.5%)
 - **5.72%** CTR (InMail standard is 0.06%)
- Email open rates from the automated email sequence that is prompted when someone signs up to learn more about career services in their area exceeded the industry average by 38%, according to [MailChimp](#).
- The combination of programmatic video and display, search and social advertising served the campaign results well, reaching people through multiple mediums and platforms.

CREATIVE EXAMPLES: CAREER SERVICES



COMMUNICATION OBJECTIVES: FLORIDAFLEX

Goals

Increase awareness and use of the business services offered by the CareerSource Florida network

Increase Incumbent Worker Training and Quick Response Training grant applications

Connect with out-of-state businesses interested in expanding or relocating to Florida

Increase use of business services with small businesses and those in rural areas

Objectives

Develop external communications assets and conduct advertising campaign to target Florida C-suite executives and HR professionals

Develop a lead generation campaign driving traffic to an optimized landing page dedicated to training grants

Execute advertising campaign, including print and LinkedIn sponsored InMail

Develop and conduct advertising campaign, including Florida Trend, Facebook and Google AdWords

Key Results

4,963,799 total impressions
22,025 landing page visits
577 conversions

Hundreds of social media content pieces created, including **13** videos and **six** print ads

4,963,799 total impressions
22,025 landing page visits
577 conversions

343 training grants application button clicks
48% email open rate and **45%** CTR for QRT
42% email open rate and **35%** CTR for IWT

11,897,783 impressions
108 out-of-state leads
56% InMail open rate and **7%** CTR

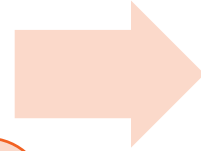
22,025 landing page visits
Developed **five** print ads and nearly **100** digital ads

1,185,034 advertising impressions for small businesses and IWT
482 IWT leads and "apply now" clicks
109 IWT grants awarded and all funds exhausted

ADVERTISING OUTREACH GOALS: FLORIDAFLEX

Goals

- Achieve 1 million impressions among in-state employers
- Achieve 1.25 million impressions among out-of-state employers
- Capture 175 out-of-state business leads
- Capture 175 training grant (Incumbent Worker Training and Quick Response Training) leads (email submit or beginning application)




Results

- **4,678,799** impressions among in-state employers (*goal exceeded*)
- **11,699,783** impressions among out-of-state employers (*goal exceeded*)
- **108** out-of-state business leads
- **920** training grant leads (*goal exceeded*)

CREATIVE EXAMPLES: FLORIDAFLEX

CareerSource Florida
Sponsored · Like Page

Looking to relocate or expand your business? With a talented workforce and training grants available – Florida is a great choice.




Recruit Top Talent **Hire Skilled Employees**

9.7M+ Workers in Florida [Learn More](#) Save Time & Money

Like Comment Share

CareerSource Florida
4,666 followers
1mo [+ Follow](#)


We offer training grants to businesses of various sizes, across industries.



66 Likes

Like Comment

Likes



CareerSource Florida

Is Your Business Expanding?

Sign up to receive more information about training grants and hiring services to ...see more

Email address

First name

Last name


City/Province

We'll send this information to CareerSource Florida subject to their [privacy policy](#). CareerSource Florida will contact you to inform you of the business services offered to you at no cost.

[Submit](#)

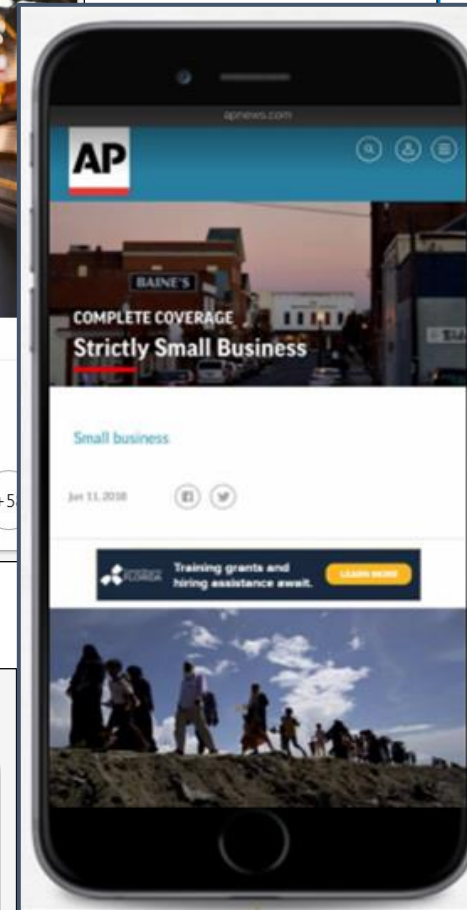
MoneyWise Learning Earning Living Saving

Plans is that no matter what anyone else tries to tell you, it doesn't have to be complicated.



You're already off to a great start now that you're armed with the basic knowledge of how to put money aside and how to find a finance expert who won't put their needs above yours.

Now take this knowledge and run with it! Start saving and investing to secure a solid retirement for yourself down the road- and don't forget to share this article with anyone you think could benefit.



AP

COMPLETE COVERAGE
Strictly Small Business

Small business

Jan 11, 2018

Training grants and hiring assistance await. [Learn more](#)

Mobile

We Help Fund Employee Training | Flexible Training Grants

[Ad](#) www.careersourceflorida.com

Easy grant application for Florida businesses.

HIGHLIGHTS: FLORIDAFLEX

- We saw significant success with training grant outreach to employers, both for Quick Response Training (QRT) and Incumbent Worker Training (IWT), exceeding our goal by **425%**.
 - LinkedIn leads forms and Facebook ads appeared to perform the best for capturing leads.
 - LinkedIn InMail open and click-through rates were above the standard (according to [LinkedIn case study](#)):
 - QRT open rate was **40.18%** (best InMail standard is 27.5%)
 - **1.62%** CTR (InMail standard is 0.06%)
 - Out-of-State open rate was 38.93% (best InMail standard is 27.5%)
 - **1.0%** CTR (InMail standard is 0.06%)
- Video performs well with the businesses and job seekers alike. The QRT LinkedIn ad with the ActivEngage video generated more leads than the others, and the ActivEngage video was viewed to completion **241,000** times through programmatic placements (out-of-state).
- The automated email open and click through rates for QRT and IWT performed well above industry standard, according to [MailChimp](#).
 - QRT:
 - Open rate: **48%** (standard = 20.47%)
 - Click rate: **45%** (standard = 2.59%)
 - IWT:
 - Open rate: **42%** (standard = 20.47%)
 - Click rate: **35%** (standard = 2.59%)

Presenters

Michael Corbit



Michael Corbit is director of business development for CareerSource Palm Beach County. Mr. Corbit works with local businesses, government, education and industry leaders to spur job growth and business development. He serves on the boards for the Palm Beach County League of Cities, City of West Palm Beach Mayor's Village Initiative, Treasure Coast Regional Planning Council's Comprehensive Economic Development Strategies, Miami Dade College Science and Biotechnology Advisory Board, Florida Manufacturing Trade Grant, City of West Palm Beach National Center for Arts & Technology, City of Delray Beach West Atlantic Redevelopment Coalition and the South Florida Manufacturing Association and Marine Industry Association of Palm Beach County.

Previously, Mr. Corbit served as the vice president of marketing and sales for Advanced Processing & Imaging, Inc., executive director of InternetCoast, channel marketing manager of Citrix Systems, director of marketing and communications for Champion Solutions Group (IBM) and marketing manager for Sensormatic Electronics.

Jeremy Susac



Jeremy Susac serves as vice president of government affairs for Lennar Ventures – the innovation arm of Lennar Homes. Prior to joining Lennar Ventures, he served as partner at the law firm of Berger Singerman and previously served in government roles including clerk for a New York Supreme Court justice, general counsel's office and chief advisor to the Commissioner at the Florida Public Service Commission and executive director of Florida's Energy Office at the Department of Environmental Regulation in the Executive Office of the Governor.

Mr. Susac holds a juris doctorate from New York Law School, Master of Laws in Environment and Energy from Florida State University's School of Law and a bachelor's degree from the University of Florida.



Joanne Gallagher



Joanne Gallagher leads KPMG's Government Management Consulting Advisory practice in Florida and is also the company's Health and Human Services Practice leader in the Southeast. Ms. Gallagher has more than 25 years of experience in transforming government agencies to achieve their vision. She specializes in delivering business and technology transformation through strategy, design, development and implementation. She has worked in more than a dozen states and provinces with government professionals to help them solve their most complex business and technology issues.

Ms. Gallagher has presented on the topic of business transformation at national conferences for organizations including the National Child Enforcement Association, American Public Human Services Association, CareerSource Florida, American Association of Motor Vehicle Administrators and Arkansas Users of Telecommunications and Information Systems. She holds bachelor's degrees in Law and Criminology/Psychology from Carleton University in Ottawa, Canada. Ms. Gallagher has certifications in Project Management and Human Capital.

