

**Strategic Policy & Performance Council  
Meeting Agenda  
SEPT. 30, 2020 • 2 – 4 P.M. ET**

**TO JOIN THE MEETING:**  
**WEBINAR:** [HTTP://WFL.ADOBECONNECT.COM/SPPC/](http://wfl.adobeconnect.com/sppc/)  
**CALL-IN NUMBER:** 1 (800) 832-0736  
**CONFERENCE ROOM NUMBER:** 1650989

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**Chair's Welcome and Remarks**

***Brittany Birken***

**New CareerSource Florida Vice President for Strategic Policy  
and Performance Introduction**

***Michelle Dennard  
Dan McGrew***

**Federal Reserve Bank of Atlanta CLIFF Dashboard**

***Brittany Birken  
Alexander Ruder  
Federal Reserve Bank of Atlanta***

**Strategic Policy and Performance Initiatives**

- Workforce Innovation and Opportunity Act Performance Update
- Gig Economy Resource Guide and Dashboard
- Continuous Improvement Performance Initiative

***Steve Collins***

***Stephanie Smith***

***John Kaliski  
Cambridge Systematics***

***Steve Collins***

**Open Discussion/Public Comment**

**Chair's Closing Remarks**

***Brittany Birken***

# Vice President of Strategic Policy and Performance

## Dan McGrew



Dan McGrew is the vice president of Strategic Policy and Performance at CareerSource Florida. Dan brings more than 20 years of experience helping others achieve their education and career goals to his new leadership position with CareerSource Florida. He most recently served as regional director for Dynamic Workforce Solutions, a workforce services provider, at which he led the operations and delivery of workforce contracts with CareerSource Capital Region, CareerSource North Central Florida, CareerSource Pinellas and CareerSource Tampa Bay. Prior to Dynamic Workforce Solutions, Dan was college director of ITT Technical Institute in Tallahassee, responsible for all campus operations. He successfully sought and received state approval to launch a Registered Nurse degree program and oversaw the first graduation in the local campus history. Dan also enjoyed a 12-year career with Kaplan, Inc., at which he served in several roles from field operations management to corporate marketing and operations in Boston, New York City, Dallas and Chicago before returning home to Florida in 2009.

Dan earned a Bachelor of Science degree in Biological Sciences, Cum Laude, from Florida State University and remains dedicated to the Tallahassee community, serving on the Board of Directors for the Foundation for Leon County Schools, the Board of Governors for Leadership Tallahassee, the steering committee for Leon County's Best and Brightest, and as a member of the Leon County Sheriff's Advisory Council. Dan is a proud graduate of Leadership Tallahassee Class 31 and served as the curriculum chair for Youth Leadership Tallahassee Class 13 and Leadership Tallahassee Class 37. He and his wife Jessica are both Florida natives and have four children.

# Workforce Innovation and Opportunity Act (WIOA) Primary Indicators of Performance

Performance Period Ending June 30, 2020



In the fourth quarter of Program Year 2019-2020 (April-June 2020), Florida's workforce development system exceeded 100% of the statewide negotiated targets for all Workforce Innovation and Opportunity Act (WIOA) Primary Indicators of Performance. This is excellent news for the CareerSource Florida network and the communities we serve!

Continued job growth, low unemployment, and innovative and responsive workforce services and programs contributed to sustained statewide performance in the fourth quarter. Please note because of lagged data, the cohorts captured for the fourth quarter reporting period received services and placements prior to the COVID-19 pandemic. In addition to statewide performance, it should be noted that Florida's local workforce development boards met 93% of quarterly negotiated performance targets for PY 2018-2019 and 89.3% of quarterly negotiated performance targets for PY 2019-2020.

Performance on the WIOA Primary Indicators of Performance is reported to the US Department of Labor on a quarterly basis. This most recent report includes Florida statewide performance trends from PY 2011-2012 through the fourth quarter of PY 2019-2020. The PY 2019-2020 fourth quarter performance is a rolling one-year calculation representing four quarters of performance data ending on June 30, 2020. The tables in the report show actual performance in relation to performance targets negotiated with USDOL for PY 2019-2020.

For additional information, please visit the Indicators of Performance Reports section on the Department of Economic Opportunity website at: [Indicators of Performance Reports](#). If you have questions about this report, please contact Steven Gustafson, Bureau of One-Stop and Program Support at the Department of Economic Opportunity, at (850) 245-7485.

## Employment Indicators

**Employment 2nd Quarter After Exit (WIOA Adult, WIOA Dislocated Workers, Wagner-Peyser):** This indicator captures the percentage of participants who are in unsubsidized employment during the 2nd quarter after exiting the program.

**Youth Education and Employment 2nd Quarter After Exit (WIOA Youth):** This indicator captures the percentage of participants in education or training activities, or in unsubsidized employment during the 2nd quarter after exiting the program.

**Employment 4th Quarter After Exit (WIOA Adult, WIOA Dislocated Workers, Wagner-Peyser):** This indicator captures the percentage of participants who are in unsubsidized employment during the 4th quarter after exit from the program.

**Youth Education and Employment 4th Quarter After Exit (WIOA Youth):** This indicator captures the percentage of participants in education or training activities, or in unsubsidized employment during the 4th quarter after exiting the program.

**Median Earnings 2nd Quarter After Exit (WIOA Adult, WIOA Dislocated Worker, Wagner-Peyser):** This indicator captures participants' median (middle value) quarterly earnings in the 2nd quarter after exiting the program.

## Education/Training Indicators

**Credential Attainment (WIOA Adult, WIOA Dislocated Worker, WIOA Youth):** This indicator captures the percentage of those participants enrolled in an education or training program (excluding those in On-the-Job Training or customized training) who attain a recognized postsecondary credential or a secondary education diploma, or its recognized equivalent, during participation in or within one year after exiting the program.

**Measurable Skill Gains (WIOA Adult, WIOA Dislocated Worker, WIOA Youth):** This indicator captures the percentage of participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving documented academic, technical, occupational, or other forms of progress, toward such a credential or employment.

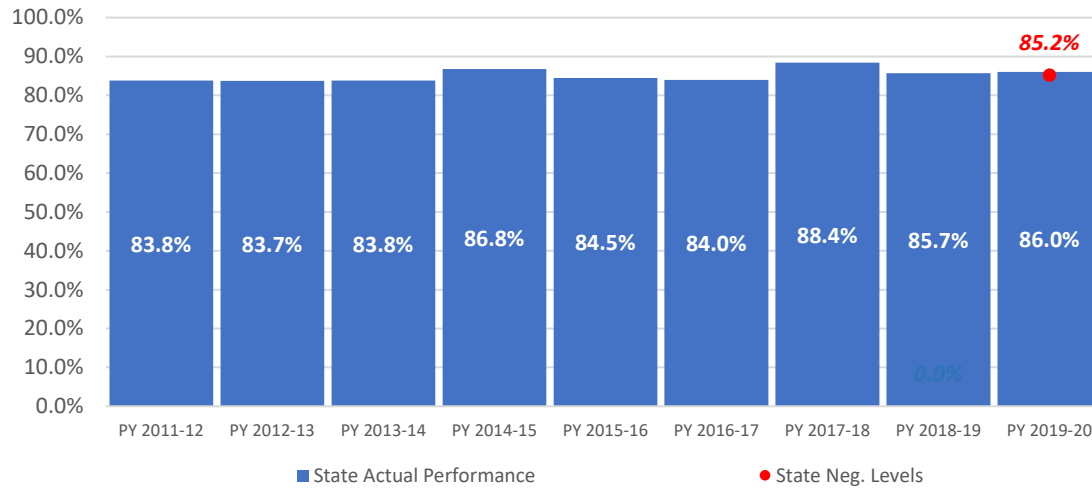
The Measurable Skill Gains indicator is used to measure interim progress of participants who are enrolled in education or training services for a specified reporting period. Therefore, it is not an exit-based measure. Instead, it is intended to capture important progressions through pathways that offer different services based on program purposes and participant needs and can help fulfill the vision for a workforce system that serves a diverse set of individuals with a range of services tailored to individual needs and goals.

WIOA Category:

Adult

WIOA Metric:

Employment Rate (2nd Qtr after exit)



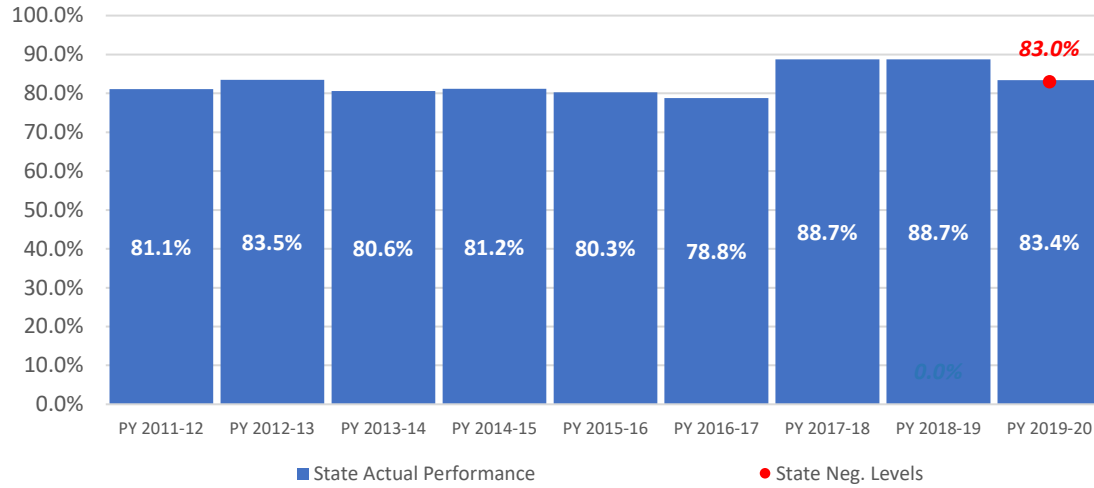
Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	83.8%	14,791
PY 2012-13	83.7%	12,741
PY 2013-14	83.8%	14,391
PY 2014-15	86.8%	13,900
PY 2015-16	84.5%	15,387
PY 2016-17	84.0%	15,214
PY 2017-18	88.4%	13,592
PY 2018-19	85.7%	9,859
PY 2019-20	86.0%	8,978

WIOA Category:

## Dislocated Worker

WIOA Metric:

### Employment Rate (2nd Qtr after exit)



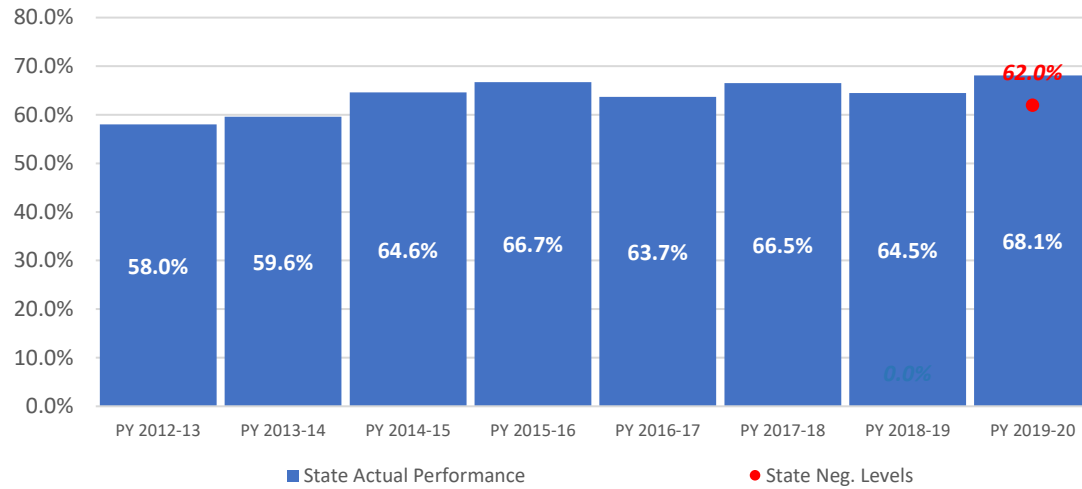
Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	81.1%	8,166
PY 2012-13	83.5%	8,077
PY 2013-14	80.6%	7,393
PY 2014-15	81.2%	6,442
PY 2015-16	80.3%	5,732
PY 2016-17	78.8%	4,777
PY 2017-18	88.7%	3,227
PY 2018-19	88.7%	2,655
PY 2019-20	83.4%	1,955

WIOA Category:

## Wagner-Peyser

WIOA Metric:

### Employment Rate (2nd Qtr after exit)



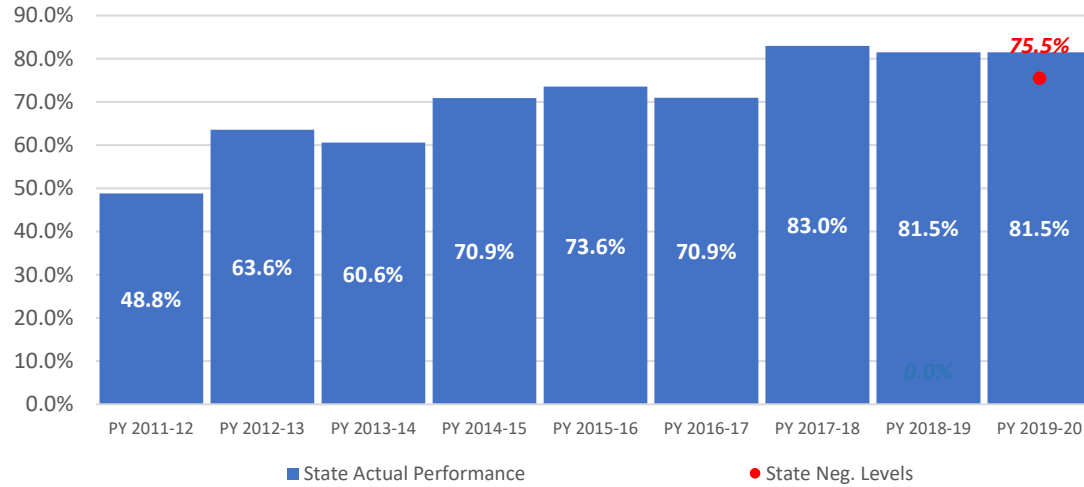
Program Year (PY)	Actual Performance	Participants (n)
PY 2012-13	58.0%	622,978
PY 2013-14	59.6%	702,411
PY 2014-15	64.6%	633,791
PY 2015-16	66.7%	593,729
PY 2016-17	63.7%	556,757
PY 2017-18	66.5%	480,444
PY 2018-19	64.5%	318,974
PY 2019-20	68.1%	204,725

WIOA Category:

## Youth

WIOA Metric:

### Employment Rate (2nd Qtr after exit)



Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	48.8%	5,455
PY 2012-13	63.6%	4,931
PY 2013-14	60.6%	5,896
PY 2014-15	70.9%	4,881
PY 2015-16	73.6%	6,688
PY 2016-17	70.9%	6,571
PY 2017-18	83.0%	3,871
PY 2018-19	81.5%	4,544
PY 2019-20	81.5%	3,508

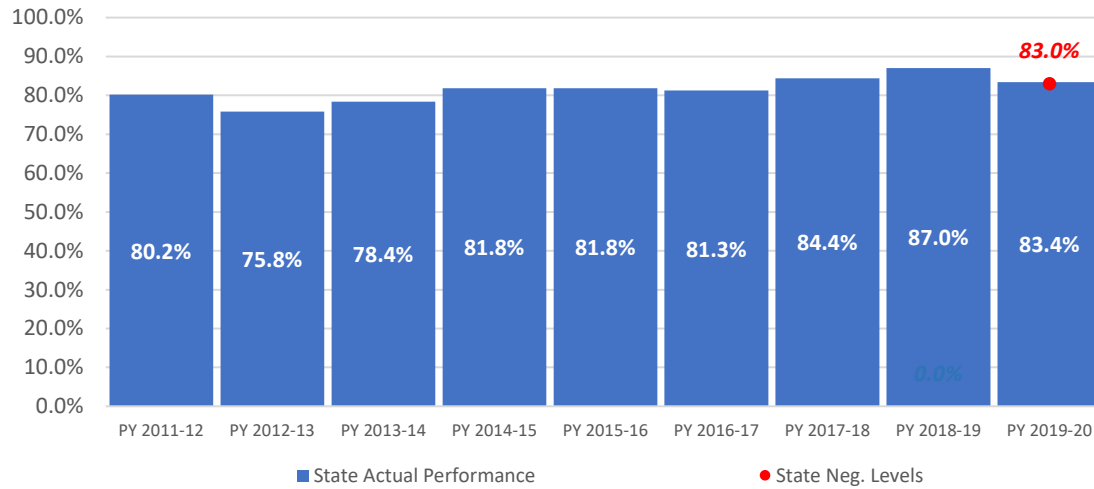


WIOA Category:

Adult

WIOA Metric:

Employment Rate (4th Qtr after exit)



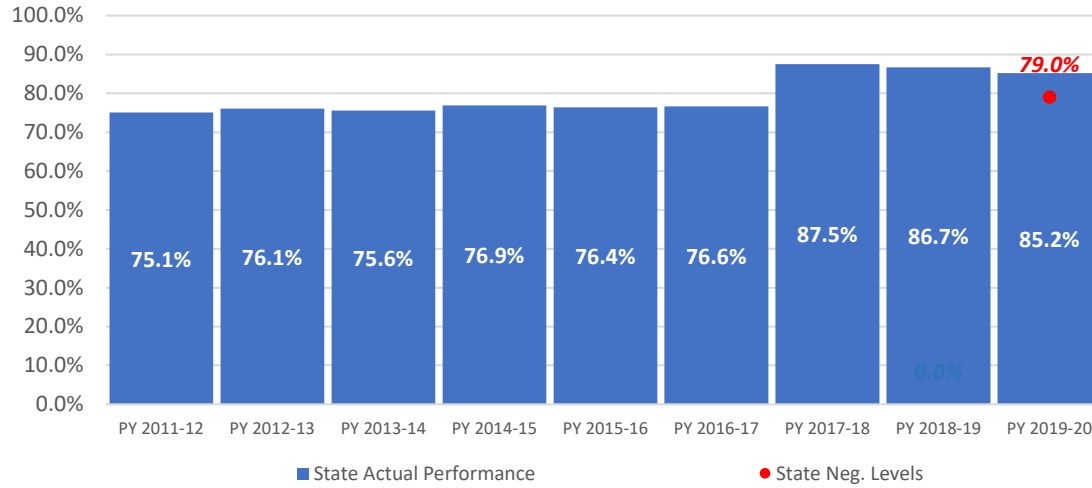
Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	80.2%	16,571
PY 2012-13	75.8%	13,802
PY 2013-14	78.4%	13,422
PY 2014-15	81.8%	14,364
PY 2015-16	81.8%	13,920
PY 2016-17	81.3%	15,630
PY 2017-18	84.4%	6,361
PY 2018-19	87.0%	11,544
PY 2019-20	83.4%	9,643

WIOA Category:

## Dislocated Worker

WIOA Metric:

### Employment Rate (4th Qtr after exit)



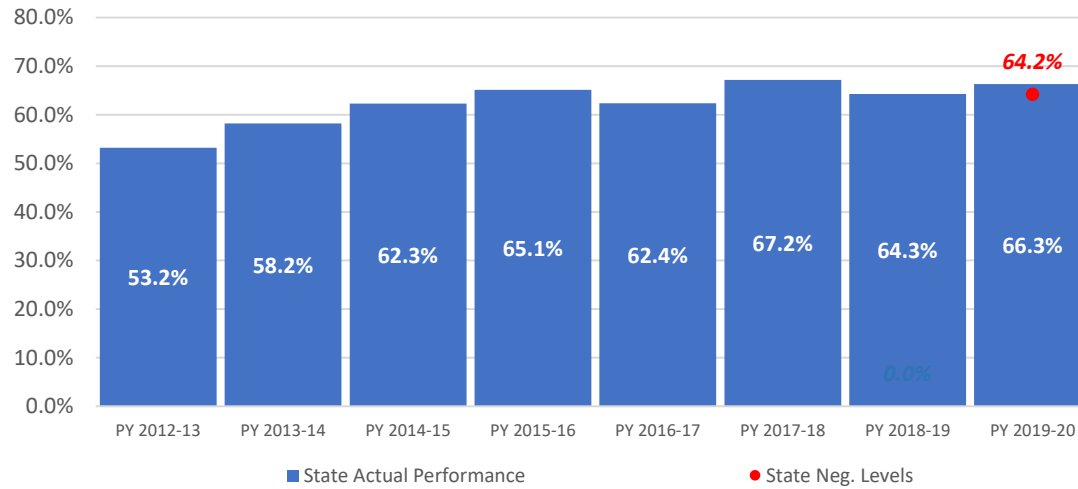
Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	75.1%	6,704
PY 2012-13	76.1%	8,878
PY 2013-14	75.6%	7,620
PY 2014-15	76.9%	6,883
PY 2015-16	76.4%	6,015
PY 2016-17	76.6%	5,262
PY 2017-18	87.5%	1,572
PY 2018-19	86.7%	3,088
PY 2019-20	85.2%	2,147

WIOA Category:

## Wagner-Peyser

WIOA Metric:

### Employment Rate (4th Qtr after exit)



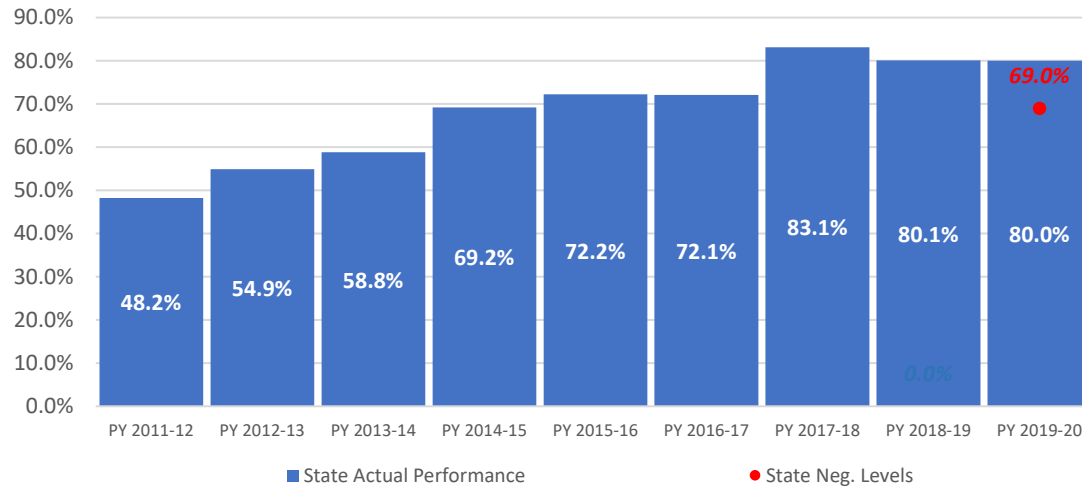
Program Year (PY)	Actual Performance	Participants (n)
PY 2012-13	53.2%	595,192
PY 2013-14	58.2%	695,674
PY 2014-15	62.3%	671,551
PY 2015-16	65.1%	598,928
PY 2016-17	62.4%	556,282
PY 2017-18	67.2%	230,646
PY 2018-19	64.3%	433,900
PY 2019-20	66.3%	247,442

WIOA Category:

## Youth

WIOA Metric:

### Employment Rate (4th Qtr after exit)



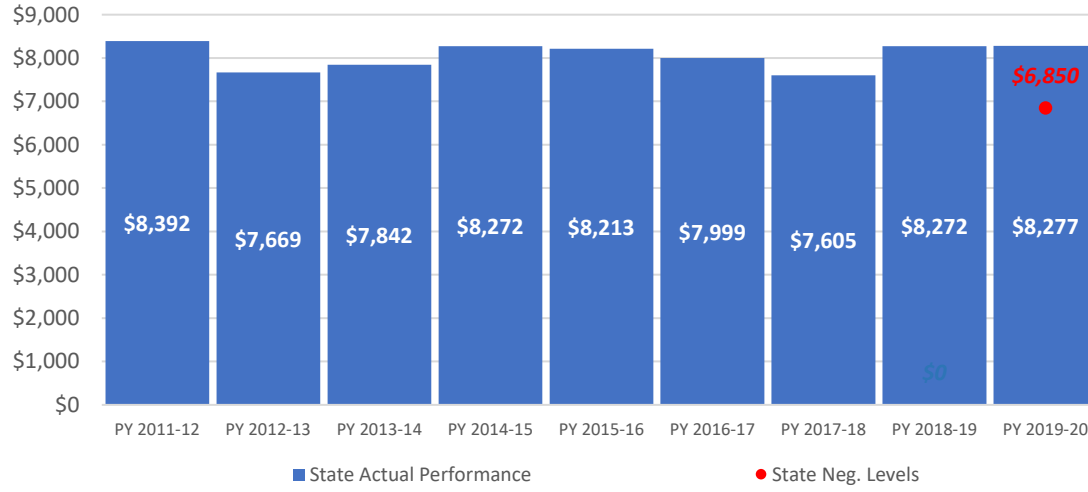
Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	48.2%	5,359
PY 2012-13	54.9%	4,908
PY 2013-14	58.8%	5,729
PY 2014-15	69.2%	5,245
PY 2015-16	72.2%	5,156
PY 2016-17	72.1%	6,709
PY 2017-18	83.1%	1,847
PY 2018-19	80.1%	4,250
PY 2019-20	80.0%	3,997

WIOA Category:

Adult

WIOA Metric:

Median Earnings (2nd Qtr after exit)

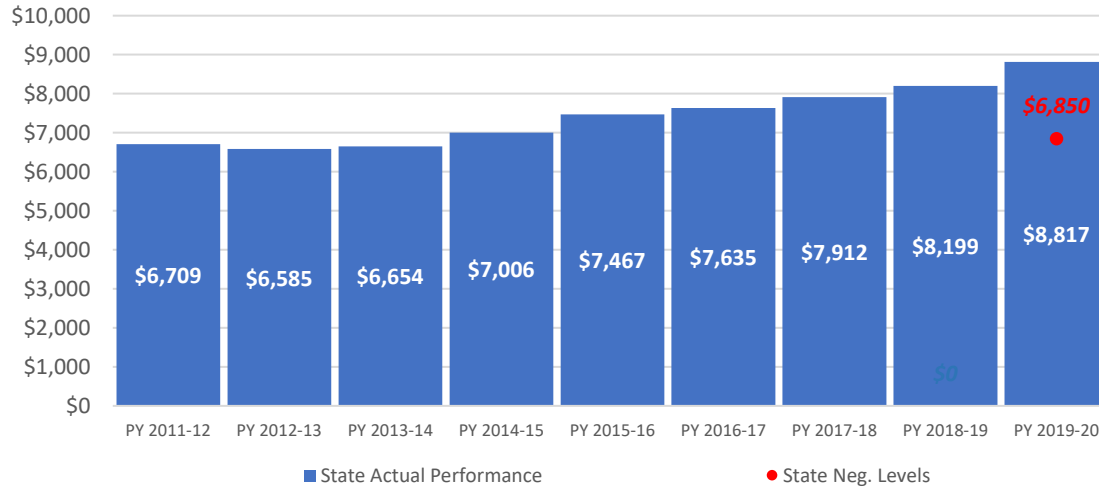


Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	\$8,392	12,132
PY 2012-13	\$7,669	10,028
PY 2013-14	\$7,842	11,633
PY 2014-15	\$8,272	11,664
PY 2015-16	\$8,213	12,541
PY 2016-17	\$7,999	8,385
PY 2017-18	\$7,605	12,065
PY 2018-19	\$8,272	8,453
PY 2019-20	\$8,277	8,978

WIOA Category:

WIOA Metric:

## Dislocated Worker Median Earnings (2nd Qtr after exit)



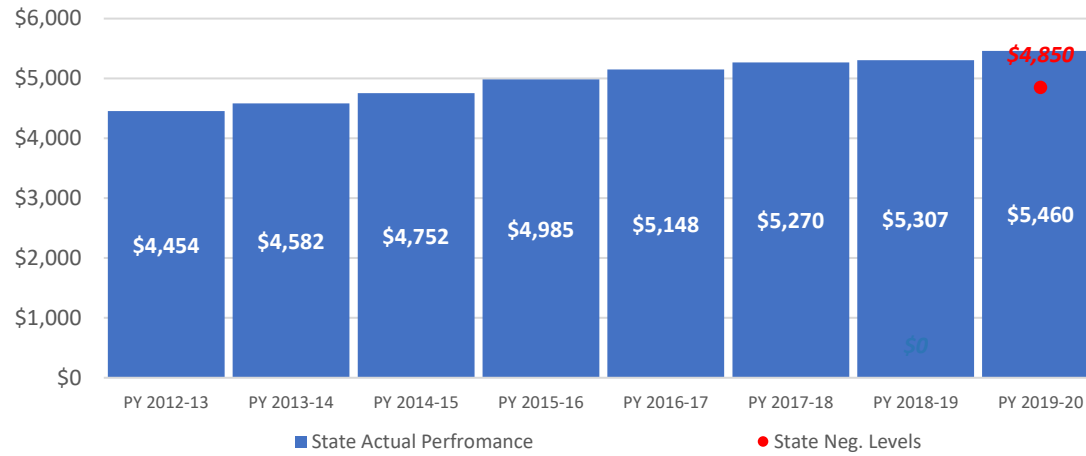
Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	\$6,709	6,408
PY 2012-13	\$6,585	6,496
PY 2013-14	\$6,654	5,674
PY 2014-15	\$7,006	4,965
PY 2015-16	\$7,467	4,401
PY 2016-17	\$7,635	2,348
PY 2017-18	\$7,912	2,861
PY 2018-19	\$8,199	2,354
PY 2019-20	\$8,817	1,955

WIOA Category:

## Wagner-Peyser

WIOA Metric:

### Median Earnings (2nd Qtr after exit)



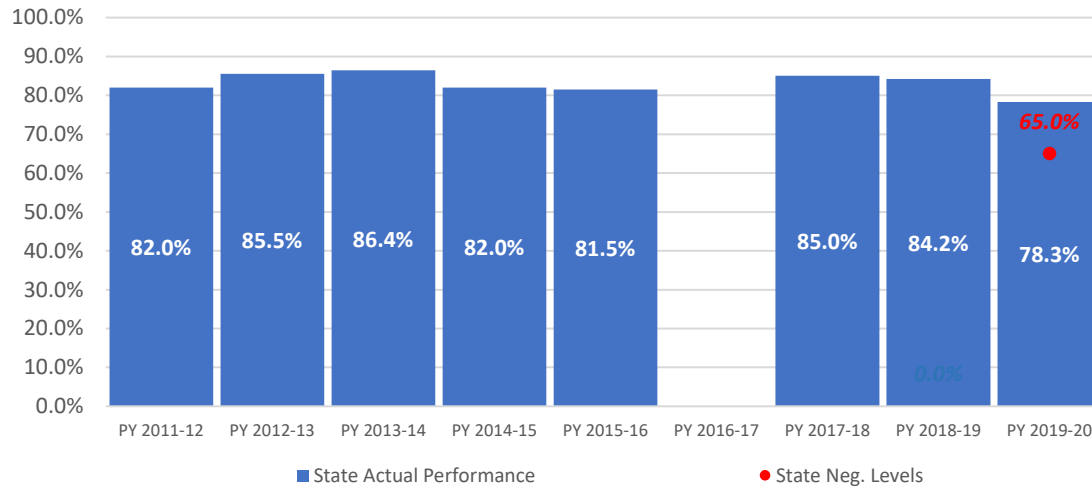
Program Year (PY)	Actual Performance	Participants (n)
PY 2012-13	\$4,454	337,075
PY 2013-14	\$4,582	418,960
PY 2014-15	\$4,752	409,628
PY 2015-16	\$4,985	396,175
PY 2016-17	\$5,148	363,830
PY 2017-18	\$5,270	319,675
PY 2018-19	\$5,307	210,397
PY 2019-20	\$5,460	204,725

WIOA Category:

Adult

WIOA Metric:

Credential Attainment Rate



Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	82.0%	10,525
PY 2012-13	85.5%	9,012
PY 2013-14	86.4%	10,912
PY 2014-15	82.0%	11,437
PY 2015-16	81.5%	12,054
PY 2016-17	*	*
PY 2017-18	85.0%	2,325
PY 2018-19	84.2%	4,945
PY 2019-20	78.3%	4,857

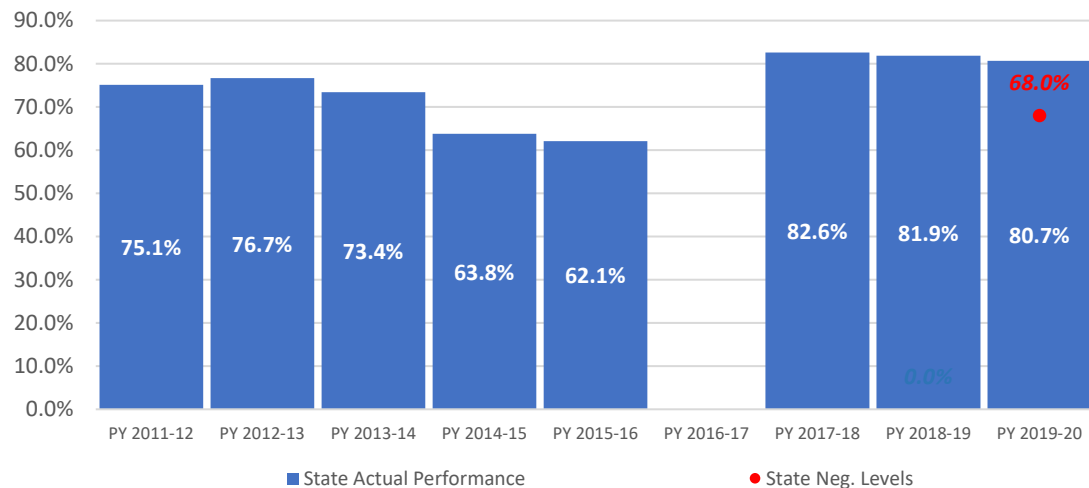
\* PY 2016-17 WIOA Credential Attainment Rate baseline data collection period. Target not set and performance not reported due to WIA reporting requirements ending June 30, 2016. PY 2017-18 WIOA Credential Attainment Rate target not set due to this being a baseline data collection period.



WIOA Category:

## Dislocated Worker Credential Attainment Rate

WIOA Metric:



Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	75.1%	6,595
PY 2012-13	76.7%	5,667
PY 2013-14	73.4%	5,879
PY 2014-15	63.8%	4,932
PY 2015-16	62.1%	3,983
PY 2016-17	*	*
PY 2017-18	82.6%	625
PY 2018-19	81.9%	1,319
PY 2019-20	80.7%	1,081

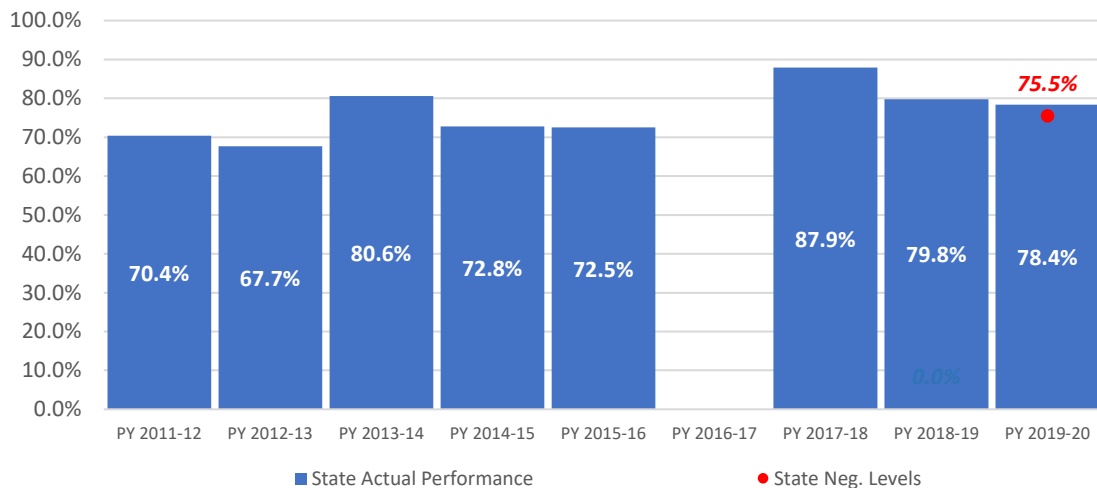
\* PY 2016-17 WIOA Credential Attainment Rate baseline data collection period. Target not set and performance not reported due to WIA reporting requirements ending June 30, 2016. PY 2017-18 WIOA Credential Attainment Rate target not set due to this being a baseline data collection period.

WIOA Category:

## Youth

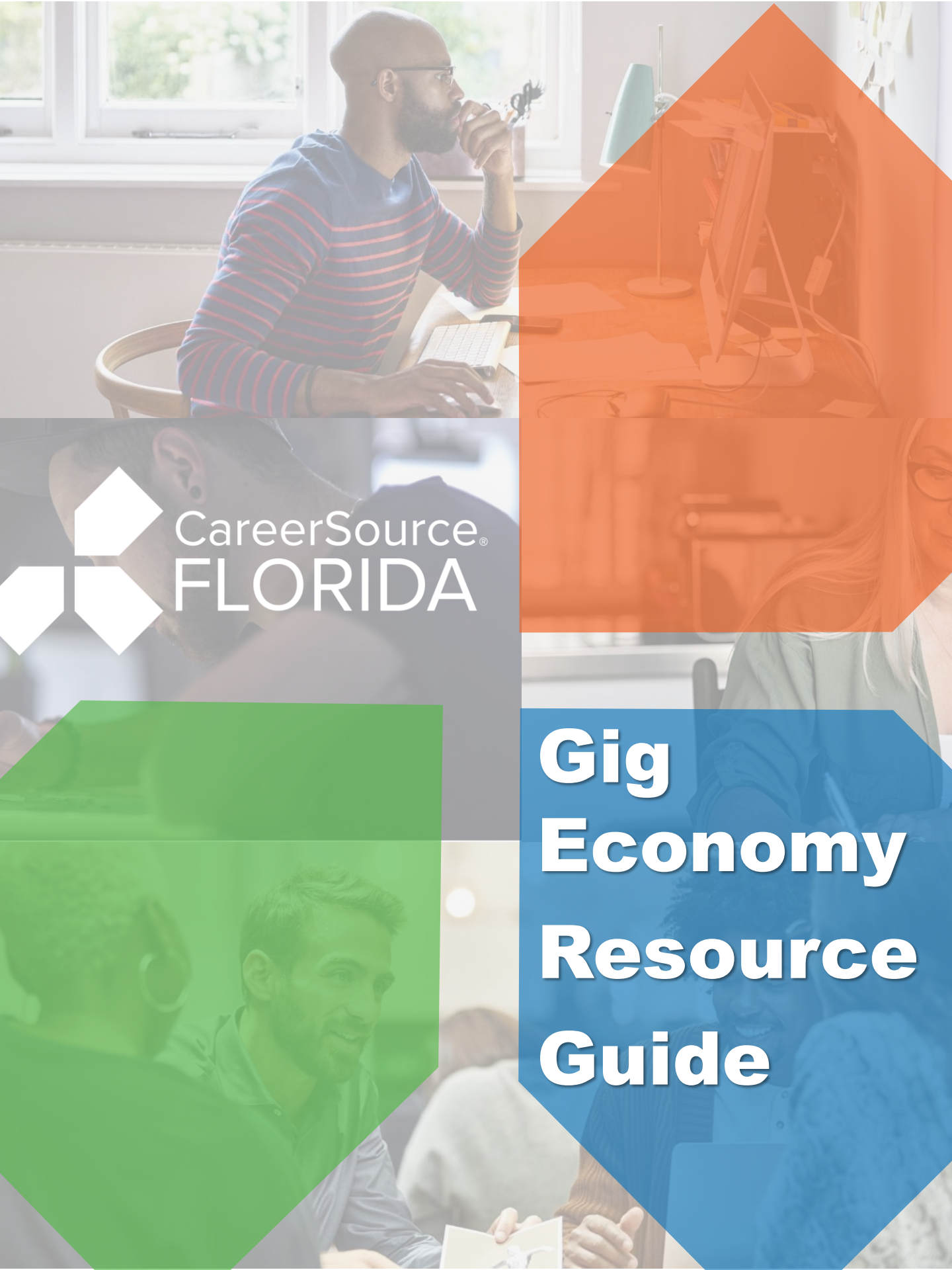
WIOA Metric:

## Credential Attainment Rate



Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	70.4%	5,205
PY 2012-13	67.7%	4,595
PY 2013-14	80.6%	5,271
PY 2014-15	72.8%	4,398
PY 2015-16	72.5%	6,345
PY 2016-17	*	*
PY 2017-18	87.9%	1,695
PY 2018-19	79.8%	3,581
PY 2019-20	78.4%	3,580

\* PY 2016-17 WIOA Credential Attainment Rate baseline data collection period. Target not set and performance not reported due to WIA reporting requirements ending June 30, 2016. PY 2017-18 WIOA Credential Attainment Rate target not set due to this being a baseline data collection period.



CareerSource<sup>®</sup>  
**FLORIDA**

# **Gig Economy Resource Guide**

# Gig Economy Resource Guide

**Is Gig Work for You?**

**What is the Gig Economy?**

**What do Gig Workers Do?**

**Frequently Asked Questions**

**Find Your Local Team**

**Learn More About:**

- **Skills-Building and Continuing Education**
- **Employment**
- **Gig Success**
- **Entrepreneurial**

**Other Links and Resources**

- **Vocational Resources**
- **Veteran Resources**

**Employ Florida Registration**

# Is Gig Work for You?

This guide is intended to provide a comprehensive overview of resources available to Florida's gig workers and businesses engaged in the gig economy. This resource guide provides quick access to state and national workforce, education and entrepreneurial resources for gig workers and provides information and links to answer frequently asked questions.



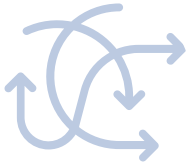
# Why Gig Work?

People decide to participate in the gig economy for a variety of reasons. Surveys indicate some common motives including flexibility, freedom, independence, career opportunities, earnings potential and upward mobility of these types of work arrangements.



## **Independence**

Freedom to pursue self-directed work.



## **Flexibility**

Ability to set work hours, location, tasks and time commitment.



## **Interest**

Can leverage personal interests, such as creative pursuits, to earn income.

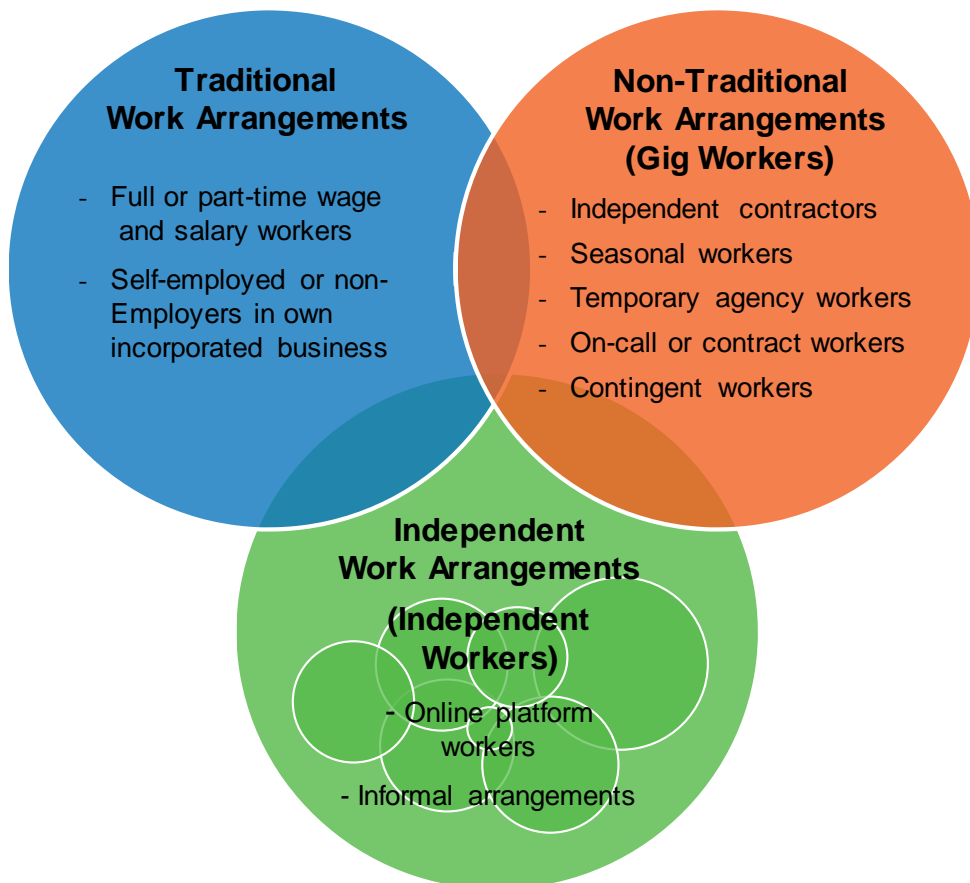


## **Income**

Ability to earn income and/or supplement regular earnings.

# What is the “Gig Economy”?

The terms gig, sharing or online economy all describe temporary work arranged through online marketplaces and platforms. Instead of being paid a regular salary, gig workers are paid by the gig on an on-demand basis. The diagram below offers some examples of traditional, gig and independent work.



# Common Gig Terms

There are many interrelated terms used to describe employment arrangements and worker types. The glossary below will help you understand some common terms.

- **Alternative Employment Arrangements** – Typically temporary; includes independent contractors as well as on-call workers, temporary agency and contract firm workers.
- **Contingent Workers** – Workers in temporary and or non-standard work arrangements and do not expect their jobs to last.
- **Contract Workers** – Workers employed by a company, usually as an employee, that provides them or their services to other entities. Often assigned only one customer and usually work at the customer's worksite.
- **Electronically Mediated Employment** – Employment found through mobile apps that connect workers with customers and arrange payment for tasks.
- **Employee** – Work arrangement defined by the IRS and used to classify workers under Federal employment law.
- **Full-Time Worker** – Workers with 35 hours or more of paid work per week.
- **Gig Economy** – Also referred to as online or sharing economy; grew from technology-enabled job marketplaces, including leasing, renting and selling arrangements between individuals and/or businesses.
- **On-Call Workers** – Workers asked to work only as needed, although they may be scheduled to work for several days or weeks in a row. Typically wage-based but are considered employees of the contracting businesses.
- **Part-Time Worker** – Workers who usually work less than 35 hours per week.
- **Self Employed, Incorporated** – Self-employed individuals who establish a business corporation or entity.
- **Self Employed or Sole Proprietor, Unincorporated** - An unincorporated business owned and run by an individual with no distinction between the business and the owner. The owner is entitled to all profits and is responsible for all business's debts, losses and liabilities.
- **Sharing Economy** – Broad term used to describe economic activity based on acquiring, providing or sharing access to goods and services through online platforms.
- **Temporary Help Agency Workers** – Workers who are paid by a third-party intermediary. These workers are considered employees of the third-party agency rather than independent contractors. Jobs may or may not be temporary.
- **Wage Employee** – Workers paid a fixed pay rate per hour based on an employment contract.



# What Do Gig Workers Do?

Gig work represents many non-traditional jobs that have existed for decades. More recently, traditional freelance work has grown from creative occupations into a wide range of professional, technical, business, hospitality and individual consumer services. This growth has been enabled through online platforms that directly connect workers seeking gigs to individuals and businesses.

Today, common gig jobs include professional and business services, transportation and information industries. Industries such as education and health also show significant independent work opportunities. Other common occupations for gig workers include:

- Graphics and Design
- Digital Marketing
- Programming and Coding
- Software Development
- Engineering and Architecture
- Writing and Translating
- Business and Administrative Support
- Customer Service
- Finance and Accounting
- Legal

# Are You a Gig Worker?

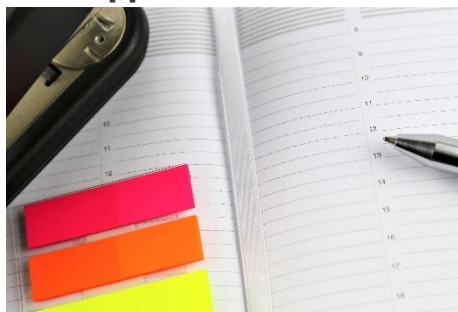
Do you work side jobs to supplement your regular income? Do you do work for which you do not receive a 1099 form? It's possible that you are already a gig worker.

Gig work encompasses many types of work arrangements and industries. The graphic below depicts some common gig worker types. Workers may fall into one or more of these categories and may move across categories based on changes in finances, work-life situations and other factors.

**The Subscriber**



**The Supplementer**



**The Alternative**



**The Enthusiast**



**The Temporary**

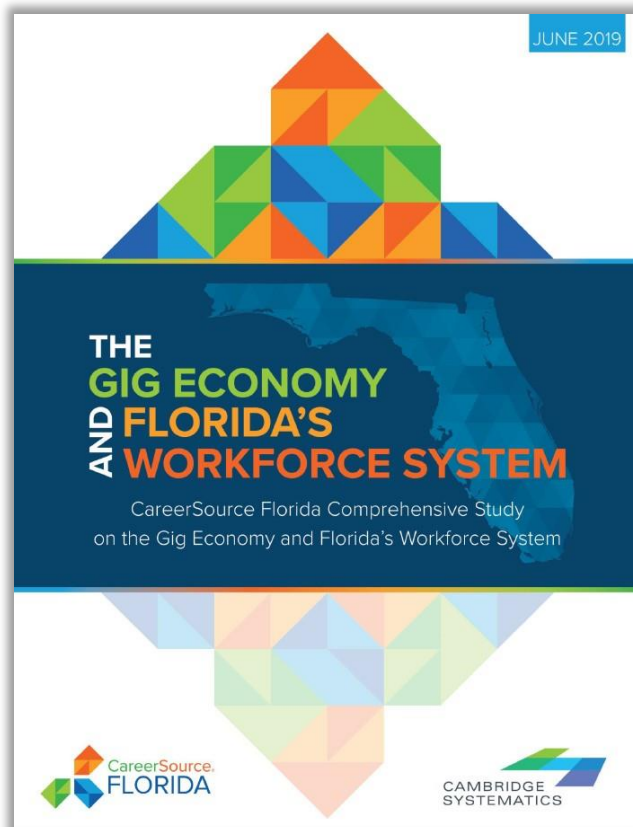


**The Retiree**



# Want to Learn More?

In 2019, CareerSource Florida released its *Study on the Gig Economy and Florida's Workforce System*. This report summarized national research and data on the gig economy, gathers Florida-specific data and trends and engaged state workforce, education, economic development and business partners in discussions about the future of work and entrepreneurship in Florida. Click on the image below to read the full report on Florida's gig economy and the potential workforce, education and economic development implications for Florida.



# Frequently Asked Questions

## Skills-building and Continuing Education

- [Where can I find resources to build my skills?](#)
- [What licenses do I need?](#)
- [What credentials or certifications do I need?](#)

## Finding Employment

- [What type of gig work is right for me?](#)
- [How do I find gig work?](#)
- [How do I find opportunities for non-gig work?](#)
- [Are there specific employment resources for people with disabilities?](#)
- [Where can I find resources for veterans, migrant workers or military families?](#)

## Operating as a Gig Worker

- [How do I market myself as a gig worker?](#)
- [What do I need to know about paying taxes?](#)
- [What type of insurance do I need?](#)
- [How do I ensure that my client pays me for my work?](#)
- [What are the protections for gig workers from harassment and discrimination?](#)

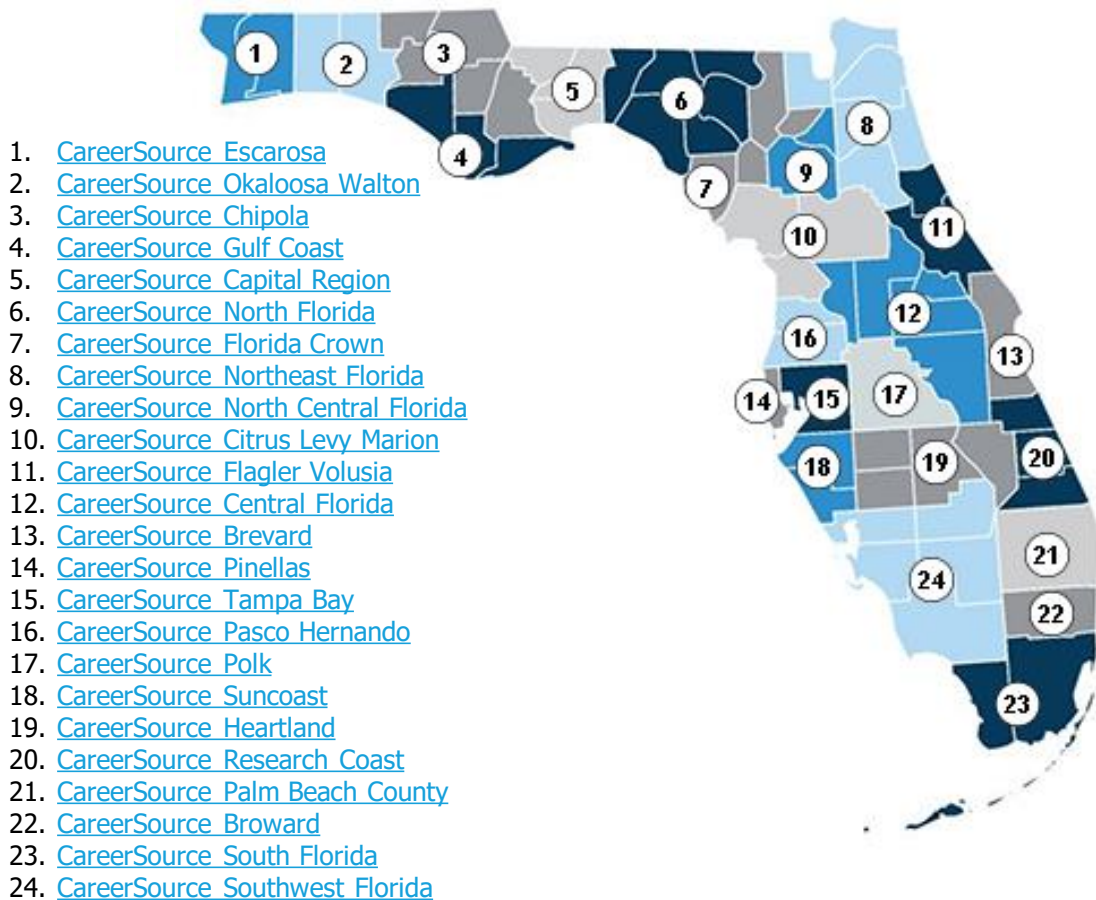
## Entrepreneurship Resources

- [How do I get a business loan or start-up capital?](#)
- [How do I start or grow my business?](#)
- [How do I find, hire and pay gig workers?](#)
- [What resources are available for minority, women, or veteran-owned businesses and entrepreneurs?](#)

# Find Your Local Team

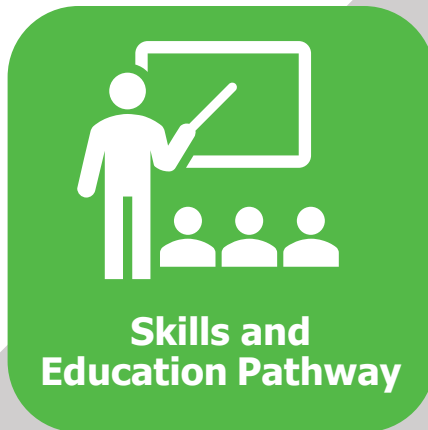
The 24 CareerSource Florida [Local Workforce Development Boards](#) throughout the state offer resources and programs to assist individuals with job searches, career development and training. The CareerSource Florida network also supports employers online, by phone and by appointment as available.

## Career Source Florida Network



# What Interests You?

Follow any of the four pathways below to find answers to frequently asked questions, information about starting a career, building a business, gig work success and links to valuable online resources.



# Skills-Building Pathway



Many of Florida's gig workers are looking to build the skills or acquire the credentials needed to begin or advance careers. These pages provide resources that will allow you to determine the industry-specific training that is right for you, make decisions about licenses and eligible training and learn more about continuing education available in Florida.





# Skills-Building Pathway



## Your Questions Answered

### *Where can I find resources to build my skills?*

[Employ Florida's education and training page](#) allows users to search for training providers and schools, training and education programs and explore free online learning options. It also provides features to help users evaluate the cost of programs through a budget feature and search for scholarships.

[Local workforce development boards](#) are another good place to start. There are 24 locally-managed CareerSource Florida boards around the state that oversee over 100 career centers. Among other services, these centers offer assistance in job training and education.

The Florida Department of Education [Career and Adult Education page](#) includes information about apprenticeship programs, postsecondary institutions and career planning tools.

### *What credentials or certifications do I need?*

Unlike licenses, credentials and certifications are typically not a legal requirement to work in an occupation. Instead, credentials document the ability to perform in a certifiable career field and validate professional knowledge and skills. The [Florida DOE Career and Technical Education](#) page provides resources within 17 career clusters. Provided under each career cluster are links to curriculum frameworks, important industry events and organizations and certification requirements. The Department's broader [Career and Adult Education](#) page offers information about apprenticeship programs, an inventory of postsecondary institutions, district technical centers and career planning tools.



# Skills-Building Pathway



## Your Questions Answered

### *What licenses do I need?*

Certain trades require professional or vocational licenses. Obtaining an occupational license typically requires some level of education and/or training, may involve an exam or require experience in the field and will likely require a fee. For example, physical therapists, interior designers, detectives, cosmetologists, barbers, architects and massage therapists require licensing in Florida.

The [Florida Department of Business and Professional Regulation](#) maintains a list of occupations that require a state license. Through this portal, users may view information on licensing requirements, check the status of an existing application, apply using a printable application or access the online application system for specific businesses or professions. The website also allows users to search for DBPR-approved courses that satisfy a profession's continuing education requirements.

In addition to state licensing, you may need to get a local business license, either from the county or city in which your business is located or both. Almost all Florida counties require businesses to obtain a license before doing business, even for self-employed, home-based operations. This general business license is called a business tax receipt and is obtained by registering with the county tax collector. You can find links to all Florida county tax collectors at the [Florida Department of Revenue](#) website. Many cities in Florida require businesses to obtain a local city business tax receipt in addition to the county business tax receipt. You will need to check with your local government to determine if a business tax receipt is required.

The [OpenMyFloridaBusiness](#) website provides information and resources about steps to take to register a business, apply for a license and learn more about assistance from the Department of Economic Opportunity.

# Skills-Building Pathway



*I want to build my skills or learn new skills.*



## [Employ Florida Education and Training](#)

This page allows you to search for training providers and schools, training and education programs, and explore free online learning options. It can also help you evaluate the cost of programs through a budget feature, search for scholarships, and access labor market information that could inform your career choices.



## [Apprentice Florida](#)

This partnership between the Florida Department of Education, the Florida Department of Economic Opportunity and CareerSource Florida provides opportunities to get on-the-job training and earn credentials – all while being paid. Apprenticeships are designed by and for employers with a specialized focus on the unique needs of a specific job.



## [Florida State College System](#)

The 28-member Florida College System is the primary access point to higher education for Floridians. On the Florida Department of Education portal, you can browse colleges in Florida near you. Many colleges also offer online coursework that you can utilize to build your skills.

# Employment Pathway



Whether you are looking for employment in the gig economy or are currently a gig worker looking to move into traditional employment, finding a job can be a challenging process. This involves determining the specific training and education required for certain positions, crafting a resume and cover letter, researching jobs and industries in your area and preparing for interviews. The following websites may help connect you with available resources and information.



# Employment Pathway



## Your Questions Answered

### *What type of gig work is right for me?*

Different types of gig work may be a better fit depending upon local opportunities, schedule flexibility, earnings, benefits, required skills, workplace environment and other variables. To determine the best fit, it may be helpful to better understand the local labor market. More information is available on [Florida's Research and Economic Information Database Application](#) (FREIDA) and the [Employ Florida Labor Market Services](#). In addition to employment statistics, both portals offer labor market data and occupational and industry projections that will allow users to better understand prospects based on the local economy and jobs.

It is important to understand the nature of different types of gig work. [Nation 1099](#) offers career guides for different types of freelance work, including copywriter, web developer, management consultant and graphic designer. These guides offer an overview of the type of work and tips for getting started. Nation 1099 [maintains a list](#) of websites for finding gig work.

Learn about the types of gig work you can get started on right away versus those that may require further education or training. You can visit the [Florida Department of Business and Professional Regulation](#) or [this toolkit's FAQ section](#) to learn more about occupations requiring a license.

# Employment Pathway



## Your Questions Answered

### *How do I find gig work?*

One way to find work is to visit one of the websites designed to connect gig workers with clients. Nation 1099 [maintains a list](#) of websites for finding gig work. The nature of these platforms varies widely. Some sites are targeted towards specific types of freelance work, such as graphic design, and are intended mostly as a platform to showcase work. They may also include a vetting process to be listed on the site, a monthly membership fee, or a structure that involves “bidding” on work that has been posted by clients. The platform(s) you choose will be determined by the type of gig work that most interests you. For many types of gig work, developing a robust professional network is crucial for maintaining a steady flow of work. Networking will help you establish a group of people who know about and will recommend your work to others. Networking will also help you find out about and pursue new opportunities for work. A network often includes clients, collaborators, mentors, vendors, and other referral sources. The Freelancer’s Union offers members a [guide on networking](#).

### *How do I find opportunities for non-gig work?*

Your [Local Workforce Boards](#), [Employ Florida Job Seeker Services](#), and the [Florida Department of Economic Opportunity Workforce Programs List](#) are designed to help you tailor your job search and connect you with the skills and resources you need to be hired. There are also programs designed for specific jobseeker types, including the Military Family Employment Advocacy Program, the Veterans Employment Program, Migrant and Seasonal Farmworker Services, and an Eligible Training Provider List.

# Employment Pathway



## Your Questions Answered

### *Are there specific employment resources for job seekers with disabilities?*

Yes! The [Florida AbilitiesWork portal](#) is an online resource designed to help match job seekers with disabilities with employment opportunities. Abilities Work offers a complete set of employment tools including resources for support services to assist employers and job seekers with disabilities in navigating the disability support system. The [Employ Florida Disability Services](#) page offers links to additional national and community-level resources for jobseekers with disabilities.

### *Where can I find resources for veterans, migrant workers, or military families?*

There are programs designed for certain groups of job seekers, including the Military Family Employment Advocacy Program, the Veterans Employment Program and Migrant and Seasonal Farmworker Services. The [Florida Department of Economic Opportunity Workforce Programs List](#) provides a comprehensive list of programs designed for these groups. Additional information about veterans' services is available on the [Employ Florida portal](#).

# Employment Pathway



## [Local Workforce Development Boards](#)

There are 24 CareerSource Florida local workforce development boards that oversee nearly 100 career centers. These career centers offer job training, education, employment services and services to businesses designed to connect employers with talent and job seekers with employment and career development opportunities. After determining your local workforce board, you can reach out for support in your job search, career development and training.



## [Employ Florida Job Seeker Services](#)

Employ Florida offers a wide range of resources for job seekers, including reemployment assistance, education and training portals and job searches. A career explorer helps job seekers identify potential career paths, research employers, find job openings, sign up for virtual recruiting and access help in creating a resume and cover letter.



## [Florida Department of Economic Opportunity Workforce Programs List](#)

This page provides information about DEO workforce programs and services. The website includes resources designed for specific job seeker types and links to the Military Family Employment Advocacy Program, the Veterans' Employment Program and Migrant and Seasonal Farmworker Services and an Eligible Training Provider List.





# Gig Success Pathway



Gig work may require workers to learn about taxes, insurance, bookkeeping and legal issues. Fortunately, there are numerous resources designed to provide gig workers with relevant information. These pages provide answers to frequently asked questions and websites to help workers access marketing, financial and other available resources.





# Gig Success Pathway



## Your Questions Answered

### *How do I market myself as a gig worker?*

Networking is an important tool to gain reliable clients and collaborators. Nation 1099 offers [several resources](#) to help its members find clients and develop a brand. The Freelancers' Union offers its members a [guide on networking](#). It may be helpful to visit one of the many websites designed to connect gig workers with clients. By browsing the type of work and qualifications desired by clients, as well as the types of skills and content other workers are advertising, gig workers will be able to better understand how to present unique skill sets. Nation 1099 [maintains a list](#) of many of these sites.

### *What do I need to know about paying taxes?*

Gig workers must report income earned annually on tax returns, even if only working part time, paid in cash or in kind, or if the income is not reported on an information return form (such as the Form 1099-K or W-2). The [IRS Gig Economy Tax Center](#) is an excellent resource for getting started on understanding what is required as a gig worker or as an employer of gig workers. Cited under the IRS' Small Business and Self-Employed resources center, this page provides detailed instructions about paying taxes on gig work, including keeping records, paying estimated tax and filing a tax return. The Freelancers' Union also offers a [tax guide](#) for freelancers that details key dates and deadlines, exemptions, deductions and credits relevant to freelancers and options for retirement savings.

# Gig Success Pathway



## Your Questions Answered

### *What type of insurance do I need?*

In general, gig workers should consider purchasing the following types of insurance: health, disability, general or professional liability and life. Liability may be the least familiar to most but is an important consideration for independent workers. Depending on the type of work, some clients may require gig workers to carry professional liability insurance, which protects freelancers and their businesses from shouldering the financial burden of mistakes or accidents. This insurance covers legal fees and other court costs as well as settlements and court judgements. Freelancers Union's [Freelance 101](#) page offers explanations for each type of insurance on their website and offers its own health, disability, and liability insurance options to members.

### *How do I ensure I am paid for my work?*

Contracts establish a shared set of expectations with a client. Understanding how to write and interpret a contract is crucial for independent workers. Freelancers' Union offers a [Contract Builder](#) that allows you to customize a template to fit your needs. In the case of persistent client nonpayment, it may be necessary to send a collection notice to the client or file a claim in small claims court. Freelancers Union also provides a [template for this notice](#) as well as other information on client nonpayment in its [Freelancer's Guide to Getting Paid on Time](#).

# Gig Success Pathway



## Your Questions Answered

### ***What are the protections for gig workers from harassment and discrimination?***

Some gig workers are categorized by employers as contractors. Independent contractors are not afforded the same protections as full-time employees under significant U.S. labor legislation such as the Civil Rights Act of 1964 and the Fair Labor Standards Act of 1938 and others. These regulations provide protections for employees against discrimination in the workplace and unfair labor practices by employers. Many cities and states have passed additional laws codifying the rights of gig workers and protection from discrimination and harassment. For example, in 2020 both New York state and New York City clarified in their respective human rights laws that antidiscrimination provisions protect contractors, subcontractors, vendors, consultants and temporary workers.

# Gig Success Pathway



*I would like assistance in operating as a gig worker.*



## [IRS Gig Economy Tax Center](#)

Cited under the Small Business and Self-Employed resources center, this page provides tax information for gig workers and those operating digital platforms and businesses. It provides detailed instructions about paying taxes on gig work, recordkeeping, paying estimated tax and filing a tax return. It also includes a [video portal](#) with helpful content for small businesses.



## [Nation 1099](#)

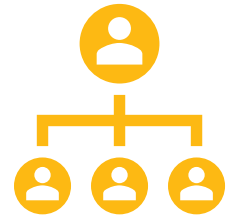
Nation 1099 is an online community to support independent workers. Though some content is available only to members, there are many useful and publicly accessible tools and resources. Among them are toolkits offering advice on mobile applications and instructional reading material, repositories of job boards, and articles on topics such as rate setting and branding.



## [Freelancers Union](#)

Freelancers Union is a non-profit organization that provides information, engages in advocacy on behalf of members and offers insurance plans. The organization's website offers financial tools, legal information and a Freelancing 101 guide that walks users through health insurance, tax, contracts, networking and other key areas relevant to independent or gig work.

# Entrepreneurial Pathway



Whether you are a self-employed gig worker or a small business owner who employs gig workers, the following pages provide answers to frequently asked questions and resources that help you manage and grow your business. Information includes details about programs for growing businesses, loan providers, incubators and accelerators and licensing requirements.



# Entrepreneurial Pathway



## Your Questions Answered

### *How do I get a business loan or start-up capital?*

A good place to start is the [Florida Small Business Development Center Network](#). SBDCs have access to robust databases, business research resources and knowledgeable experts who can help you apply for loans or start-up capital. The Florida SBDC's [New Business page](#) will help you connect with resources geared toward the early stages of the business cycle.

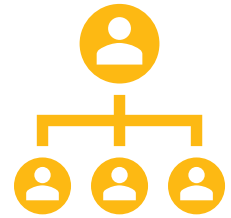
There are several loan programs geared toward specific types of business owners. Florida DEO's [Black Business Loan Program](#) (BBLP), for example, offers alternative lending solutions to Florida-based, black-owned small businesses. The [resource list](#) in this section provides additional information on similar targeted programs.

### *How do I start or grow my business?*

In addition to the Florida SBDC's [New Business](#) page, [SCORE](#) is another useful resource. SCORE is a nationwide free business mentoring and education with [59 chapters](#) across Florida. SCORE mentors are available to work remotely via phone, email and video and help thousands of entrepreneurs start and grow their small businesses every year. Both Florida's SBDC Network and SCORE are designed to connect entrepreneurs with resources geared towards the early stages of the business cycle.

Depending on industry, some jobs may need require a professional or vocational license. Read more about licenses and certifications in [this toolkit](#) or on [this list](#) maintained by the Florida Department of Business and Professional Regulation.

# Entrepreneurial Pathway



## Your Questions Answered

### *How do I find, hire and pay gig workers?*

[Employ Florida's Employer portal](#) allows users to analyze the labor market, search for candidates, post jobs and set up a virtual recruiter. The Florida Department of Economic Opportunity's [Business Resources page](#) provides information on how to recruit qualified candidates, report new hires, find tax credit and incentive programs and comply with laws relating to required notice and display posters. You may wish to hire workers through one of the many websites or applications designed to connect gig workers with clients. Nation 1099 [maintains a list](#) of platforms for posting and finding gig work.

### *What resources are available for minority, women, or veteran-owned businesses and entrepreneurs?*

The entrepreneur [resource list](#) identifies several resources for minority, women, and veteran-owned businesses. Included are the [Florida Women's Business Center](#), the [Hispanic Business Initiative Fund](#), the [SBA's Office of Native American Affairs](#) and the Florida Department of Economic Opportunity's [Black Business Loan Program](#). This toolkit's [veteran resources](#) section describes some of the veterans resources in Florida, including opportunities training through the Florida Department of Veterans Affairs [Employment Services](#).

The Florida Department of Management Services' Office of Supplier Diversity (OSD) certifies eligible Florida-based veteran, woman and minority-owned small businesses. State Certified Business Enterprises earn first-tier referrals, meaning that when state agencies seek to increase diversity in their eQuotes and purchase orders OSD recommends Certified Business Enterprises. The Florida Department of Veterans Affairs [offers guidance](#) about applying for this designation.

# Entrepreneurial Pathway



*I want help managing or starting a small business that employs gig workers.*



## [Florida Small Business Development Center Network](#)

The Florida SBDC Network offers services for both new and existing businesses. SBDCs have access to robust databases, business research resources, and knowledgeable experts who can help you successfully navigate the obstacles that come with a range of stages of the business life cycle.



## [Florida Virtual Entrepreneur Center](#)

The Florida Virtual Entrepreneur Center is an online directory of agencies that serve entrepreneurs. The site allows users to browse events, resource agencies, and other entrepreneurs by county and city. Includes local chambers of commerce, accelerators, career centers, loan providers, and offices to which owners will need to submit paperwork (business license, for example).

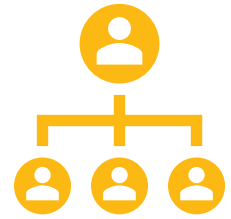


## [FBIA list](#)

Business incubators take many forms, but generally provide mentorship as well as a physical office space to new businesses in order to help that company grow. Florida's Business Incubation Association (FBIA) maintains a list of incubators by region. The website also lists incubator events and several presentations on topics relevant to small businesses.



# Entrepreneurial Pathway



*I want help managing or starting a small business that employs gig workers.*



## [African American Entrepreneurs Association](#)

AAEA is a non-profit organization that seeks to create economic development through entrepreneurship within the African American community. The organization offers education, mentoring, workshops, group economics and microfinancing opportunities.



## [Black Business Loan Program](#)

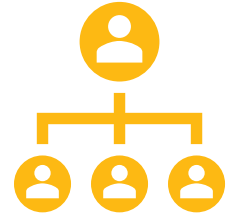
Florida DEO's Black Business Loan Program (BBLP) offers alternative lending solutions to Florida-based, black-owned small businesses by providing short-term loans and technical assistance. Applicants can apply through the [FAMU Federal Credit Union](#) or the [Miami Bayside Foundation](#).



## [Black Business Investment Fund](#)

BBIF is a non-profit, mission-driven Community Development Financial Institution (CDFI) that helps Florida-based businesses obtain loan capital and provides business development training. The fund helps entrepreneurs through the process by providing flexible loan terms and free financial training.

# Entrepreneurial Pathway



*I want help managing or starting a small business that employs gig workers.*



## [Florida Women's Business Center](#)

Florida Women's Business Center offers networking opportunities and other helpful resources for female entrepreneurs, including one-on-one counseling sessions available by appointment. FWBC's parent organization - the TED Center ([www.tedcenter.org](http://www.tedcenter.org)) offers business incubation services and access to state-of-the-art computer technology.



## [Hispanic Business Initiative Fund](#)

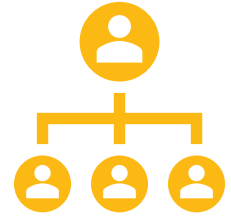
Prospera provides bilingual assistance to Hispanic entrepreneurs who are looking to establish or expand their business in Florida. The organization offers free seminars in Spanish and loan information.



## [Florida State Minority Supplier Development Council](#)

Florida State Minority Supplier Development Council administers programs to support business development and networking for minority business enterprises including technical assistance and capacity-building services, educational resources and events.

# Entrepreneurial Pathway



*I want help managing or starting a small business that employs gig workers.*



U.S. Small Business  
Administration

## [SBA's Office of Native American Affairs](#)

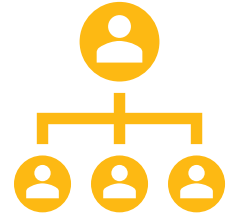
The Office of Native American Affairs promotes and supports Native American entrepreneurs with services including tribal consultations, development and distribution of promotional materials and participation in national economic development conferences. The program provides in-person and online training resource as well as information about lending.



## [National Center for American Indian Enterprise Development](#)

The National Center for American Indian Enterprise Development is a non-profit organization that provides training, advocacy, business development and other resources for Native American entrepreneurs. The organization also holds conferences and trade fairs that aim to advance economic development.

# Entrepreneurial Pathway



*"I want to learn more about what jobs are available and where"*



## [FREIDA](#)

Florida's Research and Economic Information Database Application offers data and information, divided into Labor Market Data, Products and Services including the [Florida Online Job and Demand Tool](#), a GIS/charts library and presentations on national, state and local economies. In addition to employment statistics, the labor market data includes occupational and industry projections that allow users to better understand the future direction of Florida's economy and jobs. An Education and Training Data section allows users to search for educational programs by geography.

## [Employ Florida Labor Market Services](#)

This page allows users to view local labor market facts, area profiles, industry profiles and occupational profiles by geography. These tools will help users better understand the existing demand, growth outlook, average wages and regional prevalence of specific jobs and industries. It includes an Education Profile tool that connects to labor market information about education programs in a selected area.



# Vocational Resources



## [Abilities Work](#)

The Florida Abilities Work portal in Employ Florida is designed to meet the needs of Florida employers looking to hire qualified job seekers with disabilities and the job seekers who are trying to find that next great job. Employers can list available jobs or search for potential employees at [Vocational Rehabilitation \(VR\)](#). Job seekers with disabilities can search for available jobs on the Employ Florida site.



## [Vocational Rehabilitation Services](#)

Vocational Rehabilitation Services provides programs to help individuals with disabilities gain employment through job training, counseling, mentoring and job placement. Employer services are also provided.



## [Division of Blind Services](#)

The Division of Blind Services offers vocational training, job placement, career counseling and guidance to support visually impaired Floridians gain employment.

# Veteran Resources



## [Veterans Florida](#)

The Veterans Florida career services team assists job seekers with resume and interview preparation, help determine employment goals and match with career opportunities at veteran-friendly employers in Florida.



## [EmployFloridaVets](#)

Employ Florida Vets is the state's online jobs portal to provide Florida's veterans access to employment services. The initiative matches service members with jobs and training opportunities based on skills and experience.



## [Florida Department of Veterans' Affairs](#)

Florida's Department of Veterans' Affairs provides links to employment opportunities and employment training resources specifically geared toward veterans.

# Register With Employ Florida



Register with Employ Florida and access to online services at [employflorida.com](http://employflorida.com).

## Registered individuals have access to:

- a personal folder containing saved searches, system settings and other customized information
- career assessment tools, including skills matching, that help match job seekers with positions based on qualifications and abilities
- a home page with customized news content
- resume and cover letter templates
- Automated job searches to receive current job opportunities in your system message box or your preferred email address or both

## Registered employers can:

- post job orders
- search the system's database for candidate resumes
- perform searches using an expanded range of advanced search options
- create automated candidate searches to receive resumes in your message box, your preferred email address or both

Learn more about the benefits of registering here: [Why Register?](#)



## Continuous Improvement Performance Initiative: Quarterly Performance Report, September 2020

Fiscal Year 2019-2020, Quarter 1-2: July – December 2019 | Employment Metric

Fiscal Year 2019-2020, Quarters 1-4: July 2019 – June 2020 | Training and Business Metrics

### INTRODUCTION

The CareerSource Florida Board of Directors authorized the development and implementation of the Continuous Improvement Performance Initiative and allocated \$5 million to recognize local workforce development board performance on initiative metrics for state fiscal year 2019-2020. The initiative is supported by a website which can be accessed at <https://performance.careersourceflorida.com/CIP>.

The initiative includes three metrics with additional credit for serving individuals with barriers to employment and for providing staff-assisted, high-value services to business establishments in up to five industry sectors pre-selected by each local workforce development board. The operational definitions of the three metrics are:

- **Employment Rate 1st Quarter After Exit:** The percentage of Workforce Innovation and Opportunity Act and Wagner-Peyser participants who exited the system and had certified wages the first quarter after exit.
- **Participant Training Rate:** The percentage of Workforce Innovation and Opportunity Act participants who received training services.
- **Business Penetration:** The number of business establishments provided a staff-assisted, high-value service by a local workforce development board.

To date, local workforce development boards have received \$3,146,812 in performance awards, representing 63% of the total amount available during the fiscal year.

### PERFORMANCE RESULTS SUMMARY – QUARTER 1 (July-Sept. 2019)

Metric	Performance Targets Met *		Quarterly Performance Awards **		Participants	Barriers to Employment	Businesses Served (worksites)	Services to Targeted Industries
	Total	Percent	Available	Awarded	Total	Total	Total	Total
Employment Rate 1st Qtr After Exit	22	92%	\$416,655	\$379,504	30,735	31,614		
Participant Training Rate	21	88%	\$416,655	\$331,018	11,227	15,685		
Business Penetration	13	54%	\$416,655	\$232,257			9,689	8,883
Quarterly Total			\$1,249,965	\$942,779				

\* All quarterly performance targets are based on 10% improvement compared to the same quarter in the previous year.



*\*\* Quarter 1 performance data for the training and business metrics were finalized in November and performance awards were paid in February. Due to the lag in certified wage data from the Department of Revenue, Quarter 1 performance data for the employment metric were finalized and awards were paid in May.*

Top barriers to employment identified in the Employment Rate 1<sup>st</sup> Quarter After Exit metric during Quarter 1 include: low income (8,836), eligible migrant seasonal farm workers (6,071), individuals with disabilities (4,455), and individuals age 55 and above (3,302).

Top barriers identified in the Participant Training Rate metric during Quarter 1 include: low income (8,330), single parents including single pregnant women (1,706), long-term unemployed (1,154) and ex-offenders (1,083).

Top staff-assisted, high-value services provided to business establishments in up to five targeted industries during Quarter 1 include: job orders (2,744), candidate prescreening (1,099), veteran services (701) and detailed labor market study (666).

## PERFORMANCE RESULTS SUMMARY – QUARTER 2 (October – December 2019)

*Updated with employment metric performance results (new data in blue)*

Metric	Performance Targets Met *		Quarterly Performance Awards **		Participants	Barriers to Employment	Businesses Served (worksites)	Services to Targeted Industries
	Total	Percent	Available	Awarded	Total	Total	Total	Total
<b>Employment Rate 1<sup>st</sup> Qtr After Exit</b>	20	83%	\$416,655	\$372,894	28,710	30,238		
<b>Participant Training Rate</b>	20	83%	\$416,655	\$331,018	10,872	15,057		
<b>Business Penetration</b>	15	63%	\$416,655	\$302,225			10,668	9,414
<b>Quarterly Total</b>			<b>\$1,249,965</b>	<b>\$1,013,273</b>				

*\* All quarterly performance targets are based on 10% improvement compared to the same quarter in the previous year.*

*\*\* Quarter 2 performance data for the training and business metrics were finalized in February and performance awards were paid in April. Due to the lag in certified wage data from the Department of Revenue, Quarter 2 performance data for the employment metric were finalized and awards were paid in September.*

Top barriers to employment identified in the Employment Rate 1<sup>st</sup> Quarter After Exit metric during Quarter 2 include: low income (7,285), eligible migrant seasonal farm workers (5,269), individuals with disabilities (4,599), and individuals age 55 and above (3,085).

Top barriers to employment identified in the Participant Training Rate metric during Quarter 2 include: low income (7,948), single parents including single pregnant women (1,642), long-term unemployed (1,150) and ex-offenders (982).

Top staff-assisted, high-value services provided to business establishments in up to five targeted industries during Quarter 2 include: job orders (3,054), candidate prescreening (1,262), detailed labor market study (1,137) and human resource services (598).

## PERFORMANCE RESULTS SUMMARY – QUARTER 3 (January – March 2020)

Metric	Performance Targets Met *		Quarterly Performance Awards **		Participants	Barriers to Employment	Businesses Served (worksites)	Services to Targeted Industries
	Total	Percent	Available	Awarded	Total	Total	Total	Total
Employment Rate 1 <sup>st</sup> Qtr After Exit	-	-	-	-	-	-		
Participant Training Rate	19	79%	\$416,655	\$320,639	10,598	14,560		
Business Penetration	19	79%	\$416,655	\$374,861			12,108	11,230
YTD Quarterly Total			<b>\$833,610</b>	<b>\$695,500</b>				

\* All quarterly performance targets are based on 10% improvement compared to the same quarter in the previous year.

\*\* Quarter 3 performance data for the training and business metrics were finalized in February and performance awards were paid in April. Due to the lag in certified wage data from the Department of Revenue, Quarter 3 performance data for the employment metric is anticipated to be finalized in November.

Top barriers to employment identified in the Participant Training Rate metric during Quarter 3 include: low income (7,763), single parents including single pregnant women (1,623), long-term unemployed (1,140) and ex-offenders (907).

Top staff-assisted, high-value services provided to business establishments in up to five targeted industries during Quarter 3 include: job orders (3,454), candidate prescreening (1,742), detailed labor market study (1,051) and veteran services (849).

## PERFORMANCE RESULTS SUMMARY – QUARTER 4 (April-June 2020)

Metric	Performance Targets Met *		Quarterly Performance Awards **		Participants	Barriers to Employment	Businesses Served (worksites)	Services to Targeted Industries
	Total	Percent	Available	Awarded	Total	Total	Total	Total
Employment Rate 1 <sup>st</sup> Qtr After Exit	-	-	-	-	-	-		
Participant Training Rate	13	54%	\$416,655	\$221,394	9,324	12,866		
Business Penetration	17	71%	\$416,655	\$281,002			11,645	9,545
YTD Quarterly Total			<b>\$833,310</b>	<b>\$502,396</b>				

\* All quarterly performance targets are based on 10% improvement compared to the same quarter in the previous year.

\*\* Quarter 4 performance data for the training and business metrics were finalized and performance awards were paid in September. Due to the lag in certified wage data from the Department of Revenue, Quarter 4 performance data for the employment metric is anticipated to be finalized in February 2021.

Top barriers to employment identified in the Participant Training Rate metric during Quarter 4 include: low income (6,804), single parents including single pregnant women (1,382), long-term unemployed (973) and Reemployment Assistance claimants (835).

Top staff-assisted, high-value services provided to business establishments in up to five targeted industries include: job orders (2,232), detailed labor market study (1,419), veteran services (1,089) and human resource services (972).

# Speaker Bios

## Alexander Ruder

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Alexander Ruder is a principal adviser in community and economic development at the Federal Reserve Bank of Atlanta, specializing in workforce development and higher education policy. Before joining the Atlanta Fed, Alexander was an assistant professor (tenure track) in public policy and a Center for Innovation in Higher Education economics of education fellow at the University of South Carolina. He also has held positions as a research project manager at the John J. Heldrich Center for Workforce Development at Rutgers University and as the Illinois workNet business services coordinator at the Illinois Department of Commerce and Economic Opportunity. Alexander's scholarly work has appeared or is forthcoming in *Economics of Education Review*, *Journal of Public Policy*, *Presidential Studies Quarterly*, *Quarterly Journal of Political Science*, and Upjohn Press. He has served in an advisory capacity for several community, economic, and workforce development nonprofits.

Alexander earned a Ph.D. from Princeton University, a Master of Public Policy from the Harris School at the University of Chicago, and a Bachelor of Arts from the University of Florida.

## John Kaliski

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John Kaliski is a principal at Cambridge Systematics. John has more than 20 years of experience in integrated planning and policy, economic development, visioning and strategic planning. John has worked with state and regional agencies and other public and private entities to understand long-range trends and potential futures; define visions and goals; develop strategic plans; and align policies, plans, and investments. John has managed recent efforts for the Florida Chamber Foundation, Florida Department of Transportation, Florida Department of Economic Opportunity, CareerSource Florida, Space Florida, and regional organizations and agencies throughout Florida.

John earned a Bachelor of Arts in Government from Dartmouth College.

