

Board of Directors Meeting Agenda OCT. 1, 2020 • 9 – 11 A.M. ET

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Chairman's Welcome & Remarks	Kevin Doyle
Mission Moment – Operation Next	Emily DeRocco <i>Operation Next Project Director</i> Eileen Pickett <i>Operation Next Project Manager</i>
Consent Item <ul style="list-style-type: none">June 4, 2020, Meeting Minutes	Kevin Doyle
President's Report	Michelle Dennard
Relieve, Restart, Recover, Reimagine <ol style="list-style-type: none">Education Stabilization Fund – Reimagine Workforce Preparation Grant Adriane Grant and Andra Cornelius, CEcDDepartment of Education CARES Act Updates Eric Hall and Henry MackBusiness Perspective: Short-term Training and Certifications Arnie Girnun	
Strategic Policy and Performance Council Report	Brittany Birken
Florida Department of Economic Opportunity Update	Pam Johnson
Partners Report	Robin King <i>Florida Workforce Development Association President</i>
Open Discussion/Public Comment	
Chairman's Closing Remarks	Kevin Doyle

Upcoming Meetings

Board Meeting and Finance Council – December TBD

Speaker Bios

Emily DeRocco



Emily DeRocco launched a Washington, D.C.-based strategic consulting practice focused on linking education, workforce and economic development assets for competitive advantage in 2012.

From 2013-2018, she served as director of the National Network of Business and Industry Associations for Business Roundtable. Ms. DeRocco directed the education and workforce strategies for the Detroit-based, Department of Defense-funded, American Lightweight Materials Manufacturing Innovation Institute from 2014-2019. In 2016, she was appointed to the Australian Naval Shipbuilding Advisory Board by the Australian Secretary of Defence. In 2018, she accepted an appointment to the President's Task Force on Apprenticeship Expansion and in 2019, she

became the senior adviser for education and workforce development, Office of the Secretary of Defense, Manufacturing Technology program.

Ms. DeRocco is the past president of The Manufacturing Institute where she launched and implemented a strategic national agenda focused on education reform and workforce development, innovation support and services and research on behalf of U.S. manufacturers. Under her leadership, the Institute developed and deployed a system of nationally portable, industry-recognized Manufacturing Skills Certifications that now influence secondary and post-secondary education reform efforts in nearly all states. Ms. DeRocco chaired the National Thought Leaders Forum on linking the nation's high-performance supercomputing capacity to manufacturers and released leading-edge research.

Ms. DeRocco was appointed in 2001 by President George W. Bush as the Assistant Secretary of Labor. In that position, she was responsible for managing a \$10 billion investment in the nation's workforce. She created and implemented regional economic development initiatives in 39 regions across the nation using talent development strategies to drive competitive advantage for America's businesses. She created and led presidential initiatives to align education, economic development and workforce development investments to increase the capacity of the nation's community college system.

During her tenure with the U.S. Labor Department, Ms. DeRocco chaired and vice-chaired several boards and commissions, including the Education and Workforce Committee of the Secretary of Education's Commission on the Future of Higher Education, the Education and Workforce Committee of the Department of Commerce's Interagency Working Group on Manufacturing and the President's Committee on Economic Adjustment for the Defense Department's Base Realignment and Adjustment Commission.



She is a graduate of The Pennsylvania State University and received her juris doctorate from the Georgetown Law Center. Ms. DeRocco serves on the boards for the University of Mississippi's Center for Manufacturing Excellence and New Jersey Institute of Technology's Innovation Institute.

Eileen Pickett



Eileen Pickett is Principal and Founder of epconsulting, a community and economic development consulting firm working to help communities create the environment that creates prosperity. Her firm focuses on strategies, policies and practices to help businesses find, develop and retain needed talent and to help individuals secure meaningful career and job pathways.

Before she launched epconsulting, Ms. Pickett was Acting CEO at Greater Louisville Inc. (GLI), the Chamber of Commerce and primary economic development organization for the Louisville area. Prior to that, she was executive vice president, community & economic development at GLI, where she led a team of professionals who worked to drive economic prosperity through the facilitation of job creation and capital investment.

Prior to joining GLI, Ms. Pickett was vice president of operations and chief financial officer for Ohio Aerospace Institute (OAI). OAI is a non-profit organization that enhances the aerospace competitiveness of its corporate, federal agency, non-profit and university members through research and technology development, workforce preparedness and engagement with networks for innovation.

She began her career at General Electric (GE) in the consumer products division where she held a variety of management positions leading teams and driving outcomes in regional operations across the country. Ms. Pickett's consumer service teams consistently outpaced peer teams in key metrics and business outcomes and were regularly recognized for their performance.

She contributes leadership and project management to several Louisville initiatives. Ms. Pickett provides strategic planning and project management support to the Steering Committee for Louisville's Agenda. She is the project manager for Operation Next, the Department of Defense funded training program that supports military personnel as they transition to civilian careers by providing them with the skills and competencies most in demand by advanced manufacturing companies.

Ms. Pickett earned a bachelor's degree from Baldwin-Wallace College in business and psychology and has completed additional graduate work in business and organizational structure. She is an alumnus of the GE Leadership Development Center at Crotonville, N.Y. She lives in Louisville, Ky.





EXPANDING AND SCALING OPERATION NEXT: Preparing Military Personnel for Careers in Advanced Manufacturing

Developed by LIFT and launched in early 2018, Operation Next is an innovative, manufacturing-focused training and credentialing initiative piloted at Fort Campbell, Kentucky.

LIFT is the National Manufacturing Innovation Institute headquartered in Detroit. The Department of Defense sponsors a national network of eight Manufacturing Innovation Institutes strategically placed across the nation and each focused on a specific emerging and transformative manufacturing technology. The Institutes recognize the criticality of developing and implementing a multi-faceted national manufacturing workforce development strategy because, without an appropriately skilled and capable workforce, national defense and economic security will be at risk. Together, the Manufacturing Technology program in the Office of the Secretary of Defense and the DoD Manufacturing Innovation Institutes have developed a National Manufacturing Workforce Strategic Framework and are executing critical collaborations to build and modernize the advanced manufacturing workforce.

Operation Next provides a blended learning program to soldiers within their last six months of service, but while still on active duty, resulting in the individual earning one or more nationally portable, standards-based, industry recognized credentials. At Fort Campbell, Operation Next offers two training tracks: Computerized Numerical Control (CNC) Machine Operation and Industrial Technology Maintenance (ITM). These training programs lead to a credential - from the National Institute for Metalworking Skills (NIMS) - and prepare the individual for the most in-demand manufacturing jobs in our country. We are in the process of adding both welding and robotics technician curricula and credentials to the program.

The innovative design of Operation Next is evident in the following program steps:

- ✓ Connection to Separating Military: Working with base leadership, Operation Next is presented as an exceptional opportunity for transitioning service members to gain in-demand technical skills and move directly to good jobs with competitive wages upon separation.
- ✓ Introduction to Advanced Manufacturing Careers: With area employers, Chambers of Commerce and other partners, individuals can tour manufacturing facilities, meet with company leadership and discuss manufacturing job and career opportunities.
- ✓ Self-Assessment: At the start of the program and in each module throughout the training, students can earn 'credit' for what they already know and can do. Each student's journey through the program is customized to their background, knowledge and experience.
- ✓ Selection of Major: Armed with a new understanding and appreciation for the manufacturing sector, participants select their preferred program of study: CNC Machining or ITM.
- ✓ Self-Paced Concept Training and Simulated Hands-on Learning: A significant part of the training is on-line and includes simulated hands-on application, requires only a computer and an internet connection and can be done anywhere and anytime the individual has after completing duty assignments.
- ✓ Hands-on Application and Skills Assessment: As milestones are reached in the online learning, the individual is triggered to schedule hands-on lab activities with nearby college partners for applied learning on real world manufacturing equipment.
- ✓ Credential Earned: Once the student has worked through all the learning modules and completes learning and practice time on the equipment, their performance is assessed and the industry credential in their chosen field is conferred.



- ✓ Transition to In-Demand Manufacturing Jobs: Operation Next students are engaged with employers throughout their training, creating the relationships that result in rapid employment opportunities after separation.

The goal of the Fort Campbell pilot was 101 soldiers (in honor of the 101st Airborne headquartered at Campbell) completing the Operation Next training, earning their credential and moving into a civilian career in advanced manufacturing. **The pilot goal has been achieved and more than 85% of graduates have accepted a job in advanced manufacturing.** Those who have not yet accepted a civilian job offer have elected instead to build on what they have learned through Operation Next and continue their education.

Given the success of the pilot and the continued acute need for an advanced manufacturing workforce with both technical and foundational employability skills, the imperative now is to expand and scale Operation Next. With funds awarded by the Office of Naval Research Manufacturing Engineering Education Program, LIFT has begun a national rollout and expansion of Operation Next which will be achieved through a five-part integrated set of strategies:

Strategy 1: Replicate Operation Next at select military installations across the nation. Operation Next will be implemented at nine military installations (sites now being determined) over three years, resulting in 1,500 individuals credentialed and ready for work in the most in-demand manufacturing jobs in the nation.

Strategy 2: Expand Operation Next to include Military Spouses. The unemployment rate among military spouses is unacceptably high and Operation Next can prepare them with nationally portable credentials that will help them get a job anywhere in the country.

Strategy 3: Adapt Operation Next for implementation with the National Guard and Reserve. Historically underemployed, Guard and Reservists can benefit from the Operation Next training and credentials. LIFT will partner with three states to implement Operation Next with the Guard and Reserve.

Strategy 4: Partner with the American Welding Society (AWS) to add a welding training track to Operation Next. Welding rounds out the top three in terms of most in-demand job skills nationally.

Strategy 5: Add a robotics technician training curriculum and credential to Operation Next. Advances in automation and the advent of “smart factory” processes and systems mean that robotics are in greater use today than ever before, with more manufacturers embracing automation to stay competitive. Preparing our military for both the jobs of today and tomorrow is central to the impact of Operation Next.

Operation Next is pleased to be partnering with Valencia College to bring Operation Next to members of the Florida National Guard and Reserve and will look forward to discussing additional ways that this program can benefit the state and its military installations and citizens.

Consent Item 1

Approved _____
Disapproved _____

Consent Item 1

JUNE 2020 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 accounts and shall keep minutes on the proceedings of the board of directors.

FOR CONSIDERATION

Approval of June 4, 2020, Board Meeting Minutes, to include any modifications or changes noted by the board.

**DRAFT MINUTES
CAREERSOURCE FLORIDA
BOARD OF DIRECTORS MEETING
June 4, 2020**

CALL TO ORDER

Chairman Kevin Doyle called the meeting of the CareerSource Florida Board of Directors to order at approximately 9 a.m. ET on June 4, 2020, by welcoming board members and partners to the meeting. Chairman Doyle asked Lisa Cramer to call roll.

ROLL CALL/QUORUM

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

Kevin Doyle
Brittany Birken
Tim Center
Duane De Freese
Ruth Dillard*
Eric Hall*
Robert Doyle
Arnie Girnun
Elisha Gonzalez

Bill Johnson
Rep. Chris Latvala
Ken Lawson
Tony McGee
Alex Moseley
Mike Myhre
Todd Rebol
Stephanie Smith

*Designee

Board members not in attendance were: Gov. Ron DeSantis, Rose Conry, Elli Hurst, Rick Matthews, Sen. Bill Montford, Bryan Nelson and Joe York.

CHAIRMAN'S WELCOME & REMARKS

Chairman Doyle reminded the board a series of operational and strategic policies to further strengthen compliance and accountability within the state workforce system was approved at the last meeting. The board also approved a list of industry certifications available to Florida's middle and high school students through the state Career and Professional Education Act for the coming school year.

In February, Florida's unemployment rate was at a record low of 2.8% and quadrupled to 12.9% in April. More than two million Reemployment Assistance claims have been submitted to the state Department of Economic Opportunity since March 15. This created a challenge for CareerSource Florida's partners at the Department of Economic Opportunity, as well as local workforce development boards serving their communities while protecting their customers and employees.

The CareerSource Florida network has provided uninterrupted employment and training services throughout the pandemic. Local workforce development boards began providing virtual, telephone and email services and, in some cases, in-person services by appointment early on in this crisis. The CareerSource Florida network also assisted Floridians applying for unemployment benefits through the Reemployment Assistance program managed by the Florida Department of Economic Opportunity.

CareerSource Florida launched an integrated public and business outreach campaign, *Help is Here*, to direct job seekers and businesses to support needed for employment, recruitment, hiring and training as well as COVID-19 relief programs.

MISSION MOMENT

Chairman Doyle introduced Kelly Smallridge, President and CEO of Palm Beach County's public/private economic development agency, the Business Development Board of Palm Beach County. Ms. Smallridge also is chair of the Florida Economic Development Council.

A copy of Ms. Smallridge's presentation can be located [here](#).

CONSENT AGENDA

Chairman Doyle introduced the Consent Agenda:

Consent Item 1 – Consideration of February 2020 Board Meeting Minutes

Consent Item 2 – Local Workforce Development Boards – Approval of Local Plans

Consent Item 3 – Local Workforce Development Boards – Direct Providers of Workforce Services

Consent Item 4 – CareerSource Florida Administrative Policies

Motion: Tim Center

Second: Arnie Girnun

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 opposed. President Dennard will sign and annotate the Meeting Minutes for the official record.

PRESIDENT'S REPORT

President Dennard reflected upon the corporate goals and provided updates on the strategic initiatives identified by the board in alignment with the Governor's vision.

Communicate the Vision

The CareerSource Florida professional team has been in frequent contact with local workforce development board executives to be sure their needs are met. The Help is Here outreach campaign focused on ensuring that every Florida job seeker or business looking for help knows that Florida's workforce system has continued assisting the public with virtual services.

CareerSource Florida participated in webinars with the Florida Chamber of Commerce, learning from Dr. Jerry Parrish and Mark Wilson about the impact of the pandemic on Florida's economy and recovery-related issues. The board's efforts in response to COVID-19 are framed around 4 R's:

- **Relieve:** What can Florida's workforce system do to provide immediate relief to Florida businesses and residents?
- **Restart:** What can Florida's workforce system do to help restart Florida's economy?
- **Recover:** What strategic initiatives or investments can this board make to aid in the recovery of Florida's economy?
- **Reimagine:** How can the CareerSource Florida network reimagine Florida's workforce system to seize the opportunities provided by this disruption?

Leverage Strategic Partnerships

Through the board-approved Continuous Improvement Performance Initiative, CareerSource Florida has highlighted measures identified as most important by the Governor and this board – encouraging enhanced performance in serving businesses in targeted industries, focusing on training, and serving opportunity populations. The policy and performance team, led by Mary Lazor, has refined these metrics, working with local board leaders to be sure those metrics are clear, and setting targets that recognize the opportunity for improvement for each local board. CareerSource Florida has made two rounds of awards based on those metrics and looks forward to the final round.

Keeping the System Accountable

The CareerSource Florida team worked with state-level partners on the required update to the federal Workforce Innovation and Opportunity Act (WIOA) four-year unified plan. The CareerSource Florida team convenes and staffs the workgroup across agencies working toward a plan update, demonstrating the network's work and success, as well as the Governor's priorities to make Florida the No. 1 state for workforce education by 2030. This plan has been submitted and approved by the U.S. Department of Labor.

The WIOA plan includes strategies to further improve the operational structure of Florida's workforce system through expansion of shared data that support the integrated nature of providing services to job seekers and businesses across the WIOA core programs and further develops approaches for reporting additional performance data.

COUNCIL REPORT

Strategic Policy and Performance Council Update

Chairman Doyle introduced Brittany Birken to provide an update. Ms. Birken noted the importance of the action item recommended for the board's approval – the CareerSource Florida Strategic Policy: State Workforce Development Board Roles and Responsibilities. The policy is designed to help ensure Florida's workforce system is best positioned to build on state and local policies and programs to address the employment and training needs of job seekers, workers and businesses.

As noted by President Dennard, the Workforce Innovation and Opportunity Act requires states to submit a four-year state plan. The WIOA state plan was submitted in March with acceptance received on May 29, 2020. Important to the effort, the federal negotiations of state-level performance on WIOA Primary Indicators of Performance for the next two program years was recently completed. Several local workforce development boards provided valuable input on establishing performance targets for the state prior to the USDOL negotiations meeting. The state

plan encourages implementation and integration of workforce development services among core and primary partners, as well as businesses and community stakeholders.

Also as noted by President Dennard, the board approved the implementation of the Continuous Improvement Performance (CIP) Initiative last May to support key performance outcomes including increases of individuals placed in employment, participants receiving high-quality training, focused on skills and credentials, and to expand high-value staff assisted in business services.

Ms. Birken stated she met with the CareerSource Florida Strategic Policy and Performance team members to establish an examination of the impact of COVID-19 on opportunity populations, as barriers to employment are identified for Florida's citizens. The following highlights local workforce development boards' increasing performance.

Employment: First quarter after exit – 22 boards met the target.

Training Rate – 19 boards met the target.

Business Penetration – 19 boards met the target.

Every eligible board received some level of performance award funding for the quarter.

Annual totals to date within local workforce development boards – 133 performance targets hit of 168 opportunities – 79%.

Awards: \$2,271,522

Council member Stephanie Smith worked with the Strategic Policy and Performance team members to establish a Statewide Gig Economy Workgroup with members representing local workforce development boards to provide input on this study. The Statewide Gig Economy Workgroup will continue to determine the needs of independent workers this month as a review of components of a Gig Toolkit for businesses, entrepreneurs and job seekers.

Finance Council Update

Chairman Doyle introduced Arnie Girnun to provide an update. Mr. Girnun stated that the board's Finance Council approved the annual budget. The board's Finance Council members have the additional duty to review and move forward recommendations for next year's budget to the full board for consideration.

The agenda packet outlines a budget proposal that aligns with the priorities of Governor DeSantis, and the responsibilities as a state workforce development board under the federal Workforce Innovation and Opportunity Act.

Mr. Girnun continued, stating Florida is experiencing the worst unemployment crisis in many decades. The CareerSource Florida network is working toward a swift economic recovery. The network and board will continue to:

- Advance industry sector strategies
- Expand apprenticeships
- Invest in training to support small businesses

- Strengthen the talent delivery system in rural areas
- Reward continuous improvement and high performance

Mr. Girnun introduced CareerSource Florida CFO & COO Andrew Collins to review the budget recommendations. A copy of Mr. Collins' presentation can be located [here](#).

ACTION ITEMS

Action Item 1 – Fiscal Year 2020-2021 CareerSource Florida Network Funding

Motion: Arnie Girnun

Second: Mike Myhre

Chairman Doyle opened the floor for board discussion followed by public comment. Hearing none, Chairman Doyle called for a vote. The motion passed unanimously.

Action Item 2 – Strategic Policy on State Board Roles and Responsibilities

Motion: Brittany Birken

Second: Tim Center

Chairman Doyle opened the floor for board discussion followed by public comment. Hearing none, Chairman Doyle called for a vote. The motion passed unanimously.

FEDERAL UPDATE AND BOARD DIALOGUE

Chairman Doyle introduced Assistant Secretary for the U.S. Department of Labor Employment and Training Administration John Pallasch and U.S. Department of Labor Acting Regional Administrator Winston Tompoe to the board.

Secretary Pallasch said the challenge the state faces due to the COVID-19 pandemic is trying to process reemployment assistance. The national workforce system is facing unprecedented times – 40 million individuals have filed for unemployment since the beginning of April. He encourages states to have conversations about state workforce development board governance. The state board is important to effectuate the Governor's vision and what he/she wants the workforce system to look like in their state. State and local boards need to listen to businesses to find out which sector strategies are important within the state. Secretary Pallasch stated his job at the federal level is to facilitate what happens at the local level and provide guidance to help the state and local boards best serve customers.

Chancellor Henry Mack asked if there was any insight into apprenticeships. Deputy Assistant Secretary Amy Simon said they are continuing to see interest and growth in apprenticeships and work-based learning.

Brittany Birken asked if there were any conversations happening at the federal level that address the low-income population and long-standing barriers specifically due to the pandemic. Deputy Assistant Secretary Amy Simon said there are conversations happening on how to support those communities.

DEPARTMENT OF ECONOMIC OPPORTUNITY REPORT

Ruth Dillard with the Florida Department of Economic Opportunity said the State Comprehensive Review by the U.S. Department of Labor has been suspended due to the COVID-19 pandemic.

The final Grantee/Subgrantee Agreements were distributed to the local workforce development boards on May 25, 2020, and are due back to the Department of Economic Opportunity on July 17, 2020.

PARTNERS UPDATE

Chairman Doyle invited Florida Workforce Development Association President Robin King to provide an update. Ms. King outlined some recent best practices of various local workforce development boards.

OPEN DISCUSSION/PUBLIC COMMENT

Chairman Doyle opened the floor for public comment. There were no comments.

CHAIRMAN'S CLOSING REMARKS

Chairman Doyle acknowledged CareerSource Escarosa CEO Sheryl Rehberg and her second retirement from the workforce system. Dr. Marcus McBride will be Ms. Rehberg's successor.

President Dennard announced that the President and CEO of CareerSource Broward, Mason Jackson, is also retiring. Chairman Doyle adjourned the meeting.

BOARD SECRETARY CERTIFICATION

In accordance with Article VII, Section 7.3, I hereby certify 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

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.

U.S. DEPARTMENT OF EDUCATION

Office of Career, Technical, and Adult Education
Washington, DC

Fiscal Year 2020

**APPLICATION FOR GRANTS
UNDER THE
EDUCATION STABILIZATION FUND –
REIMAGINE WORKFORCE PREPARATION
(ESF-RWP) DISCRETIONARY GRANTS PROGRAM
(CFDA NUMBER: 84.425G)
OMB No. 1894-0006**

APPLICATION CLOSING DATE: AUGUST 24, 2020

PROJECT ABSTRACT

The goal of CareerSource Florida's project is to improve access to career pathways for Floridians adversely affected by the COVID-19 pandemic through short-term, remote training, qualifying them for new or improved employment opportunities. The **three main grant activities** are: build a statewide ecosystem to promote continuous lifelong learning in distressed communities; engage employers in four priority industry sectors: Advanced Manufacturing, Aviation/Aerospace, Financial Technology and Healthcare; and provide eligible Floridians opportunity and support to earn in-demand high value credentials through short-term distance education or remote training. Through a phased approach, Florida will implement these activities focusing on the most adversely affected areas of the state, based on coronavirus burden factors and Opportunity Zone locations to support economic recovery. Objectives will be evaluated on project-specific performance metrics, measures and targets for accountability and continuous improvement.

Grant funds will cover no-cost training and wrap-around support services to **at least 4,750 eligible Floridians**; creation of four employer-led task forces aligned to the project's sectors of focus that will identify key competencies and skills, leading to creation of robust career pathway maps for each sector; development of a framework to identify high-quality degrees, certificates and industry certifications that are credentials of value; and engagement of **at least 16,863 employers**, including those who will hire trainees and upgrade skills of existing workers. The project will recruit underserved populations to enter into and complete training; develop an articulation mechanism for non-degree credentials to postsecondary coursework; and create a learning and education platform for individuals to assist employers in the targeted sectors with education, training and promotion decisions. Partners in this project include: Enterprise Florida, Federal Reserve Bank of Atlanta, Florida Chamber of Commerce and Florida Chamber of Commerce Foundation, Florida College System, Florida Technical College System, Florida Council of 100, Florida Department of Education, Florida Economic Development Council, JAXUSA Partnership and Space Florida.

PROJECT NARRATIVE

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INTRODUCTION

The overarching goal of CareerSource Florida's ***Preparing a Future-Ready Workforce: A Roadmap for Systems Change*** project is to create or expand employer-endorsed, short-term education and training opportunities with education, economic development and workforce development partners to implement career pathways that help Floridians who have been adversely affected by the global Coronavirus (COVID-19) pandemic return to work and improve their work resilience through skills-upgrade training. This will drive local and statewide economic recovery and help rebuild the state's economically distressed rural and urban communities. To implement this project, CareerSource Florida is seeking, through the Department of Economic Opportunity, a **\$19,985,000 grant** funded by resources available to the U.S. Department of Education through the Coronavirus Aid, Relief and Economic Security (CARES) Act. Through the Education Stabilization Fund-Reimagine Workforce Preparation (ESF-RWP) Grant Program, Florida intends to address **Absolute Priority 1 (a) and (b)**.

The grant opportunity and project proposal align with Governor Ron DeSantis' Executive Order 19-31, which sets a bold vision for "Charting a Course for Florida to Become No. 1 in the Nation for Workforce Education by 2030." The grant will accelerate the powerful collaboration and alignment already underway in Florida's education and workforce systems to ensure a future-ready workforce with the education, skills and credentials needed to rebound from current economic shocks due to COVID-19 and sets a bold path for future prosperity with a resilient workforce committed to lifelong learning.

SELECTION CRITERIA A: CORONAVIRUS BURDEN

Florida is among the states most adversely affected by COVID-19. In addition to the ranking criteria established by the ESF-RWP Grant, numerous metrics indicate the far-reaching health, social and economic impact of the pandemic on the nation's third-largest state. Since Florida's first confirmed COVID-19 case on March 1, the state continues to confront significant challenges for students, workers, employers, small businesses and economic development, as it seeks to stabilize the effects of COVID-19 disruptions on life and commerce while restarting and rebuilding the economy — both in local communities and statewide. As of Aug. 12, 2020, Florida ranks second nationally, behind California, with 536,981 COVID-19 cases, representing 2,521 cases per capita. The number of deaths throughout the state over this period is 8,553 and deaths per capita is 40. Between March 15 - Aug. 11, 2020, the economic implications of this unprecedented public health crisis also resulted in more than 2.8 million Floridians filing for unemployment benefits.

Florida's more than 6,000 secondary schools, 28 state colleges, 48 technical colleges, 12 state universities and numerous private institutions of higher education — all of which are vital leaders in providing post-secondary educational opportunities — closed their physical campuses beginning in mid-March, shifting to distance learning models to continue instruction. While this was a challenging and historic decision, educators, school support professionals and school leaders stepped up to ensure students' needs were met, ranging from learning success to non-academic barriers such as access to food, clothing and student wellness supports. Now the state, like its counterparts nationally, has started the extraordinary task of safely reopening schools while also enhancing distance or remote education and training opportunities.

Meanwhile, many small businesses across the state continue to struggle from or have unfortunately succumbed to economic hardships resulting in reduced capacity or temporary or permanent closures. The Florida Small Business Development Center Network, which is represented on the CareerSource Florida Board of Directors, is currently surveying the state's small businesses to gauge the impact of COVID-19 on their small enterprises. The survey closes on Sept. 1, 2020.

Further underscoring the state's high COVID-19 economic burden, the legislature's Office of Economic and Demographic Research (EDR) reported that for the fiscal year that ended June 30, 2020, Florida experienced a nearly \$1.9 billion loss in its General Revenue Fund including an 84.7% loss in sales taxes. EDR also recently projected a \$5.4 billion decrease in anticipated state revenues including sales taxes over the next two fiscal years.

Yet, through the strategic leadership and resolve of Gov. DeSantis and the CareerSource Florida Board of Directors, among many other state and local leaders in education, business, government, workforce development, economic development and community development, there remains an unwavering commitment to take bold actions to position Florida, which represents one of the largest economies in the world, for a strong recovery that leads communities to grow and thrive through new economic opportunities for Floridians.

Application Requirement 1: Florida Economic Impact

The prevalent economic and workforce impact of COVID-19 in Florida is further evidenced by statistics as of July 31, 2020, provided by the Department of Economic

Opportunity's Bureau of Workforce Statistics and Economic Research (DEO WSER).

These include:

- **Key Employment/Unemployment COVID-19 Impact**

Florida's seasonally adjusted total nonagricultural employment is down 7.4% from February 2020 to June 2020. The total number of jobs lost during that period is 674,700. Between February and April, Florida lost 1,178,100 jobs but gained back almost half of the job losses in May and June (+503,400 jobs). All major industries showed job losses from February to June 2020 (-674,700 jobs). The industries losing the most jobs during this period were: leisure and hospitality (-297,700 jobs); professional and business services (-105,800 jobs); and trade, transportation, and utilities (-87,100 jobs). Florida's seasonally adjusted unemployment rate is up 7.6 percentage points from February 2020 (2.8%) to June 2020 (10.4%). (DEO WSER)

The Congressional Budget Office projects relatively high levels of unemployment nationally over the next few years (10.6% in 2020, 8.4% in 2021 and 7.1% in 2022), while the EDR projects relatively lower levels for Florida (5.5% in 2020, 9.0% in 2021 and 7.1% by 2022). Both projections converge in 2022 with an unemployment rate of 7.1%.

Low-wage earners and women are more likely relying on unemployment compensation during the recession as they try to find reemployment.

Unemployment Claims/Industry COVID-19 Impact

Of the unemployment benefits claims filed since March 7, 2020, about 40% (totaling 895,315 people) are in the following five industries: Accommodation and Food Services (299,279 people); Administrative, Support, Waste Management, and Remediation Services (190,106 people); Retail Trade (179,471 people); Healthcare

and Social Assistance (126,929 people); and Arts, Entertainment, and Recreation (99,620 people). Forty-one percent of Florida's unemployment claims were not associated with any specific industry and the remaining 19% are from 15 other industries. (Source for Unemployment Claims/Industry Impacts: DEO COVID-19 Related Reemployment Assistance Dashboard, as of July 28, 2020)

- **Income Loss Implications of COVID-19**

The top five industries in Florida affected by COVID-19, based on the number of initial claims for unemployment compensation, are mostly staffed by people with a high school diploma or less (40% to 52%). Younger people and those with less education were more likely to have lost employment income and/or not to be employed. (See Appendix 6 for more data on COVID-19's impact on Florida.)

SELECTION CRITERIA B: QUALITY OF PROJECT SERVICES AND DESIGN

With the increasingly complex world of work and the economic shock caused by COVID-19, Florida must help its businesses remain globally competitive by strengthening its talent pipeline to develop and sustain a more highly skilled and resilient workforce. Floridians who have lost their jobs due to the pandemic are confronted with unprecedented challenges in returning to work as the disruption has accelerated the acute need for skills that use technology. Floridians need a path to good jobs now and the state economy needs their energy and skills to restore and support future growth. This includes access to a quality post-secondary credential or degree. Creating the conditions for a good job while also connecting them to a higher education degree program will ensure the state's recovery and ultimate prosperity. Additionally, the pandemic required educational institutions to adapt, accelerate and improve opportunities for distance

learning. On every front, the extraordinary disruption has prompted the need to evaluate opportunities for systems change and begin to reimagine workforce preparation.

To support Florida's economic recovery and its preparation of a future-ready workforce, CareerSource Florida has identified three goals that shape its ESF-RWP project proposal. These goals are adapted from a report by the National Governors Association titled *Reimagining Workforce Policy in the Age of Disruption: A State Guide for Preparing the Future Workforce Now*. Florida's three project goals are:

- 1) Build a statewide ecosystem to promote continuous lifelong learning in distressed and other economically challenged communities.
- 2) Invest in an agile, technologically resilient workforce led by employers in four industry sectors identified by the governor and leading business and economic development organizations as priorities for economic growth — Advanced Manufacturing, Aviation/Aerospace, Healthcare and Financial Technology (FinTech).
- 3) Enable every worker to participate in the workforce of the future through comprehensive support.

Application Requirement 2: Approach to Absolute Priority 1

As previously noted, Florida's project will focus on Absolute Priority 1(a) and (b). Consistent with 1(a), through existing and new short-term training, provided at no-cost to participants, and strengthened career pathways, Florida will help:

- Workers displaced from Florida's hard-hit leisure and hospitality and retail sectors return to gainful employment.
- Students and new workers enter jobs within in-demand sectors or occupations.

- Transition underemployed workers to new fields, especially those who make up the state's Asset-Limited Income Constrained Employed (ALICE) population, by providing opportunities to gain skills to enter and advance in the workforce.

Aligned with Absolute Priority 1(b), the ESF-RWP Grant will fund the implementation of industry sector-based, rapid credential education and training programs, with a priority for remote-delivery models, that are supported by business-led workforce consortiums or task forces for each of the four industry sectors. These employer-led, sector-based task forces will consist of business leaders willing to co-invest in building a talent pipeline by identifying skills and competencies for workers to include registered apprenticeships and other work-based learning programs that provide opportunities to earn badges, certifications, micro-credentials, licenses or other credentials from the Florida College System, Florida's Technical College System and other eligible private training providers. Essential to project success is ensuring the quality of new and existing short-term training programs, by confirming employers affirmatively signal that they contribute to qualifying a candidate for employment or promotion in an in-demand industry sector or occupation. Key to the project's success is ensuring all credentialing or training programs supported by this grant align with the grant's focus on reimagining how to provide access to valuable post-secondary credit or degree opportunities that ensure a lifetime of better economic self-sufficiency and social mobility. The opportunity to ensure Floridians are being reskilled or upskilled with relevant digital proficiencies to fill in-demand technology jobs across all four sectors also will be an important focus of this initiative.

Under this grant, **Florida will provide short-term training to at least 4,750 Floridians**, including students and displaced and underemployed workers, and **engage**

at least 16,863 employers, including those who will hire trainees, upgrade the skills of their incumbent workers, participate in the sector-based business task forces, complete a Target-Industry Employer Satisfaction Survey that will be part of the project's performance accountability measures and/or be engaged through the outreach campaign that will support this effort.

The business-led CareerSource Florida Board of Directors, which serves as the state workforce development board, will monitor implementation of the grant and program performance. The board may consider transformational workforce policy through the grant's implementation in areas such as youth, mentoring/coaching, work-based learning and sector strategies. Data collection to report on performance will be coordinated by lead partners — CareerSource Florida, the Florida Department of Education and the Department of Economic Opportunity — and consistent with practices followed in compliance with the Workforce Innovation and Opportunity Act and the Strengthening Career and Technical Education for the 21st Century Act (Perkins V). (See page 25 and Appendix 5 for more details about the implementation plan and timeline for key grant activities. More information about performance measures can be found on page 30.)

Partners supporting the development and implementation of this project include, but are not limited to: The Able Trust, Baptist Healthcare, the Economic Development Commission of the Space Coast, Enterprise Florida, Florida Association of Health Planning Agencies, Florida Chamber of Commerce, Florida College System, Florida Council of 100, Florida Department of Education, Florida Economic Development Council, Florida High Tech Corridor Council, FloridaMakes, Florida Technical College System,

Florida Workforce Development Association, Florida Workforce Chairs Alliance, HR Florida, JAXUSA Partnership, Lockheed Martin, Northrup Grumman and Space Florida.

Competitive Preference Priority 1: Distance Education

This grant opportunity to reimagine workforce preparation is leading CareerSource Florida and the Florida Department of Education to consider new ways to promote and facilitate skills-based teaching and learning modules to build capacity for teaching in-demand digital skills. To begin work toward project training goals, workforce and education partners will use a rapid credential asset map, aligned to the 16 career clusters, prepared by the Florida Department of Education's Division of Career and Adult Education. The asset map identifies remote, short-term but high-value, post-secondary training programs offered by Florida College System and Florida Technical College System institutions. These programs have been further filtered to align to the four targeted sectors foundational to the state's economic development goals. These programs enable individuals to enter and advance in many occupations in the four sectors, examples of which are identified in Appendix 8. Many of these short-term training programs are aligned with high value industry-recognized certifications that students can earn through career academies. Additional private training providers offering short-term training courses will be identified by businesses and other partners and added to the asset map. Short-term training that results in badges and micro-credentials, or other non-degree certificates of value, will enable a learner to "stack" or articulate these credentials or certificates into post-secondary coursework to further career pathway advancement. In addition to identifying existing remote high-value, short-term training options to support education, training and employment goals, the state also will develop new, personalized,

competency-based micro-credentialing opportunities to help Floridians learn critical skills necessary for future workforce readiness. Florida will identify and partner with a nationally recognized leader to help the state incorporate competency-based, micro-endorsement programs into workforce and adult education programs and provide platform support for the state's development of industry-driven micro-pathways and credentials accessible via remote learning.

Competitive Preference Priority 2: Serving Lifelong Learners in Distressed Communities

Through this project, CareerSource Florida and its partners will assist Floridians who reside in many of the state's most economically challenged communities, including rural areas and Opportunity Zones, and may face multiple challenges including long-term unemployment and mismatch of skills needed for in-demand jobs. Many lost jobs in the leisure and hospitality and retail sectors due to the pandemic and their income losses are compounded by a lack of education. To address these critical and unique economic recovery needs in these communities, residents will be recruited to participate in Florida's ESF-RWP Grant-funded program to receive education and training as well as support services that can lead to employment. Rural communities served under this grant will align with the Perkins V definition. (For more information on serving residents in these communities, see the Application Requirement 5: Participant Recruitment section on page 19.)

In partnership with economic development organizations, CareerSource Florida will ensure the implementation plan is designed to include the strategic goals for economic development and community rebuilding efforts in these areas.

Application Requirement 4: Addressing the State's Immediate Needs

Florida is taking immediate action to help Floridians connect to short-term education and career pathway programs. For example, in May, Education Commissioner Richard Corcoran announced a new, \$35 million Rapid Credentialing Grant Program to accelerate economic recovery and support post-secondary attainment, highlighted in a new public education and outreach campaign, *Get There*. Through the ESF-RWP Grant, Florida will have an opportunity to further expand much-needed access to industry-relevant, short-term training to enhance the skilled talent pipeline in the project's four key sectors, particularly through the state's development of new micro-credentials. These sectors were chosen for the ESF-RWP project based on business community research highlighting their value to the current and future state economy and they reflect the governor's priorities.

Florida's state and local workforce development boards also acted swiftly to support immediate economic relief. The state workforce system launched the *Help is Here* outreach campaign to assist Floridians in need of identifying reemployment and training opportunities. In March, following shelter-at-home orders and closures, local workforce development boards began to provide virtual services to job seekers and employers. Boards now have resumed in-person career and business services. Meanwhile, schools that had moved to distance learning are beginning to reopen for a new academic year. The ESF-RWP Grant will help reimagine and facilitate the convergence of both the *Help is Here* and *Get There* outreach campaigns into a unified, cohesive approach to education and training.

To continue addressing existing and emerging workforce development needs, leaders will build on Florida's record of successful collaboration between schools and workforce boards. Already recognized leaders in higher education and workforce development, Florida schools and their partners use many strategies to support Floridians preparing for a career or advancing in their fields. The state is ranked No. 1 in the nation in higher education and four of its state colleges have received the top prize for community college excellence. Two state colleges are finalists for the 2021 Aspen Prize — Tallahassee Community College (TCC) and Broward College. The state workforce system also is regarded as a national model. Workforce boards and schools continue to collaborate on ways to help displaced workers and other job seekers. One example is the TCC *Be Essential* program, which is connecting people who lost jobs due to COVID-19 with training in "essential" occupations that can lead to immediate employment. One of TCC's key partners is CareerSource Capital Region, the local workforce development board serving Leon, Gadsden and Wakulla counties. Broward College has created another exceptional program — *Broward UP* — that predates the pandemic but is considered a promising practice that can be replicated to help drive economic recovery. Through *Broward UP*, the college is disrupting the traditional model of higher education by taking an innovative, community-centric approach to delivering education courses and programs, along with career readiness and related support services, directly in the neighborhoods most affected by intergenerational poverty and economic mobility. Among the college's community partners is CareerSource Broward, the local workforce development board that assists Broward County job seekers, workers and businesses.

While there is a high level of collaboration among the education and workforce systems, there is always room for continuous improvement and growth. This grant provides Florida an opportunity to address gaps in collaboration between workforce boards and institutions of higher education. Additionally, it will lead to greater access to existing short-term, high-value education and training options and result in new micro-credentialing opportunities that are stackable or can articulate into post-secondary coursework. With direction from industry partners, funding for Florida College System and Florida Technical College System institutions will enable co-development of the new micro-credentials that can be embedded within existing degree programs or, working with third-party private training providers and industry, may articulate into post-secondary coursework. The grant provides incentives for colleges to adopt and embed these new credentials. Additionally, local workforce development boards would receive needed resources to advance their efforts to deliver career coaching and mentoring support to ESF-RWP-funded trainees. Outreach will secure high-level industry leadership participation in the task forces and other aspects of the project. Florida also envisions building on its record of registered apprenticeship expansion and other work-based learning opportunities to connect Floridians to in-demand jobs and careers. The work through this project will be sector-based and focused on the most promising opportunities for economic recovery.

Application Requirement 3: State Assets and Collaborative Efforts

Collaboration will be essential to the success of this project and Florida is perfectly positioned to leverage partnerships and assets among business, workforce, education and economic development entities. Much of the great work that will be leveraged

predates the pandemic. However, some of the complementary initiatives have been developed directly in response to relief, recovery and reimaging efforts. Efforts, which will complement the work outlined in this grant, include:

- CareerSource Florida Board of Directors 2020-2021 Strategic Initiatives: The state workforce development board has designated \$750,000 (WIOA funding) to support credential attainment grants to Florida students enrolled in state colleges and technical colleges who need emergency financial support to complete degree and credential programs. It also has set aside \$250,000 (WIOA funding) to advance the state workforce system's continuing sector strategies leadership by engaging employers in critical industries in virtual business intelligence convenings to understand the workforce and economic impacts of COVID-19 and identify solutions.
- Florida Chamber Foundation Prosperity Initiative and Florida 2030 Blueprint: The strategically focused Foundation is leading research and work to identify and address the 10 root causes of poverty including job opportunities and education by Florida zip code and setting statewide goals for future prosperity based on six pillars such as Talent Supply and Education. CareerSource Florida and the Florida Department of Education are both directly engaged in this work and using the business community's research findings to align their education and training outcomes to the needs of Florida's businesses and economy.
- Florida Council of 100 Project Sunrise Economic Competitiveness Report: The state's leading businesses developed a report that identified economic development goals and targets that included the sectors of focus for this project.

- Florida Department of Education Credentials of Value Initiative: This important work aims to establish a statewide definition of “value” and a regional framework for determining valuable workforce credentials (degree and non-degree) among education, workforce and economic development leaders. This framework is vital to the outcomes of Florida’s education and workforce systems including the next iteration of the Career and Technical Education Annual Audit required by state law and implementation of Perkins V; the Department of Education’s CARES Act-funded Rapid Credentialing Grant Program and Pathway to Job Market Dashboard as well as this proposed project and ongoing state workforce system training investments. The target date for completing the Credentials of Value Framework is January 2021 with a published list of credentials by May 2021. Once completed, the department will work with workforce and economic leaders, along with national thought leaders, to analyze information on Florida’s current and emerging workforce needs, and review funding and resources from various sources to seek alignment where possible.
- Florida Department of Education Career and Technical Education (CTE) Audit: The governor’s Executive Order 19-31 and state law charged the department with completing an annual review of all K-12 and post-secondary CTE programs and credentials to assess alignment of existing offerings with employer demand. The first phase of the first audit was completed in January 2020. The second phase to receive feedback from education institutions regarding the secondary and post-secondary programs that need a more detailed, local review is now underway.
- Florida Department of Education Rapid Credentialing Grant Program and Pathway to Job Market Dashboard: These two initiatives are funded through the Governor’s

Emergency Education Relief Fund (GEER) under the CARES Act. The department released its \$35 million discretionary grant opportunity for rapid credentialing to provide short-term training in an in-demand field for unemployed, underemployed and furloughed Floridians affected by the COVID-19 emergency. Fifty-nine Florida College System institutions and school districts are eligible to apply for grants. Funded projects should result in thousands of individuals receiving credentials by December 2020 and May 2021. Another \$2.5 million will be used to create the Pathway to Job Market Dashboard — an interactive data visualization tool — to support the goals of the executive order and serve as a cloud-based interactive resource that provides quantitative data on the performance (accounting for things like return on investment, social and economic mobility potential, etc.) of all of Florida’s career and technical education programs. For external stakeholders, there will be a “cockpit view” of the performance of all workforce credentials.

- Florida Local Workforce Development Boards: Florida’s 24 boards offer employment and training resources and employer services including work-based learning opportunities such as registered apprenticeships, paid internships, customized training and On-the-Job Training, which target the same opportunity groups as this grant and will be leveraged to bolster project outcomes. Program participants also will be able to access career coaching and mentoring support through board services.
- The Federal Reserve Bank of Atlanta (FRBA): To assist community and state efforts to increase economic mobility and resilience, the Federal Reserve Bank of Atlanta developed a tool to help identify barriers to economic security and support the development of mitigation strategies. FRBA is joining with CareerSource Florida and

the Florida Department of Education to inform its analysis of CTE program performance. FRBA's work will be included as part of the Pathway to Job Market Dashboard referenced above. Briefly, FRBA's framework identifies financial barriers pre-training, in-training and post-training (e.g. benefits cliffs) that impede economic mobility. The Pathway to Job Market Dashboard will identify Florida-specific benefits cliffs with analysis that includes financial supports for food, childcare, housing, health insurance and cash assistance. The dashboard also will include career pathways for high-wage, high-demand industry sectors.

- Florida Talent Development Council: Along with business and education leaders, among others, CareerSource Florida's President and CEO is a member of this council that is charged in state law with developing the strategic plan for achieving Florida's credential attainment goal, which is that 60 percent of working-age Floridians will hold a high-value, post-secondary credential by 2030. Many of the plan's priorities and initiatives align with and will support the work for this project.
- Registered Apprenticeships: Gov. DeSantis has prioritized expanding registered apprenticeships. The state's Apprenticeship Section is housed within the Florida Department of Education's Division of Career and Adult Education. Creating pathways to prosperity through this proven earn-and-learn, work-based training model continues to be a major focus of Florida education and workforce partners, and opportunities to connect this work to the ESF-RWP project will be pursued. As noted on page 21, Florida has received grant funds from the U.S. Department of Labor to support its registered apprenticeship expansion efforts. The CareerSource Florida Board of Directors also has allocated state-level workforce investments toward growing

registered apprenticeship and pre-apprenticeship opportunities through local workforce development board leadership and local business and community engagement.

Application Requirement 5: Participant Recruitment

Florida is using multiple strategies for participant recruitment including a phased project approach and prioritizing services to those most affected by COVID-19. These steps are being taken to ensure Floridians most in need receive help first, recognizing demand is likely to exceed capacity for this program. Florida's need for an opportunity like the ESF-RWP Grant is great considering education and skills gaps as well as training and reemployment needs and contemplating the anticipated losses in state revenues that fund education and social safety-net programs. Inclusion, equity and access are imperative in all recruitment efforts to reach individuals who have been traditionally underrepresented based on race, color, national origin, gender, age or disability.

In Year One, the approach for identifying and recruiting participants for training and employment assistance will be based on prioritization of counties with the greatest COVID-19 impacts, with the appropriate mix of rural and metropolitan areas, and also ensuring that Opportunity Zones for economic development are readily available in the counties. Twenty-three of Florida's 67 counties (34%) are anticipated to be served during the first year of grant implementation. The counties included in this selection total 290,003 COVID-19 cases and include 211 (49.7%) of Florida's 424 total Opportunity Zones. This selection also represents heavily impacted metropolitan areas such as Miami, Orlando and Jacksonville. Counties designated as rural represent 13 of the 23 counties identified. This implementation phase will also include 14 of the state's 24 local workforce

development boards. The program will expand to the remaining counties in the second phase of implementation. (See Appendix 7 for the Florida counties that are anticipated to be included in Years 1 and 2 of this grant-funded project.)

Participant recruitment strategies will include coordination between workforce boards and the Department of Economic Opportunity to identify and contact individuals with filed unemployment claims and could benefit from the training and employment assistance available through this initiative and other services and resources of the CareerSource Florida network. Other target demographics include Floridians lacking a high school diploma or English language skills necessary for jobs with family-sustaining wages and college students. To help Floridians working but earning too much to meet poverty thresholds, this project aims to identify and recruit participants from Florida's ALICE population, as defined by groundbreaking research that is updated annually by the United Way of Florida.

An integrated strategic communications plan will support participant outreach and recruitment and will engage key partners such as local workforce development boards, state and local elected officials, community agencies, early learning coalitions, the Florida Department of Children and Families, economic development organizations, faith-based organizations, food banks and business and industry associations, among others, in this work. (More information regarding outreach outreach and engagement plans can be found on page 25.)

SELECTION CRITERIA C: MANAGEMENT PLAN QUALITY AND ADEQUACY OF RESOURCES

CareerSource Florida has significant experience in leading and collaborating on innovative, statewide initiatives with strong performance outcomes supported by federal grant funds. Examples include:

- 2014-2019: Workforce Innovation Fund Grant, \$3 million, U.S. Department of Labor. The grant was used to create a performance measurement system, known as the Performance Funding Model, for local workforce development boards to work towards targeted performance goals, tracked in a comprehensive, web-based data portal to encourage data-driven decision-making, with a focus on serving individuals with barriers to employment, enhanced communication and collaboration.
- 2015-2018: Sector Partnership National Emergency Grant, \$6.98 million, U.S. Department of Labor. The grant focused on the Advanced Manufacturing and Healthcare sectors, and supported capacity building to include a Sector Strategy Institute that delivered four strategic workshops, a partnership with nationally recognized consultants Maher & Maher for local board sector strategy implementation self-assessments and technical assistance, a state strategy policy by the CareerSource Florida Board of Directors, strategic funding to local workforce development boards resulting in strengthened sector-based partnerships and meaningful training outcomes in the targeted sectors.
- 2016-2020: State Apprenticeship Expansion Grant, \$3.3 million, U.S. Department of Labor. Joint initiative with the Department of Economic Opportunity and the Florida Department of Education. The grant supported statewide system alignment through

capacity building, subgrantee awards to local workforce development boards to support new registered apprenticeship programs, technical assistance, employer engagement and a multi-faceted, award-winning outreach and branding campaign. The grant also supported the development of a new Strategic Apprenticeship Policy by the CareerSource Florida Board of Directors, with 254 registered apprenticeships and 12,226 active apprentices to date.

As this ESF-RWP Grant project represents a major undertaking for the CareerSource Florida Board of Directors, its launch and full implementation would be a top priority for the board and its professional team, as well as the Department of Economic Opportunity, its state agency administrative entity, to ensure success over the three-year grant period. As an active and essential partner to the state board in aligning priorities and leveraging expertise, investments and best practices for Florida's education and workforce ecosystem, the Florida Department of Education, which has two chancellors and its director of the Division of Blind Services serving on the state workforce development board, will continue to directly support this work.

Management Plan

The business-led state workforce development board is well-positioned through the acumen of its chairman and members, its statutory responsibilities and its record of achievement to provide strategic leadership and support the tactical excellence required to achieve grant outcomes and goals. Chairman Kevin Doyle and President and CEO Michelle Dennard have identified a cross-section of proven leaders to support this project.

Project Director and Key Personnel

The Project Leadership Team will be led by Project Director **Michelle Dennard**, JD, President and CEO of CareerSource Florida. Her role: Coordinate strategies and timelines to ensure the project is implemented as described in this application.

CareerSource Florida, Inc.

- **Andra Cornelius**, CEcD, Senior Vice President of Business and Workforce Development, will lead the team in ensuring industry engagement and alignment. Her role: Leverage industry associations, economic development organizations and other partners, seeking alignment between training programs and industry needs.
- **Dehryl McCall**, Senior Director of Business and Workforce Development, will work with Ms. Cornelius to ensure targeted sector representation across grant activities.
- **Adriane Grant**, Vice President of External Affairs, will provide strategic guidance and oversight, tracking grant activities and facilitating state and local partner engagement.
- **Andrew Collins**, Chief Financial and Operating Officer, will serve as the liaison to the Department of Economic Opportunity budget and monitoring team, ensuring expenditures are aligned with priorities, modifications are clearly documented and the overall project stays within the proposed funding allocations. Mr. Collins also will oversee procurement, pursuant to this grant.
- **Steve Collins**, Ph.D., Director of Performance and Analytics, will oversee the development and reporting of project performance metrics including target industry employer satisfaction and opportunities for continuous improvement.
- **Victoria Heller**, Senior Director of Communications and Board Relations, will oversee the development of the outreach, recruitment and branding efforts.

- Two additional grant-funded positions would be filled through recruitment and hiring to support grant activities: a full-time **Program Manager** to provide day-to-day oversight, grant compliance and leadership for the three-year period, and an **Industry Engagement Liaison** to engage with targeted sector business and industry stakeholders and task forces as identified in the grant.

Florida Department of Education

- **Henry Mack**, Chancellor, Division of Career and Adult Education, will be the lead collaborator with the Project Leadership Team providing guidance, with an emphasis on aligning key grant activities between the education and workforce systems.
- **Tara Goodman**, Vice Chancellor, Career and Adult Education, will lead the work to define credentials of value, develop a credential registry and build an integrated state data infrastructure.

Department of Economic Opportunity

- **Caroline Womack**, Chief, Bureau of Financial Management, will assist in ensuring financial compliance and reporting and will work closely with CareerSource Florida to ensure the project meets stated timelines.
- **Daniel Casey Penn**, Chief, One-Stop and Program Support, Division of Workforce Services, will assist in ensuring program compliance and will work closely with CareerSource Florida to support achievement of program goals.

Implementation Plan and Timeline

Florida's ESF-RWP project will be implemented by CareerSource Florida, supported by the Florida Department of Education and the Department of Economic Opportunity. Leveraging partnerships as well as existing and emerging initiatives to inform and

advance project success will be a priority as all three work to collaborate, innovate and lead. Consistent with the program goals, a series of anticipated key activities, expected results, milestones and projected timeframes have been identified to support the expected phased-in approach to the scope of work. In Year One, for example, key activities include convening a statewide articulation and industry workgroup to identify essential micro-credentialing competencies based on industry need within the four targeted sectors; developing a plan to align the work under this grant with existing efforts underway to identify a framework for credentials of value; convening employer-led, sector-based task forces; and beginning the recruitment of Floridians for training opportunities. Additional activities and expectations for the entire three-year grant period are outlined in the full Implementation Plan and Timeline in Appendix 5.

Outreach, Recruitment and Employer Engagement

With experience in successful grant implementation, CareerSource Florida recognizes the importance of communications and outreach to support effective project implementation — especially program recruitment and participation — to accomplish desired outcomes. The launch of a comprehensive, integrated outreach strategy to recruit training participants and engage employers in targeted industry sectors is vital to the project's success. This strategy includes announcing the availability of short-term skills training to support employment in the sectors of focus; a targeted, branded campaign that includes partnerships with state agencies and community-based organizations to support outreach in areas of high unemployment; and an employer-focused outreach effort to engage businesses in supporting the establishment of employer-led, sector-based

workforce consortiums with the goal of providing career pathways in these key sectors through training that leads to employment.

CareerSource Florida has a record of success in developing impactful communications campaigns that reach target audiences and drive them to act. Nationally recognized in 2014, CareerSource Florida's statewide branding initiative unified the brand identity of the state workforce development board, 24 local workforce development boards and nearly 100 career centers throughout the state as the CareerSource Florida network and significantly increased both awareness and positive perception of the state workforce system. Since then, with the support and approval of the state workforce development board, CareerSource Florida has invested in award-winning statewide communications efforts, including a program to strengthen collaboration, efficiency and consistency in messaging and outreach to businesses and job seekers among its local workforce development board partners; a branded outreach campaign to encourage employers to apply for CareerSource Florida's two state-level worker training grant programs; and a branded outreach campaign to raise awareness of and increase interest in registered apprenticeships. CareerSource Florida's outreach efforts also include building a robust social media presence that currently includes more than 35,000 followers and garnered nearly 1.9 million impressions, or content views, last fiscal year across LinkedIn, Facebook and Twitter.

The goals of the grant outreach campaign are twofold. The COVID-19 pandemic and recent natural disasters such as Hurricane Michael disproportionately affected many of Florida's urban distressed, rural and Opportunity Zones. Recruiting adversely affected workers from the hard-hit leisure and hospitality and retail sectors, Florida's ALICE

population, at-risk youth and unemployed and underemployed Floridians for enrollment in short-term skills training and credentialing programs will provide new opportunities for employment. Additionally, CareerSource Florida will conduct communications outreach to attract key business leaders to join and engage in helping to develop talent pipelines in the targeted industry sectors. This employer engagement also will support the establishment of the employer-led, sector-based workforce consortiums or task forces.

New and existing campaigns will be leveraged for this project including:

- *Apprentice Florida*, a joint project of CareerSource Florida, the Florida Department of Education and the Department of Economic Opportunity, is expanding awareness and engagement among employers around the value of registered apprenticeships, reaching more than 42 million Floridians last fiscal year.
- *Help is Here*, which directs individuals and businesses negatively affected by the COVID-19 pandemic to CareerSource Florida network career centers for assistance. Initial outreach efforts garnered more than more than 40 million total impressions. As audiences' needs evolve through the COVID-19 recovery process, ESF-RWP Grant dollars will enable this outreach to broaden and include an emphasis on building a talent pipeline in the sectors targeted by this grant.
- *Get There*, a new statewide recruitment campaign overseen by the Florida Department of Education and designed to educate prospective students about the numerous Career and Technical Education and workforce education programs available in Florida while connecting them with their local college.

Budget/Proposed Use of Funds

CareerSource Florida is requesting a \$19,985,000 grant to complete the project design and implementation of its RWP initiative. The ESF-RWP Grant will be implemented by CareerSource Florida, Inc., the organization that supports the state workforce development board as identified in section 445.005, Florida Statutes. The Department of Economic Opportunity will serve as the grant applicant on behalf of the CareerSource Florida Board of Directors with the guidance of CareerSource Florida, Inc.

If awarded, these CARES Act funds will provide essential financial support to create or expand employer-endorsed, short-term education and training opportunities with career pathways that help Floridians, who have been adversely affected economically by the COVID-19 pandemic, upskill or reskill to return to work or advance in their workplaces. These funds will allow CareerSource Florida and its partners to engage business leaders, technology experts and subject matter experts to develop engaging content and assess student learning. Among the anticipated use of funds, \$12,250,000 will be designated to provide no-cost training to 4,750 program participants, including tuition, fees, uniforms and other associated costs as well as support services such as transportation and childcare; \$4,250,000 will be designated for the development of the new micro-credential platform and micro-credentials for the identified targeted sectors and articulation to Florida institutions of higher education, to include incentives to adopt and embed micro-credentials within degree programs; \$1 million will be designated for local workforce development boards to provide career coaching, mentoring, counseling and other services; \$1 million will be designated for participant outreach and recruitment; \$720,000 will be designated to support ongoing business engagement and research including skills

gaps analysis and career pathway mapping as well as support for the existing work to create a statewide framework for defining a credential of value. Also included in the budget is funding for new personnel at CareerSource Florida and the Department of Economic Opportunity to support key day-to-day grant management and compliance needs including project implementation and management, monitoring and technical assistance. (See the Budget Narrative application component for additional details including the anticipated expenditures for each year of the project during the grant period.)

Results and Benefits

Economic self-sufficiency and, ultimately, prosperity often begins with a job and continues as individuals become economically mobile, allowing them to transition to better jobs made possible through continuing education and training and clear, achievable career pathways. The students, workers and job seekers, among them the unemployed, underemployed and individuals who have been underserved, who would benefit from Florida's program would gain personally from the new economic opportunities awaiting them following successful completion of the kind of sector-focused, valued, short-term training available to them at no cost, and so too would their families and communities. As has been highlighted, under this proposal, at least 4,750 Floridians who have been adversely affected by COVID-19's widespread economic toll would be provided rapid credentialing training opportunities and pathways to prosperity.

Within all four industry sectors of focus, this grant would fund training and supportive services leading to both skilled, newly hired workers and upskilled incumbent workers for Florida employers and, including other activities, at least 16,863 employers will be offered

opportunities to partner with and benefit from services and programs offered through the education and workforce ecosystem.

The opportunity presented by this federal funding to accelerate and complement the ongoing work by Florida's education and workforce systems will have long-term benefits for a disrupted but increasingly agile and reimagined talent development ecosystem. The newly created education, articulation and training options that will result in new, stackable credentials of value will strengthen the talent pipeline for sector-based skilled workers in industries critical to continued economic diversification and the growth of higher-skilled, higher-wage careers, which are foundational state economic development goals.

Performance Measures

Florida will be able to report performance information for the required grant metrics, including the number of students served by the project; percentage of students who enrolled in a program receiving grant funds who completed the program; percentage of individuals who enrolled in a program receiving grant funds who were employed in the second quarter after exiting the program; and percentage of individuals employed in the second quarter after exit who are employed full-time in an occupation that is directly related to the program of study and median earnings. These metrics are either identical to or consistent with the Workforce Innovation and Opportunity Act primary indicators of performance. Florida's education and workforce agencies routinely collect and report this performance to their respective federal agencies under the federal act.

Proposed statewide targets for metrics required by this grant were established using trend data and a statistical adjustment model, consistent with the methodology used by Florida to successfully negotiate workforce system performance goals with the U.S.

Department of Labor in May. As additional data are collected throughout the life of this grant, the collection and analysis of data will allow for modifications of strategies and performance interventions on behalf of education and workforce partner agencies to ensure performance targets are met or exceeded.

	2021-2022	2022-2023	2023-2024
Estimated Number of Participants	750	1,500	2,500
Employed 2 nd Qtr. After Exit	85%	88%	TBD
Employed in Occupation Related to Course of Study	TBD	TBD	TBD
Median Wage	TBD	TBD	TBD

Additional recommended participant metrics for this grant are consistent with current capacity to collect and analyze data in the education and workforce systems. These include credential attainment and measurable skill gains. A recommended stretch goal is established for these metrics to reflect Gov. DeSantis' goal to lead in workforce education and further reflects the priorities of the Florida Talent Development Council. Note that the measurable skill gains metric shows the greatest estimated stretch goal; it is a relatively new metric with greater baseline data variance. Baseline data for all metrics will be evaluated and established at the beginning of the project.

	2021-2022	2022-2023	2023-2024
Credential Attainment Rate	77%	80%	TBD
Measurable Skill Gains	50%	70%	TBD

Targets for the four industry sectors of focus will be developed, as part of the grant start-up phase, by reviewing trends and conditions as additional data are collected. The table below provides summary data for establishing targets and includes statewide counts for each of the targeted industry sectors. Note that earnings per job reflects current earnings across all occupations in the targeted industries, based on Emsi data. Additional

analysis will be conducted to determine the target wage or earnings for positions filled by ESF-RWP-funded trainees.

Targeted Industry Sector	Jobs 2014	Jobs 2019	Business Locations	Current Earnings Per Job
Advanced Manufacturing	190,849	224,893	10,384	\$94,915
Aviation and Aerospace	84,800	113,162	2,198	\$58,812
Healthcare	907,792	1,040,611	54,234	\$57,857
Financial Technology	471,392	568,383	45,607	\$110,840
TOTALS	1,654,833	1,947,049	112,423	

The project plan (see Appendix 5 for more details) calls for the development of a Target Industry Employer Satisfaction Survey in Year Three to gauge business satisfaction with program training and employment placement outcomes. This customer satisfaction measurement tool can be used to collect additional business intelligence in the four targeted sectors to support education, training and employment strategies.

Focus on Assisting Those with Barriers to Employment

CareerSource Florida will draw upon its policy experience in performance accountability to ensure individuals with barriers to employment are recruited to participate in and are supported by this program. For example, CareerSource Florida has developed a highly successful Continuous Improvement Performance Initiative, which rewards local workforce development boards for performance in job placement, training and business metrics with a focus on strengthening sector-based employer outcomes. The job placement and training metrics include additional performance credits for serving job seekers with barriers to employment as defined by the Workforce Innovation and Opportunity Act including those with low incomes, individuals with disabilities and veterans. These groups have been disproportionately affected by the pandemic. This

proposal recommends including individuals facing such barriers for training and credential services and analysis of grant performance.

Florida is highly confident that all data related to the proposed performance metrics, and additional evolving metrics and data, will be collected, analyzed and acted upon. All three leading entities supporting this grant have a strong record of experience, success and leadership in data collection, analysis and reporting. As the new credentialing registry and Pathway to Job Market Dashboard described on page 16 is implemented, additional customized and on-demand reports will be available for job seekers, businesses, educational institutions and state, local and federal leaders to support continuous improvement and enhanced learning and employment outcomes.

Program Requirement: Linked Open Data Formats

Florida is well-positioned to address the Linked Open Data Format program requirement through the leadership of the Florida Department of Education. As the issue of improving opportunities to communicate skills among workers, employers and education and training institutions becomes increasingly critical, efforts to create interoperable digital learning records that include educational attainment, nontraditional learning pathways, experience, professional affiliations and other certifications offer an important solution to support connecting job seekers and workers to high-quality jobs.

As noted previously, under the department's *Reopening Florida's Schools and CARES Act Plan* — using Governor's Emergency Relief Fund resources for recovery support for education — Florida will direct \$2.5 million toward the development of a Pathway to Job Market Dashboard. The dashboard will require the purchasing of an interoperable open access credential registry. The dashboard then will allow the state to

implement a modern, digital infrastructure that can reduce learning and credential records fragmentation across the education and workforce systems, while providing verifiable, comprehensive skills attainment records for industry. For the purpose of this grant and to continue the alignment of priorities and investments and the collaboration between the education and workforce systems, CareerSource Florida will leverage this statewide education dashboard initiative and use ESF-RWP Grant funds, as appropriate, to expand this work to meet the requirements of this grant. CareerSource Florida will ensure training and credential information related to this project is publicly accessible using linked open data formats that support transparency and interoperability.

CONCLUSION

Successful implementation of this *Preparing a Future-Ready Workforce: A Roadmap for Systems Change* proposal to create and expand short-term education and training opportunities and strengthen career pathways will help Floridians return to work with the in-demand skills they need to succeed in good-paying jobs and rewarding careers. The quality of partnerships and industry support backing this initiative demonstrate the alignment of priorities and resources in support of a common goal – enhancing opportunities for prosperity for *all* Floridians.

APPENDIX 4:

LETTERS OF SUPPORT FROM KEY LEADERS AND PARTNERS

State of Florida, Governor — The Honorable Ron DeSantis
United States Senator, State of Florida — The Honorable Marco Rubio
Florida Department of Education — Richard Corcoran, Education Commissioner
Black Knight — Diane Williams, HR Director, Talent Engagement
VyStar Credit Union — Brian E. Wolfburg, President/CEO
FIS — Denise Williams, Chief People Officer
Northrop Grumman — Russell Mann, Director Business Management
Lockheed Martin Corp. — Jon Gustafson, Director HR Development Economic Opportunities
Baptist Health Care Corporation — Jennifer Grove, Vice President, External Relations
Florida SBDC — Michael Myhre, Chief Executive Officer
Florida Chamber of Commerce — Mark Wilson, President & CEO
Florida Council of 100 — Robert Ward, President & CEO
Space Florida — Frank DiBello, President & CEO
Enterprise Florida — Jamal Sowell, Secretary of Commerce
FloridaMakes — Kevin Carr, Chief Executive Officer
Federal Reserve Bank of Atlanta — David Altig, Executive Vice President and Director of Research
HRFL State Council, SHRM — Heather Deyrieux, President
Florida Economic Development Council — Beth Cicchetti, Executive Director
JAXUSA Partnership — Aundra Wallace, President
Miami-Dade Beacon Council — Michael Finney, President & CEO
Florida Workforce Chairs Alliance — Michael Jackson, Chair
Florida Workforce Development Association — Robin King, President
Health Council of East Central Florida — Kenneth Peach, Executive Director
The Able Trust — Antonio Carvajal, President & CEO
Florida Developmental Disabilities Council, Inc. — Valerie Breen, Executive Director
Florida Department of Education, Division of Blind Services — Robert Doyle, Director
Florida Department of Education, Division of Vocational Rehabilitation — Allison Flanagan, Director



RON DESANTIS
GOVERNOR

August 20, 2020

Secretary Betsy DeVos
United States Department of Education
400 Maryland Avenue, SW
Washington, DC 20202

Dear Secretary DeVos:

It is my honor to designate CareerSource Florida as the applicant and grant recipient of the Education Stabilization Fund – Reimagine Workforce Preparation Discretionary Grants Program. CareerSource Florida's mission is to connect employers with talent and Floridians with employment opportunities to achieve economic prosperity.

These unprecedented times require a renewed focus on developing innovative solutions for job seekers and employers. This grant would allow our state to build on existing education and training programs while also creating new, post-secondary training options that bolster career pathways and lead to industry-relevant credential attainment and, most importantly, employment.

Thank you for your consideration of CareerSource Florida's Reimagine Workforce Preparation Discretionary Grants Program application. Ensuring the health and the economic well-being of Florida's citizens is my top priority. Opportunities such as this federal grant will accelerate our efforts to rebuild and reimagine a more prosperous and inclusive economy as we restore the economic foundation of the nation's third-largest state.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ron DeSantis".

Ron DeSantis
Governor

United States Senate

WASHINGTON, DC 20510

COMMITTEES:
APPROPRIATIONS
FOREIGN RELATIONS
SELECT COMMITTEE ON INTELLIGENCE
SMALL BUSINESS AND ENTREPRENEURSHIP
SPECIAL COMMITTEE ON AGING

August 19, 2020

The Honorable Betsy DeVos
Secretary
U.S. Department of Education
400 Maryland Avenue, SW
Washington, D.C. 20202

Dear Secretary DeVos:

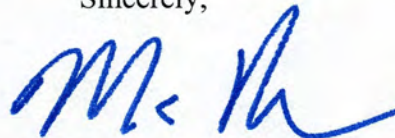
I write in support of CareerSource Florida's application for funding through the Reimagine Workforce Preparation Discretionary grants program.

CareerSource Florida has 24 local workforce development boards and 100 career centers located throughout the state. The CareerSource Florida Board of Directors advocates for policies that benefit workers and employers and promotes business competitiveness. It also works with business leaders and local boards to offer its services to Florida businesses and to Floridians seeking new employment opportunities.

If awarded, funds would be used by CareerSource Florida to help rebuild the state's economic foundation that has been so adversely affected by the COVID-19 pandemic. It would create and expand upon training and short-term education opportunities for those seeking to return to work in new technology-based fields. These programs also seek to help improve Floridians' work skills in the most economically troubled communities throughout the state by teaching new abilities to use in various industries.

I applaud CareerSource Florida on its efforts to help Floridians seeking employment during these unprecedented times. I ask for your full and fair consideration of their application.

Sincerely,

A handwritten signature in blue ink, appearing to read 'M. Rubio', is written over a faint, large watermark of the United States map.

Marco Rubio
U.S. Senator



State Board of Education

Andy Tuck, *Chair*
Marva Johnson, *Vice Chair*
Members
Ben Gibson
Tom Grady
Michael Olenick
Ryan Petty
Joe York

Richard Corcoran
Commissioner of Education

August 13, 2020

The Honorable Betsy DeVos
Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

Dear Secretary DeVos:

On behalf of the Florida Department of Education, I am pleased to support CareerSource Florida's proposal for the Reimagine Workforce Preparation Grant. Florida is the third largest state in the nation, with 21.4 million residents and one of the fastest growing populations. We have been proud of our state's exceptional job and business growth; however, like the rest of the nation, COVID-19 has impacted employment in Florida, due in large part to the fact that it is a top international tourist destination that was benefiting from a booming economy.

CareerSource Florida has been a tremendous partner with the Department in our efforts to ensure all Florida students have access to a wide array of educational opportunities that prepare them to achieve their career and life goals. With an impressive record of success in collaboration, innovation and leadership, I am confident that CareerSource Florida will make effective use of these grant funds and help thousands of Floridians access training that will benefit both jobseekers and employers. The four identified focus areas – Advanced Manufacturing, Aviation/Aerospace, Financial Technology and Healthcare – are essential to rebuilding our economy, and are represented by leaders who have pledged their commitment to “co-invest” in developing the much-needed talent pipeline.

With our state's strong partnerships and shared vision for economic prosperity for all Floridians, Florida is poised to rebuild our economy and get on a track that will enable our communities to flourish once again. We appreciate your consideration of our state's application.

Sincerely,



Richard Corcoran
Commissioner



August 17, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce Preparation Grant

Dear Secretary DeVos,

It is my pleasure to acknowledge on behalf of Black Knight, Inc. our support of CareerSource Florida's Reimagine Workforce Preparation Grant Proposal. As the nation's third-largest state, Florida is enduring some of the greatest public health and economic challenges globally due to the COVID-19 pandemic.

If successful in its application, CareerSource Florida would use these federal CARES Act resources to help ensure the workforce — regional and statewide — is trained, particularly in the skills and competencies needed in today's landscape.

CareerSource Florida, as the state workforce investment and policy board, has a proven record of business-driven collaboration, innovation and leadership to support the economic prosperity of Florida job seekers, workers and businesses. Under this grant proposal, thousands of Floridians in need would have access to short-term training that builds on both existing education and training successes as well as the power of new, employer-focused programs resulting in credentials valued by businesses that offer strong pathways to career advancement.

This federal grant would provide Florida with an opportunity to advance solutions for employment and reemployment in four industry sectors and clusters that remain vital to our future economic diversification and prosperity: Advanced Manufacturing, Aviation/Aerospace, Financial Technology and Healthcare.

As a leading business in the mortgage technology industry, Black Knight, Inc. looks forward to collaborating with CareerSource Florida and other statewide partners to ensure we have an employer-driven solution to assist fellow Floridians with meaningful training that helps reconnect them to work.

It is our hope that you will look favorably upon this request for assistance through your new federal program designed to support learning, economic development and reemployment. With our state's strong partnerships and shared vision for economic prosperity for all Floridians, we think Florida is poised for much-needed new education, training, employment and business success to rebuild our state economy and set a bright future for flourishing communities and growth.

Sincerely,

Diane Williams
HR Director, Talent Engagement



P.O. Box 45085 • Jacksonville, Florida 32232-5085 • (904) 777-6000 or 1-800-445-6289 • www.vystarcu.org

August 13, 2020

Mrs. Betsy DeVos
Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce
Preparation Grant

Dear Mrs. DeVos:

It is my pleasure to acknowledge on behalf of VyStar Credit Union our support of CareerSource Florida's Reimagine Workforce Preparation Grant Proposal. As the nation's third-largest state, Florida is enduring some of the greatest public health and economic challenges globally due to the COVID-19 pandemic.

If successful in its application, CareerSource Florida would use these federal CARES Act resources to help ensure the workforce — regional and statewide — is trained, particularly in the skills and competencies needed in today's landscape.

CareerSource Florida, as the state workforce investment and policy board, has a proven record of business-driven collaboration, innovation and leadership to support the economic prosperity of Florida job seekers, workers and businesses. Under this grant proposal, thousands of Floridians in need would have access to short-term training that builds on both existing education and training successes as well as the power of new, employer-focused programs resulting in credentials valued by businesses that offer strong pathways to career advancement.

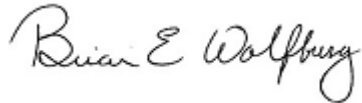
This federal grant would provide Florida with an opportunity to advance solutions for employment and reemployment in four industry sectors and clusters that remain vital to our future economic diversification and prosperity: Advanced Manufacturing, Aviation/Aerospace, Financial Technology and Healthcare.

As a leading business in the Financial Sector, VyStar Credit Union looks forward to collaborating with CareerSource Florida and other statewide partners to ensure we have an employer-driven solution to assist fellow Floridians with meaningful training that helps reconnect them to work.

Mrs. Betsy DeVos
Secretary of Education
August 13, 2020
Page 2

It is our hope that you will look favorably upon this request for assistance through the new federal program designed to support learning, economic development and reemployment. With our state's strong partnerships and shared vision for economic prosperity for all Floridians, we think Florida is poised for much-needed new education, training, employment and business success to rebuild our state economy and set a bright future for flourishing communities and growth.

Sincerely,

A handwritten signature in cursive script that reads "Brian E Wolfburg". The signature is written in dark ink and is positioned below the word "Sincerely,".

Brian E. Wolfburg
President/CEO



L. Denise Williams, Chief People Officer
601 Riverside Avenue, Jacksonville, FL 32204
Tel. 904-438-6340 | Denise.Williams@fisglobal.com

August 13, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce Preparation Grant

Dear Secretary DeVos,

It is my pleasure to acknowledge on behalf of FIS our support of CareerSource Florida's Reimagine Workforce Preparation Grant Proposal. As the nation's third-largest state, Florida is enduring some of the greatest public health and economic challenges globally due to the COVID-19 pandemic. The need to help unemployed Floridians get back to work and ensure students are on an education and training path that prepares them with employer-driven skills and competencies for career success are vital to rebuilding and reimagining our economy. The opportunity to help as many unemployed Floridians as possible reconnect to work quickly through meaningful training that leads to good jobs is also critical to our economic recovery efforts.

CareerSource Florida, as the state workforce investment and policy board, has a proven record of business-driven collaboration, innovation and leadership to support the economic prosperity of Florida job seekers, workers and businesses. Under this grant proposal, thousands of Floridians in need would have access to short-term training that builds on both existing education and training successes as well as the power of new, employer-focused programs resulting in credentials valued by businesses that offer strong pathways to career advancement.

This federal grant would provide Florida with an opportunity to advance solutions for employment and reemployment in four industry sectors and clusters that remain vital to our future economic diversification and prosperity: Advanced Manufacturing, Aviation/Aerospace, Financial Technology and Healthcare.

FIS as a Financial Services employer feels that the CareerSource Florida's Reimagine Workforce Preparation Grant is an important effort to ensure that the state and region's workforce is trained, particularly in the Fintech skills and competencies needed in today's financial landscape. FIS is eager to collaborate with CareerSource Florida and other statewide partners to ensure we have an employer driven solution to assist our Floridians with meaningful training and reconnecting to work.

It is our hope that you will look favorably upon this request for assistance through your new federal program designed to support learning, economic development and reemployment at this unprecedented time. With our state's strong partnerships and shared vision for economic prosperity for all Floridians, we think Florida is poised for much-needed new education, training and employment success to rebuild our economy and set a bright future for flourishing communities and growth.

Sincerely,

A handwritten signature in purple ink that reads "Denise Williams". The signature is written in a cursive, flowing style.

Denise Williams
Chief People Officer

August 11, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce Preparation Grant

Dear Secretary DeVos,

It is my pleasure to acknowledge on behalf of Northrop Grumman our support of CareerSource Florida's Reimagine Workforce Preparation Grant Proposal. As the nation's third-largest state, Florida is enduring some of the greatest public health and economic challenges globally due to the COVID-19 pandemic.

If successful in its application, CareerSource Florida would use these federal CARES Act resources to help ensure the workforce — regional and statewide — is trained, particularly in the skills and competencies needed in today's landscape.

CareerSource Florida, as the state workforce investment and policy board, has a proven record of business-driven collaboration, innovation, and leadership to support the economic prosperity of Florida job seekers, workers, and businesses. Under this grant proposal, thousands of Floridians in need would have access to short-term training that builds on both existing education and training successes as well as the power of new, employer-focused programs resulting in credentials valued by businesses that offer strong pathways to career advancement.

This federal grant would provide Florida with an opportunity to advance solutions for employment and reemployment in four industry sectors and clusters that remain vital to our future economic diversification and prosperity: Advanced Manufacturing, Aviation/Aerospace, Financial Technology, and Healthcare.

As a leader in the Advanced Manufacturing Aerospace & Defense sector, Northrop Grumman looks forward to collaborating with CareerSource Florida and other statewide partners to ensure we have an employer-driven solution to assist fellow Floridians with meaningful training that helps reconnect them to work.

It is our hope that you will look favorably upon this request for assistance through your new federal program designed to support learning, economic development, and reemployment. With our state's strong partnerships and a shared vision for economic prosperity for all Floridians, we think Florida is poised for much-needed new education, training, employment, and business success to rebuild our state economy and set a bright future for flourishing communities and growth.

Sincerely,



Russell Mann
Director Business Management

Northrop Grumman
3520 E Ave M
Palmdale, CA 93550

Lockheed Martin Corporation
6801 Rockledge Drive Bethesda, MD 20817
Telephone Mobile 817.897.0183



August 12, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce Preparation Grant

Dear Secretary DeVos,

It is my pleasure to acknowledge on behalf of Lockheed Martin Corporation our support of CareerSource Florida's Reimagine Workforce Preparation Grant Proposal. As the nation's third-largest state, Florida is enduring some of the greatest public health and economic challenges globally due to the COVID-19 pandemic.

If successful in its application, CareerSource Florida would use these federal CARES Act resources to help ensure the workforce — regional and statewide — is trained, particularly in the skills and competencies needed in today's landscape.

CareerSource Florida, as the state workforce investment and policy board, has a proven record of business-driven collaboration, innovation and leadership to support the economic prosperity of Florida job seekers, workers and businesses. Under this grant proposal, thousands of Floridians in need would have access to short-term training that builds on both existing education and training successes as well as the power of new, employer-focused programs resulting in credentials valued by businesses that offer strong pathways to career advancement.

This federal grant would provide Florida with an opportunity to advance solutions for employment and reemployment in four industry sectors and clusters that remain vital to our future economic diversification and prosperity: Advanced Manufacturing, Aviation/Aerospace, Financial Technology and Healthcare.

As a leading business in the Aerospace and Defense sector, Lockheed Martin looks forward to collaborating with CareerSource Florida and other statewide partners to ensure we have an employer-driven solution to assist fellow Floridians with meaningful training that helps reconnect them to work. This includes public private partnerships enabling our expansion of pre apprenticeship and apprenticeship programs for future aerospace workers and our existing workforce.

It is our hope that you will look favorably upon this request for assistance through your new federal program designed to support learning, economic development and reemployment. With our state's strong partnerships and shared vision for economic prosperity for all Floridians, we think Florida is poised for much-needed new education, training, employment and business success to rebuild our state economy and set a bright future for flourishing communities and growth.

Sincerely,

A handwritten signature in blue ink, reading "Jon E. Gustafson".

Jon Gustafson, Director
HR Economic Development Opportunities
Lockheed Martin Corporation

August 11, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

Dear Secretary DeVos,

It is my pleasure to share Baptist Health Care's support of CareerSource Florida's *Reimagine Workforce Preparation Grant Proposal*. Baptist Health Care, a community-owned, locally-governed health and human services organization is comprised of three hospitals, four medical parks, a behavioral health network, child protective services, work placement for persons with disabilities and an institute for orthopedics and sports medicine. All of these services are designed to help us achieve our Mission of Helping people throughout life's journey. In order to have the talented workforce to serve those who place their care in our trust, and to ensure all who live in the communities we serve have an opportunity for high-skill, high-wage employment, we have long been engaged in education and workforce development efforts here in Northwest Florida and at the state level. We are seeing first-hand the health, education, and financial impacts the COVID-19 pandemic has had on those we serve. If successful in its application, CareerSource Florida would use these federal CARES Act resources to help ensure the workforce is trained, particularly in the skills and competencies needed in today's landscape, allowing for stability in employment during even the most difficult downturns.

As a former long-term member of the CareerSource Florida Board of Directors, I know this organization has a proven record of business-driven collaboration, innovation and leadership to support the economic prosperity of Florida job seekers, workers and businesses. Under this grant proposal, thousands of Floridians in need would have access to short-term training that builds on both existing education and training successes as well as the power of new, employer-focused programs resulting in credentials valued by businesses that offer strong pathways to career advancement. This federal grant would provide Florida with an opportunity to advance solutions for employment and reemployment in four industry sectors and clusters that remain vital to our future economic diversification and prosperity: Advanced Manufacturing, Aviation/Aerospace, Financial Technology and Healthcare.

As a leading business in the health care sector, It is our hope that you will look favorably upon this request for assistance through your new federal program designed to support learning, economic development and reemployment. This state – and CareerSource Florida – have a track record of building collaborative action that yields results for both residents and the business community, creating a pathway to prosperity for all Floridians. We look forward to the opportunity to advance our efforts through this grant program of work.

Sincerely,



Jennifer Grove
Vice President, External Relations



Helping Businesses Grow & Succeed

Florida SBDC Network Headquarters

University of West Florida
220 West Garden Street, Suite 301
Pensacola, FL 32502
P 850.898.3479

www.FloridaSBDC.org

Aug. 7, 2020

The Honorable Betsy DeVos, Secretary of Education, U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202
RE:-Reimagine Workforce Preparation Grant

Dear Secretary DeVos,

This letter is written in support of CareerSource Florida's Reimagine Workforce Preparation Grant Proposal. The proposal's focus on upskilling and educating workers to participate and thrive in this economic climate so adversely affected by COVID-19 and in the "new normal" to come has never been more important. Steadying the financial outlook for the Sunshine State and the nation are integrally connected. Rethinking how workers can have access to high-quality training in a timely manner is a key component of economic recovery and will better the lives of hundreds of thousands of people.

As our state's workforce policy and investment board, CareerSource Florida is uniquely positioned to reach, retrain and place job-seekers, which is one of the core purposes of this grant. CareerSource has continually fostered innovative research and collaboration at the intersection of business, higher education and the talent pool. By leading research efforts and applying the knowledge gleaned, CareerSource has enabled generations of Floridians to attain personal and professional goals. CareerSource's Reimagine Proposal calls for short-term job training that will lead to existing career paths and new ones that need to be forged (advanced manufacturing, aviation/aerospace, financial technology and healthcare.) CareerSource knows how to do this and do it well.

With its track record of strong partnerships like the one that exists between it and the Florida Small Business Development Center (SBDC) Network, the state's principal provider of small business assistance, it is certain that CareerSource will succeed in its quest to support learning and training that leads to growth, development and long-term sustainability in an uncertain and unprecedented time. The prosperity of Florida's communities can be bolstered significantly with the help afforded by the Reimagine Grant.

Thank you for your time and consideration.

Sincerely,

Michael W. Myhre

A handwritten signature in black ink that reads "Michael W. Myhre". The signature is fluid and cursive, with a long horizontal stroke at the end.

Chief Executive Office
Florida SBDC Network Headquarters

Headquartered at



UNIVERSITY of
WEST FLORIDA



136 S. Bronough Street
Tallahassee, FL 32301
Phone: (850) 521-1200
Fax: (850) 521-1203

www.floridachamber.com

August 13, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce Preparation Grant

Dear Secretary DeVos,

Thank you for your leadership. The nation's job creators appreciate your focus on creating the best education and workforce system on the planet. It is my pleasure to acknowledge on behalf of the Florida Chamber of Commerce our support of CareerSource Florida's Reimagine Workforce Preparation Grant Proposal. As the nation's third-largest state, Florida is enduring some of the greatest public health and economic challenges globally due to the COVID-19 pandemic. The need to help unemployed Floridians get back to work and ensure students are on an education and training path that prepares them with employer-driven skills and competencies for career success are vital to rebuilding and reimagining our economy. The opportunity to help as many unemployed Floridians as possible reconnect to work quickly through meaningful training that leads to good jobs is also critical to our economic recovery efforts.

CareerSource Florida, as Florida's workforce investment and policy board, has a proven record of business-driven collaboration, innovation and leadership to support the economic prosperity of Florida job seekers, workers and businesses. Under this grant proposal, thousands of Floridians in need would have access to short-term training that builds on both existing education and training successes as well as the power of new, employer-focused programs resulting in credentials valued by businesses that offer strong pathways to career advancement.

This federal grant would provide Florida with an opportunity to advance solutions for employment and reemployment in four industry sectors and clusters that remain vital to our future economic diversification and prosperity: Advanced Manufacturing, Aviation/Aerospace, Financial Technology and Healthcare.

It is our hope that you will look favorably upon this request for assistance through your new federal program designed to support learning, economic development and reemployment at this unprecedented time. With our state's strong partnerships and shared vision for economic prosperity for all Floridians, we think Florida is poised for much-needed new education, training and employment success to rebuild our economy and help secure Florida's future.

My best,

A handwritten signature in black ink that reads "Mark Wilson". The signature is written in a cursive, flowing style.

Mark Wilson
President and CEO
Florida Chamber of Commerce

Ronald D. DeSantis Governor

Officers

Christopher Corr Chair
Raydient Places & Properties

Sydney W. Kitson Vice Chair
Kitson & Partners

Ignacio B. Felix Treasurer
McKinsey & Company

Patrick J. Geraghty Immediate Past Chair
GuideWell and Florida Blue

Robert L. Ward President and CEO

Board of Directors

Lee E. Arnold, Jr.
Colliers International Florida

Rodney Barreto
Barreto Group, Inc.

Edward E. Burr
GreenPointe Holdings

Scott Cathcart
SunTrust Bank

Dean Colson
Colson Hicks Eidson

Thomas L. duPont
duPont REGISTRY

Rick Goings
Tupperware Brands Corporation

Steven T. Halverson
The Haskell Company

Debra Ann Harvey
Ron Jon Surf Shop, Inc.

John F. Kirtley
KLH Capital

Rhea F. Law
Buchanan Ingersoll & Rooney PC

George LeMieux
Gunster

Paul Leone
Flagler System, Inc.

Fred Pezeshkan
Summit Management Group – Florida

Lou Plasencia
The Plasencia Group

John Ramil
TECO Energy, Inc., Retired

Neil H. Shah
Hersha Hotels and Resorts

Kent Shoemaker
Lipman Companies

Eric E. Silagy
Florida Power & Light Company

Thomas K. Sittima
RiverBridge Capital

Catherine Stempien
Duke Energy, Florida

Rasesh Thakkar
Tavistock Group

Daryl Tol
Advent Health Central Florida Division

Nancy Tower
Tampa Electric Company

Jeffrey N. Vinik
Tampa Bay Sports & Entertainment

Ronald G. Wanek
Ashley Furniture Industries

Will Weatherford
Weatherford Capital

Joe York
AT&T



August 12, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine
Workforce Preparation Grant

Dear Secretary DeVos:

In the aftermath of the coronavirus pandemic, rapid reinvigoration of Florida's workforce will be key to revitalizing the state's economy. It is for this reason that the Florida Council of 100 strongly supports CareerSource Florida's Reimagine Workforce Preparation Grant Proposal.

Formed in 1961, the Florida Council of 100 is a private, nonprofit, nonpartisan organization of the top chief executive officers in the state. The Council works closely with the Governor and state agencies, the Legislature, the Court, and other private organizations, to effect positive change in the state and improve the quality of life for Floridians. Since inception, the Council has had a vital, ongoing interest in improving Florida's education system. We have always fervently held that Florida needs a world-class workforce infrastructure if our citizens are to have the career tools they need to compete and prosper in the ever-changing economy of the 21st century. Our recent report, [Project Sunrise: An Economic Competitiveness Strategy for the State of Florida](#) emphasizes talent as the most important factor for enabling our state to thrive in the coming decades. In it, we argue that developing and leveraging the state's talent pipeline is Florida's key path to prosperity for all Floridians.

Prior to the pandemic, Florida's economy had been growing and thriving at unprecedented levels. Coronavirus disrupted that performance, but the foundational infrastructure of skilled workers remains. Unfortunately, many of those workers are currently unemployed through no fault of their own. The availability of opportunities for them to reconnect to work through meaningful training will determine how quickly Florida's economy will rebound.

CareerSource Florida is the ideal entity for facilitating such opportunities. As Florida's workforce investment and policy board, CareerSource Florida has an impeccable track record of matching workers with employers, training and upskilling those workers when necessary through a variety of career-enhancing programs. For many years, CareerSource has been a primary provider of funding and expertise to businesses looking to grow in the state. CareerSource Florida is also playing a vital role in boosting the state's economy during the pandemic with its Florida Flex initiative. The organization has become the business community's go-to resource for recruiting, developing, and retaining Floridians in need of work both before and during the pandemic.

Never in our history has the need for a vibrant workforce been more important. A Reimagine Workforce Preparation grant would help provide tens of thousands of workers with short-term training to augment their current skills and prepare them for the post-pandemic economy. This includes sectors that Project Sunrise shows are crucial to our economy's long-term success, including healthcare, fintech, and manufacturing. We also firmly believe that the building of a comprehensive and integrated education/workforce data infrastructure would be unique among the states for tracking and optimizing training programs under, and subsequent to, the grant.

As a primary conduit to Florida's business community, the Council of 100 would be honored to partner with CareerSource Florida in implementing a Reimagine Workforce Preparation grant. We see this project as means of both jumpstarting Florida's economy and assuring its robustness for years to come. Employers and workers alike would benefit greatly from the special reskilling and upskilling opportunities afforded by the grant, which would enable all Floridians to prosper regardless of their zip code.

Sincerely,

Robert L. Ward

Robert L. Ward
President & CEO



August 14, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce Preparation Grant

Dear Secretary DeVos,

Space Florida is honored to offer its enthusiastic support for CareerSource Florida's Reimagine Workforce Preparation Grant Proposal. As the Spaceport Authority for the State of Florida, my team has provided essential leadership in the transformation of Florida into a powerful aerospace engine in America. Our continued success will be dependent upon continued access to a skilled and talented workforce.

In the last few months, we have also partnered with CareerSource Florida on the frontlines of the economic recovery efforts to assess and mitigate the impacts of the pandemic.

This RWP Grant provides an exciting opportunity to invigorate efforts to provide critical skills demanded by a growing commercial space marketplace, and to empower those efforts to more effectively target previously underserved communities. The demand is so great, and the moral responsibility so pressing, that we cannot leave any Floridian behind in the building of a robust and resilient future.

As our partnership with CareerSource Florida has evolved, we have increasingly focused upon the need to let industry drive the requirements. Under this grant proposal, Floridians in need would have access to short-term training, leveraging both existing education and training and the power of new, industry-led programs resulting in credentials which offer strong pathways to brighter future career opportunities.

This federal grant would provide Florida with an opportunity to advance solutions for employment and reemployment in the fields around which a broad partnership across the State of Florida has demonstrated high-profile success before COVID of Advanced Manufacturing, Aviation/Aerospace, Cyber Security, and other related and integrated disciplines.

Space Florida is honored and excited to support this proposal and the positive impact that an RWP Grant award would have in our state. Together, we can support the nation's economic recovery and ensure future success in an increasingly complex and competitive global aerospace environment.

Sincerely,

Frank A. DiBello
President & CEO



August 13, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

*Governor Ron DeSantis,
Chairman*

*Jamal Sowell,
Florida Secretary of Commerce
President & CEO*

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce Preparation Grant

Dear Secretary DeVos,

On behalf of Enterprise Florida, Inc., the principal economic development and international trade office for the State of Florida, please accept our support for CareerSource Florida's Reimagine Workforce Preparation Grant application. This grant will strengthen Florida's current education and workforce training services, enhance broad-based opportunity for employers to have access to talent, and help us address current economic challenges.

Enterprise Florida's mission is to expand and diversify Florida's economy through job creation. One of our strongest partners, CareerSource Florida, keeps workforce training options top of mind for businesses looking to relocate and expand their operations.

During the COVID-19 pandemic, we are committed to help as many unemployed Floridians as possible reconnect to work quickly through training that leads to good jobs. In the long-term, opportunities for upskilling and reskilling are essential for our state to keep pace with new technologies and provide workers with as industries advance and evolve.

Again, we wholeheartedly support CareerSource Florida's grant proposal and appreciate the opportunity to provide comment.

Sincerely,

Jamal Sowell
Secretary of Commerce
President & Chief Executive Officer
Enterprise Florida, Inc.

ORLANDO

800 North Magnolia Avenue
Suite 1100
Orlando, Florida 32803
T 407-956-5600

MIAMI

201 Alhambra Circle
Suite 610
Coral Gables, Florida 33134
T 305-808-3660

TALLAHASSEE

101 North Monroe Street
Suite 1000
Tallahassee, Florida 32301
T 850-298-6620



August 5, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce Preparation Grant

Dear Secretary DeVos,

It is my pleasure to acknowledge on behalf of FloridaMakes our support of CareerSource Florida's Reimagine Workforce Preparation Grant Proposal. As the nation's third-largest state, Florida is enduring some of the greatest public health and economic challenges globally due to the COVID-19 pandemic. The need to help unemployed Floridians get back to work and ensure students are on an education and training path that prepares them with employer-driven skills and competencies for career success are vital to rebuilding and reimagining our economy. The opportunity to help as many unemployed Floridians as possible reconnect to work quickly through meaningful training that leads to good jobs is also critical to our economic recovery efforts.

CareerSource Florida, as the state workforce investment and policy board, has a proven record of business-driven collaboration, innovation and leadership to support the economic prosperity of Florida job seekers, workers and businesses. Under this grant proposal, thousands of Floridians in need would have access to short-term training that builds on both existing education and training successes as well as the power of new, employer-focused programs resulting in credentials valued by businesses that offer strong pathways to career advancement.

This federal grant would provide Florida with an opportunity to advance solutions for employment and reemployment in four industry sectors and clusters that remain vital to our future economic diversification and prosperity: Advanced Manufacturing, Aviation/Aerospace, Financial Technology and Healthcare.

It is our hope that you will look favorably upon this request for assistance through your new federal program designed to support learning, economic development and reemployment at this unprecedented time. With our state's strong partnerships and shared vision for economic prosperity for all Floridians, we think Florida is poised for much-needed new education, training and employment success to rebuild our economy and set a bright future for flourishing communities and growth.

Sincerely,

Kevin Carr
Chief Executive Officer



FEDERAL
RESERVE
BANK
of ATLANTA

Research Department
1000 Peachtree Street, NE
Atlanta, GA 30309
404-498-
Fax 404-498-8956
Dave.Altig@atl.frb.org

August 14, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce
Preparation Grant

Dear Secretary DeVos,

The Federal Reserve Bank of Atlanta (Atlanta Fed) is pleased to confirm its commitment to continue its ongoing collaboration with the state of Florida to develop a dashboard and framework that will support the identification of financial barriers that impede economic mobility and development of mitigation strategies to further career advancement opportunities.

As part of the Atlanta Fed's efforts to explore issues raised by marginal tax rates within public benefit programs, we are partnering with CareerSource Florida, Inc. to identify how marginal tax rates interact with the state's in-demand career pathways. As part of this collaborative effort, the Atlanta Fed's methodological capabilities will be paired with Florida's engagement of community and state workforce, education, business, and human service leaders with expertise in policy to provide a comprehensive review of safety net benefits and eligibility policies that result in system alignment strategies with work-based solutions.

The development of a customized dashboard will provide critical occupational information and allow for customized career guidance for individuals and families based on employment needs. The dashboard will provide short- and long-term perspectives on the financial gains and barriers to career advancement in Florida. While the partnership predates the COVID-19 pandemic, the framework and dashboard will support workforce development and education efforts for individuals and families experiencing short-term financial challenges, as well as those experiencing longer-term poverty.

We are committed to continuing to provide our support, via the Atlanta Fed staff and the production of the Florida dashboard, without charge, toward the development, deployment, implementation, and evaluation of the tool in Florida.

Sincerely,

David Altig, Executive Vice President and Director of Research



August 13, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce Preparation Grant

Dear Secretary DeVos,

It is my pleasure to acknowledge on behalf of HR Florida State Council, Inc. our support of CareerSource Florida's Reimagine Workforce Preparation Grant Proposal. As the nation's third-largest state, Florida is enduring some of the greatest public health and economic challenges globally due to the COVID-19 pandemic. The need to help unemployed Floridians get back to work and ensure students are on an education and training path that prepares them with employer-driven skills and competencies for career success are vital to rebuilding and reimagining our economy. The opportunity to help as many unemployed Floridians as possible reconnect to work quickly through meaningful training that leads to good jobs is also critical to our economic recovery efforts.

CareerSource Florida, as the state workforce investment and policy board, has a proven record of business-driven collaboration, innovation and leadership to support the economic prosperity of Florida job seekers, workers and businesses. Under this grant proposal, thousands of Floridians in need would have access to short-term training that builds on both existing education and training successes as well as the power of new, employer-focused programs resulting in credentials valued by businesses that offer strong pathways to career advancement.

This federal grant would provide Florida with an opportunity to advance solutions for employment and reemployment in four industry sectors and clusters that remain vital to our future economic diversification and prosperity: Advanced Manufacturing, Aviation/Aerospace, Financial Technology and Healthcare.

It is our hope that you will look favorably upon this request for assistance through your new federal program designed to support learning, economic development and reemployment at this unprecedented time. With our state's strong partnerships and shared vision for economic prosperity for all Floridians, we think Florida is poised for much-needed new education, training and employment success to rebuild our economy and set a bright future for flourishing communities and growth.

Sincerely,

A handwritten signature in black ink, appearing to read 'Heather Deyrieux', with a small decorative flourish at the end.

Heather Deyrieux
President
HR Florida State Council
hd@hrflorida.org

August 5, 2020

The Honorable Betsy DeVos, Secretary of
Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202



RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce Preparation Grant

Dear Secretary DeVos,

It is my pleasure to acknowledge the Florida Economic Development Council's (FEDC) support of CareerSource Florida's Reimagine Workforce Preparation Grant Proposal. As the nation's third-largest state, Florida is enduring some of the greatest public health and economic challenges globally due to the COVID-19 pandemic. The need to help unemployed Floridians get back to work and ensure students are on an education and training path that prepares them with employer-driven skills and competencies for career success are vital to rebuilding and reimagining our economy. The opportunity to help as many unemployed Floridians as possible reconnect to work quickly through meaningful training that leads to good jobs is also critical to our economic recovery efforts.


Since 1964, FEDC's 400 members have engaged business, education, and government leaders in the development of key economic development initiatives that improve local communities and elevate Florida's global competitiveness. FEDC members are subject matter experts in economic, workforce and community development with extensive experience in marketing the competitive assets of the communities they serve resulting in the attraction, retention and creation of businesses which provide jobs for Florida families and capital investment in Florida communities. FEDC is the perfect partner to steer employer awareness and engagement to achieve the goals of this proposal.

CareerSource Florida, as the state workforce investment and policy board, has a proven record of business-driven collaboration, innovation and leadership to support the economic prosperity of Florida job seekers, workers and businesses. Under this grant proposal, thousands of Floridians in need would have access to short-term training that builds on both existing education and training successes as well as the power of new, employer-focused programs resulting in credentials valued by businesses that offer strong pathways to career advancement.

This federal grant would provide Florida with an opportunity to advance solutions for employment and reemployment in four industry sectors and clusters that remain vital to our future economic diversification and prosperity: Advanced Manufacturing, Aviation/Aerospace, Financial Technology and Healthcare.

It is our hope that you will look favorably upon this request for assistance through your new federal program designed to support learning, economic development and reemployment at this unprecedented time. With our state's strong partnerships and shared vision for economic prosperity for all Floridians, we think Florida is poised for much-needed new education, training and employment success to rebuild our economy and set a bright future for flourishing communities and growth.

Sincerely,



Beth Cicchetti, CEcD
Executive Director

3551 Blainstone Road
Suite 105-138
Tallahassee, FL 32301

www.FEDOnline.org

850-212-1056



August 11, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, DC 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce Preparation Grant

Dear Secretary DeVos,

I am writing on behalf of JAXUSA Partnership, the economic development division of the seven counties of Northeast Florida, to extend our support of CareerSource Florida's Reimagine Workforce Preparation Grant proposal. This grant will give CareerSource Florida, the state workforce investment and policy board, the opportunity to expand short-term training programs for Florida's unemployed and underemployed due to the current public health and economic crisis our country is facing.

The adverse impact on the 21 million Americans that call Florida home has been significant, particularly for those in serve-distressed communities. Through this grant, CareerSource Florida will create solutions to get Floridians back to work, giving them the skills needed in the four industry clusters that are vital to Florida's and the United States' recovery and resiliency: advanced manufacturing, aviation and aerospace, health care and financial technology.

CareerSource Florida has a proven record of business-driven collaboration, innovation and leadership to support the economic prosperity of Florida job seekers, workers and businesses. At JAXUSA Partnership, we are strong partners with CareerSource Florida and its regional counterpart, CareerSource Northeast Florida, to provide career pathway and upskilling opportunities for our state's residents each day. As our state endures one of our greatest economic challenges, we are resolved in this partnership to innovate as we rebuild, giving our workforce every advantage possible in a seemingly disadvantageous environment.

The effects of COVID-19 have created unprecedented circumstances for the United States and, especially Florida. It is our sincere hope that you award this much needed funding to CareerSource Florida to give them the opportunity to work toward solutions that position our state and its residents for economic recovery.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads "Aundra L. Wallace".

Aundra Wallace
President

August 14, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce Preparation Grant

Dear Secretary DeVos,

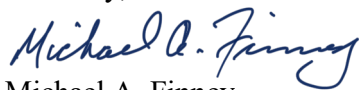
It is my pleasure to acknowledge on behalf of Miami-Dade Beacon Council our support of CareerSource Florida's Reimagine Workforce Preparation Grant Proposal. As the nation's third-largest state, Florida is enduring some of the greatest public health and economic challenges globally due to the COVID-19 pandemic. The need to help unemployed Floridians get back to work and ensure students are on an education and training path that prepares them with employer-driven skills and competencies for career success are vital to rebuilding and reimagining our economy. The opportunity to help as many unemployed Floridians as possible reconnect to work quickly through meaningful training that leads to good jobs is also critical to our economic recovery efforts.

CareerSource Florida, as the state workforce investment and policy board, has a proven record of business-driven collaboration, innovation and leadership to support the economic prosperity of Florida job seekers, workers and businesses. Under this grant proposal, thousands of Floridians in need would have access to short-term training that builds on both existing education and training successes as well as the power of new, employer-focused programs resulting in credentials valued by businesses that offer strong pathways to career advancement.

This federal grant would provide Florida with an opportunity to advance solutions for employment and reemployment in four industry sectors and clusters that remain vital to our future economic diversification and prosperity: Advanced Manufacturing, Aviation/Aerospace, Financial Technology and Healthcare.

It is our hope that you will look favorably upon this request for assistance through your new federal program designed to support learning, economic development and reemployment at this unprecedented time. With our state's strong partnerships and shared vision for economic prosperity for all Floridians, we think Florida is poised for much-needed new education, training and employment success to rebuild our economy and set a bright future for flourishing communities and growth.

Sincerely,



Michael A. Finney
President & CEO



August 14, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: Support for State of Florida's Application for Education Stabilization Fund - Reimagine Workforce Preparation Grant

Dear Secretary DeVos,

I write on behalf of the Florida Workforce Chairs Alliance, representing the chairs of Florida's 24 Workforce Development Boards and their more than one-thousand board members who are responsible for local policies and implementing the vision of CareerSource Florida.

We heartily support CareerSource Florida's Reimagine Workforce Preparation grant application.

We have begun the work of helping our businesses and our workers recover from the pandemic disruption. We are learning that businesses are re-engineering. Workers are looking for new, different career opportunities. As much as "returning to normal," we must enable a *new* normal. The Reimagine Workforce Preparation program provides the means for us meet this challenge with innovation in short-term career pathway education programs focused on industry sectors.

Here in Florida, those sectors are Advanced Manufacturing, Aviation/Aerospace, Financial Technology and Healthcare. Coordinated by CareerSource Florida, this grant would enable all of our local boards in every region of our state to advance solutions for employment and reemployment through new, stronger collaborations with our education and economic development partners.

Florida has a shared vision for economic prosperity for our residents. We are faced with unprecedented need for short-term training and education that transcends existing workforce program funding. We hope you will look favorably on CareerSource Florida's Reimagine Workforce Preparation program application. It would bring to life initiatives that can help us have greater impact on our economic recovery and even serve as the foundation for redefining a more responsive and effective workforce system in years to come.

Sincerely,

Michael Jackson
Chair, Florida Workforce Chairs Alliance
President, CareerSource Southwest Florida

mj@jacksonpr.com



August 4, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce Preparation Grant

Dear Secretary DeVos:

It is my pleasure to acknowledge on behalf of CareerSource Flagler Volusia our support of CareerSource Florida's Reimagine Workforce Preparation Grant Proposal. As the nation's third-largest state, Florida is enduring some of the greatest public health and economic challenges globally due to the COVID-19 pandemic. The need to help unemployed Floridians get back to work and ensure students are on an education and training path that prepares them with employer-driven skills and competencies for career success are vital to rebuilding and reimagining our economy. The opportunity to help as many unemployed Floridians as possible reconnect to work quickly through meaningful training that leads to good jobs is also critical to our economic recovery efforts.

CareerSource Florida, as the state workforce investment and policy board, has a proven record of business-driven collaboration, innovation and leadership to support the economic prosperity of Florida job seekers, workers and businesses. Under this grant proposal, thousands of Floridians in need would have access to short-term training that builds on both existing education and training successes as well as the power of new, employer-focused programs resulting in credentials valued by businesses that offer strong pathways to career advancement.

This federal grant would provide Florida with an opportunity to advance solutions for employment and reemployment in four industry sectors and clusters that remain vital to our future economic diversification and prosperity: Advanced Manufacturing, Aviation/Aerospace, Financial Technology and Healthcare.

It is our hope that you will look favorably upon this request for assistance through your new federal program designed to support learning, economic development and reemployment at this unprecedented time. With our state's strong partnerships and shared vision for economic prosperity for all Floridians, we think Florida is poised for much-needed new education, training and employment success to rebuild our economy and set a bright future for flourishing communities and growth.

Sincerely,

A handwritten signature in blue ink, appearing to read "Robin R. King".

Robin R. King
President, Florida Workforce Development Association



Provide research, program development and evaluation services that enable community-based health organizations to improve population health.

August 7, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce Preparation Grant

Dear Secretary DeVos,

The Health Council of East Central Florida supports CareerSource Florida's Reimagine Workforce Preparation Grant Proposal. As the nation's third-largest state, Florida is enduring some of the greatest public health and economic challenges globally due to the COVID-19 pandemic. The need to help unemployed Floridians get back to work and ensure students are on an education and training path that prepares them with employer-driven skills and competencies for career success are vital to rebuilding and reimagining our economy. The opportunity to help as many unemployed Floridians as possible reconnect to work quickly through meaningful training that leads to good jobs is also critical to our economic recovery efforts.

CareerSource Florida, as the state workforce investment and policy board, has a proven record of business-driven collaboration, innovation and leadership to support the economic prosperity of Florida job seekers, workers and businesses. Under this grant proposal, thousands of Floridians in need would have access to short-term training that builds on both existing education and training successes as well as the power of new, employer-focused programs resulting in credentials valued by businesses that offer strong pathways to career advancement.

This federal grant would provide Florida with an opportunity to advance solutions for employment and reemployment in four industry sectors and clusters that remain vital to our future economic diversification and prosperity: Advanced Manufacturing, Aviation/Aerospace, Financial Technology, and Healthcare. **There is a growing need in our four service counties for an expanded health workforce.**

It is our hope that you will look favorably upon this request for assistance through your new federal program designed to support learning, economic development and reemployment at this unprecedented time. With our state's strong partnerships and shared vision for economic prosperity for all Floridians, we think Florida is poised for much-needed new education, training and employment success to rebuild our economy and set a bright future for flourishing communities and growth.

Sincerely,

A handwritten signature in black ink, appearing to read "Kenneth Peach".

Kenneth Peach
Executive Director



3320 THOMASVILLE ROAD, SUITE 200 • TALLAHASSEE, FLORIDA 32308 • (850) 224-4493 VOICE OR TDD • (850) 224-4496 FAX • WWW.ABLETRUST.ORG

7 August 2020

The Honorable Betsy DeVos
Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application for Education Stabilization Fund - Reimagine Workforce Preparation Grant - to be led by CareerSource Florida

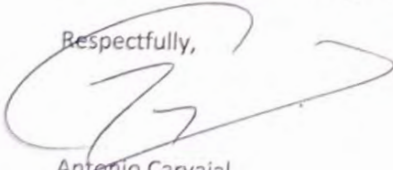
Dear Secretary DeVos,

Securing meaningful and sustainable employment for Floridians with disabilities has been the mission of The Able Trust for 30 years and we were excited to read about the plans that you and the US Department of Education have as a response to the challenges learners and earners face as a result of the COVID-19 pandemic. Your commitment to developing and implementing new education, training, and business development opportunities will have a big impact on individuals and communities. We want to join you in ensuring a future-ready workforce and plan to do so with the help of one of Florida's great leadership organizations, CareerSource Florida. As the state's workforce investment and policy board, CareerSource Florida has a proven record of collaboration and innovation on issues related to talent-development and their leadership will no doubt yield positive results for Florida's job seekers and employers.

On behalf of The Able Trust, it is my pleasure to acknowledge our support for CareerSource Florida's Reimagine Workforce Preparation Grant Proposal. We look forward to working with them to help unemployed Floridians- especially those with disabilities- reconnect to work quickly through meaningful training that leads to good jobs and our economic recovery. This federal grant would provide Florida with an opportunity to advance solutions for employment and reemployment in key industry sectors and clusters that remain vital to our future economic diversification and prosperity AND notably employ individuals with disabilities: Advanced Manufacturing, Aviation/Aerospace, Financial Technology and Healthcare.

Thank you for looking favorably on our request for assistance through your competitive Reimagine Workforce Preparation Grant. With our state's strong partnerships and shared vision for economic prosperity for all Floridians, we strongly believe Florida can achieve the transformational goals you envision for the program and we look forward to leveraging your vision as we rebuild our state and our national economy, ensuring a brighter future for workers and job seekers of all abilities.

Respectfully,



Antonio Carvajal
President & CEO

THE FLORIDA ENDOWMENT FOUNDATION FOR VOCATIONAL REHABILITATION, INC.

Susan Kibet, Ed.D., CCC-SLP,
Chair

Valerie Breen, M.S.S.A.,
ACSW
Executive Director

Partner Agency Members

Jean Sherman, Ed.D., RN
Maimon Center UCEDD
University of Miami School
of Medicine

Lee Fox, Ph.D.
Florida Center for Inclusive
Communities UCEDD
University of South Florida

Disability Rights Florida

General Members

Amanda Baker

Richard "Dick" Bradley

Conney Dahn

Sarah Goldman

Elly Hagen

Eddie Hall

Laurie Harlow

Dennis Hart M.D.

Yolanda Herrera

Kevin Johnson

John "Jack" Kosik

Bobbie Lake

Lee Miller

Thomas "TJ" Moon

Frank Shalett

Leah Tawson

Kali Wilson

Victoria Zepp

State Agency Members

Agency for Healthcare
Administration

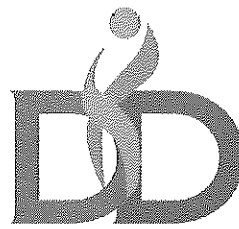
Agency for Persons with
Disabilities (APD)

Bureau of Exceptional
Education and
Student Services

Department of Elder Affairs

Division of Children's
Medical Services

Division of Vocational
Rehabilitation



Florida
Developmental
Disabilities
Council, Inc

*"To advocate and promote meaningful participation in all aspects of life
for Floridians with developmental disabilities"*

August 11, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce
Preparation Grant

Dear Secretary DeVos,

The Florida Developmental Disabilities Council is pleased to provide this letter indicating our support of CareerSource Florida's Reimagine Workforce Preparation Grant Proposal. As the nation's third-largest state, Florida is enduring some of the greatest public health and economic challenges globally due to the COVID-19 pandemic. The need to help unemployed Floridians get back to work and ensure students, including students with intellectual and developmental disabilities, are on an education and training path that equips them with employer-driven skills and competencies for career success are vital to rebuilding and reimagining our economy. The opportunity to help as many unemployed Floridians as possible reconnect to work quickly through meaningful training that leads to good jobs is also critical to Florida's economic recovery efforts.

Our Council has a strong collaborative relationship with CareerSource Florida that has been maintained over time. Through Florida's Employment First initiative facilitated by our Council, eleven state agencies and organizations, including CareerSource Florida, meet regularly in the pursuit of improved training and employment outcomes for students and adults with disabilities. Our Employment First partnership provides an excellent venue for collaborative support of this grant by the Council and our partners.

It is our hope that you will look favorably upon this request for assistance through your new federal program designed to support learning, economic development and reemployment for Floridians with critical needs during this unprecedented time.

Sincerely,


Valerie E. Breen
Executive Director

Cc: Michelle Dennard, President and CEO, CareerSource Florida
Lisa Cramer, Executive Coordinator, CareerSource Florida
Sheila Gritz-Swift, FDDC, Deputy Director of Programs and Compliance
Safee Broxton, FDDC, Manager of Programs and Contracts

124 Marriott Drive, Suite 203, Tallahassee, Florida 32301-2981

Phone: (850) 488-4180 • (800) 580-7801 • Fax: (850) 922-6702

TDD: (850) 488-0956 • (888) 488-8633 • www.fddc.org



State Board of Education

Andy Tuck, *Chair*
Marva Johnson, *Vice Chair*
Members
Ben Gibson
Tom Grady
Michael Olenick
Ryan Petty
Joe York

Richard Corcoran
Commissioner of Education

August 6, 2020

The Honorable Betsy DeVos, Secretary of Education
U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce Preparation Grant

Dear Secretary DeVos,

On behalf of the Florida Division of Blind Services, I am pleased to offer our support to CareerSource Florida's Reimagine Workforce Preparation Grant Proposal.

As the nation's third-largest state, Florida is enduring some of the greatest public health and economic challenges globally due to the COVID-19 pandemic. The need to help unemployed Floridians get back to work and ensure students are on an education and training path that prepares them with employer-driven skills and competencies for career success are vital to rebuilding and reimagining our economy. The opportunity to help as many unemployed Floridians as possible reconnect to work quickly through meaningful training that leads to good jobs is also critical to our economic recovery efforts.

CareerSource Florida, as the state workforce investment and policy board, has a proven record of business-driven collaboration, innovation and leadership to support the economic prosperity of Florida job seekers, workers and businesses. Under this grant proposal, thousands of Floridians in need would have access to short-term training that builds on both existing education and training successes as well as the power of new, employer-focused programs resulting in credentials valued by businesses that offer strong pathways to career advancement.

This federal grant would provide Florida with an opportunity to advance solutions for employment and reemployment in four industry sectors and clusters that remain vital to our future economic diversification and prosperity: Advanced Manufacturing, Aviation/Aerospace, Financial Technology and Healthcare.

It is our hope that you will look favorably upon this request for assistance through your new federal program designed to support learning, economic development and reemployment at this unprecedented time. With our state's strong partnerships and shared vision for economic prosperity for all Floridians, we think Florida is poised for much-needed new education, training and employment success to rebuild our economy and set a bright future for flourishing communities and growth.

Sincerely,

Robert L. Doyle, III
Director

ROBERT L. DOYLE, III
DIRECTOR
Division of Blind Services

Andy Tuck, *Chair*
Marva Johnson, *Vice Chair*
Members
Ben Gibson
Tom Grady
Michael Olenick
Ryan Petty
Joe York



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U.S. Department of Education
400 Maryland Ave., SW
Washington, D.C. 20202

RE: State of Florida Application Education Stabilization Fund-Reimagine Workforce Preparation Grant

Dear Secretary DeVos,

It is my pleasure to acknowledge on behalf of the Florida Division of Vocational Rehabilitation (VR) our support of CareerSource Florida's Reimagine Workforce Preparation Grant Proposal. As the nation's third-largest state, Florida is enduring some of the greatest public health and economic challenges globally due to the COVID-19 pandemic. The need to help unemployed Floridians get back to work and ensure students are on an education and training path that prepares them with employer-driven skills and competencies for career success are vital to rebuilding and reimagining our economy. The opportunity to help as many unemployed Floridians as possible reconnect to work quickly through meaningful training that leads to good jobs is also critical to our economic recovery efforts.

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reemployment at this unprecedented time. With our state's strong partnerships and shared vision for economic prosperity for all Floridians, we think Florida is poised for much-needed new education, training and employment success to rebuild our economy and set a bright future for flourishing communities and growth.

Sincerely,

A handwritten signature in blue ink, appearing to read "Allison Flanagan", with a long horizontal flourish extending to the right.

Allison Flanagan, MRC, CRC

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.

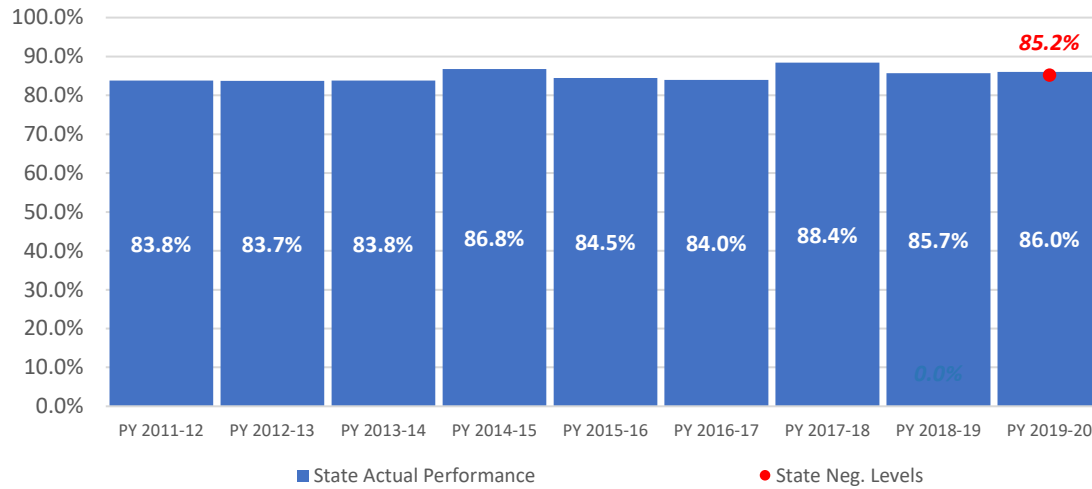
The Measurable Skill Gains indicator is used to measure interim progress of participants who are enrolled in education or training services for a specified reporting period. Therefore, it is not an exit-based measure. Instead, it is intended to capture important progressions through pathways that offer 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)



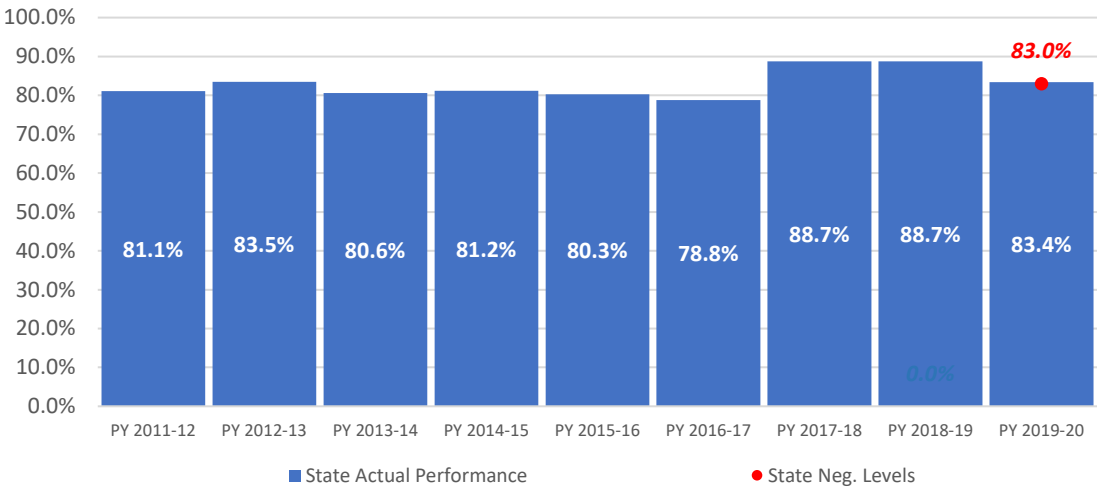
Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	83.8%	14,791
PY 2012-13	83.7%	12,741
PY 2013-14	83.8%	14,391
PY 2014-15	86.8%	13,900
PY 2015-16	84.5%	15,387
PY 2016-17	84.0%	15,214
PY 2017-18	88.4%	13,592
PY 2018-19	85.7%	9,859
PY 2019-20	86.0%	8,978

WIOA Category:

Dislocated Worker

WIOA Metric:

Employment Rate (2nd Qtr after exit)

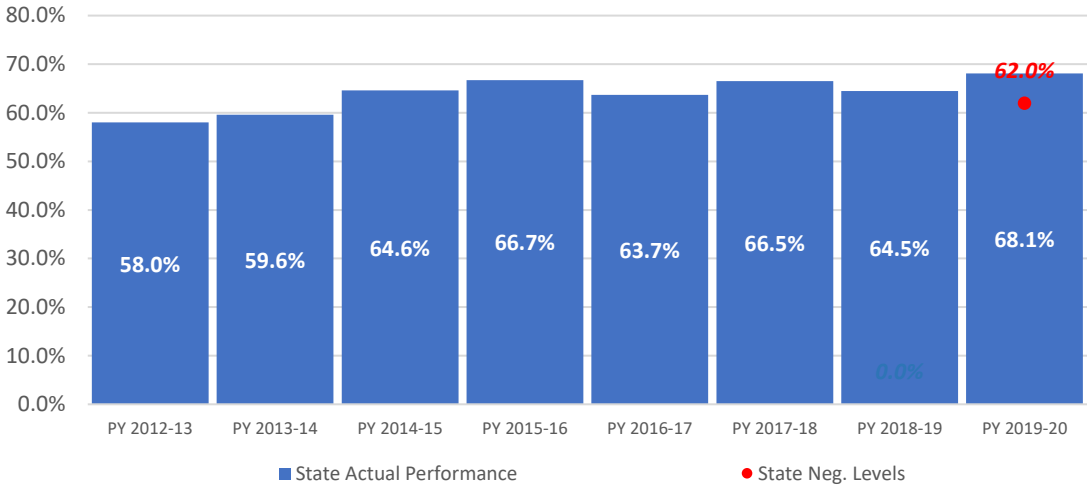


Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	81.1%	8,166
PY 2012-13	83.5%	8,077
PY 2013-14	80.6%	7,393
PY 2014-15	81.2%	6,442
PY 2015-16	80.3%	5,732
PY 2016-17	78.8%	4,777
PY 2017-18	88.7%	3,227
PY 2018-19	88.7%	2,655
PY 2019-20	83.4%	1,955

WIOA Category:

WIOA Metric:

Wagner-Peyser
Employment Rate (2nd Qtr after exit)



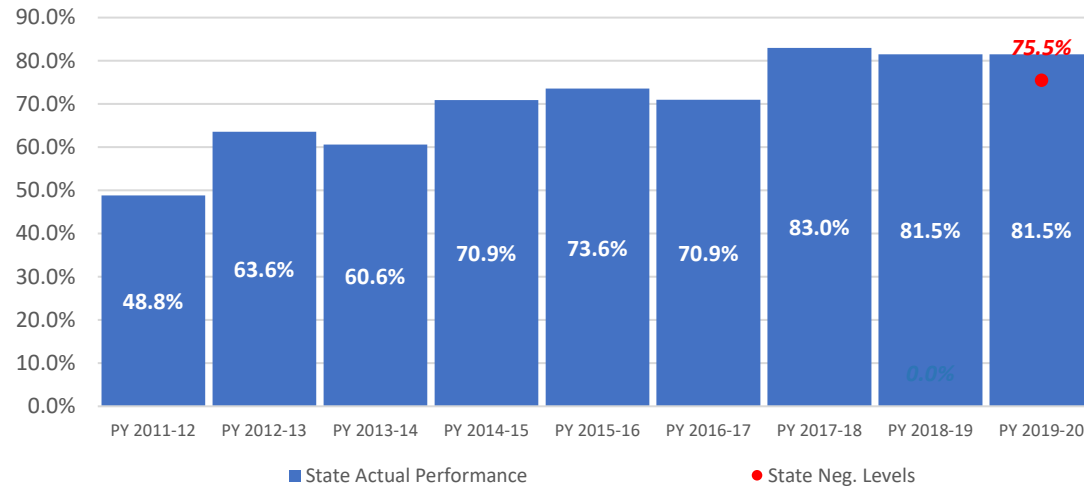
Program Year (PY)	Actual Performance	Participants (n)
PY 2012-13	58.0%	622,978
PY 2013-14	59.6%	702,411
PY 2014-15	64.6%	633,791
PY 2015-16	66.7%	593,729
PY 2016-17	63.7%	556,757
PY 2017-18	66.5%	480,444
PY 2018-19	64.5%	318,974
PY 2019-20	68.1%	204725

WIOA Category:

Youth

WIOA Metric:

Employment Rate (2nd Qtr after exit)



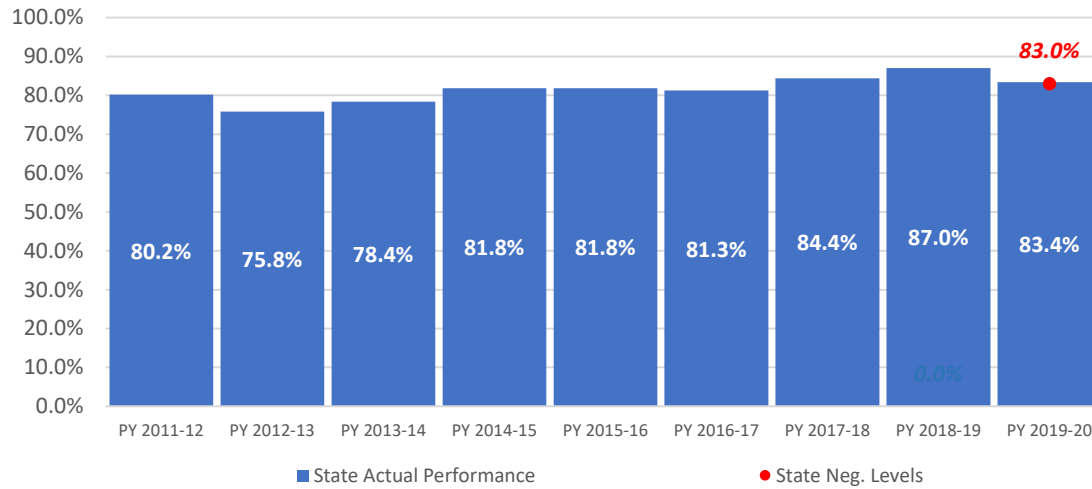
Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	48.8%	5,455
PY 2012-13	63.6%	4,931
PY 2013-14	60.6%	5,896
PY 2014-15	70.9%	4,881
PY 2015-16	73.6%	6,688
PY 2016-17	70.9%	6,571
PY 2017-18	83.0%	3,871
PY 2018-19	81.5%	4,544
PY 2019-20	81.5%	3,508

WIOA Category:

Adult

WIOA Metric:

Employment Rate (4th Qtr after exit)



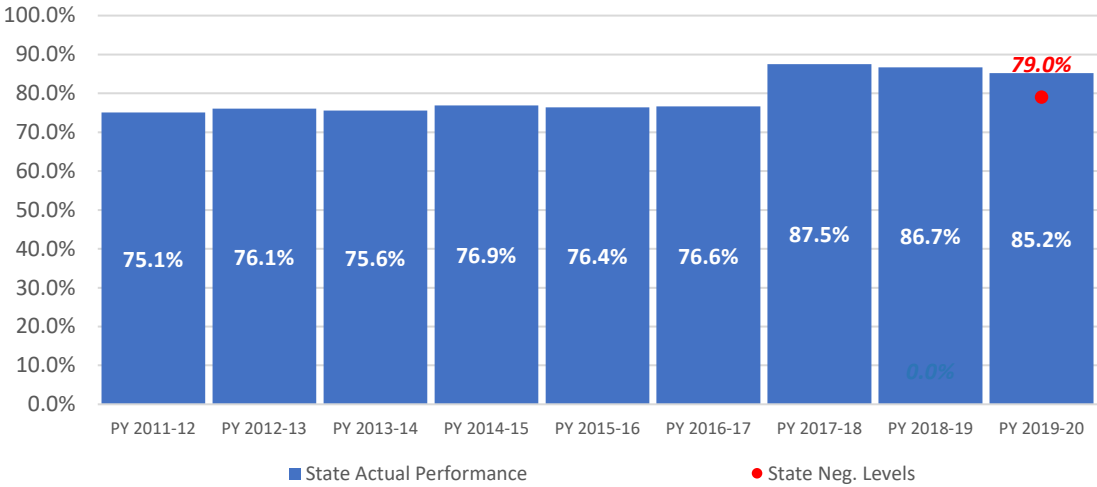
Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	80.2%	16,571
PY 2012-13	75.8%	13,802
PY 2013-14	78.4%	13,422
PY 2014-15	81.8%	14,364
PY 2015-16	81.8%	13,920
PY 2016-17	81.3%	15,630
PY 2017-18	84.4%	6,361
PY 2018-19	87.0%	11,544
PY 2019-20	83.4%	9,643

WIOA Category:

Dislocated Worker

WIOA Metric:

Employment Rate (4th Qtr after exit)

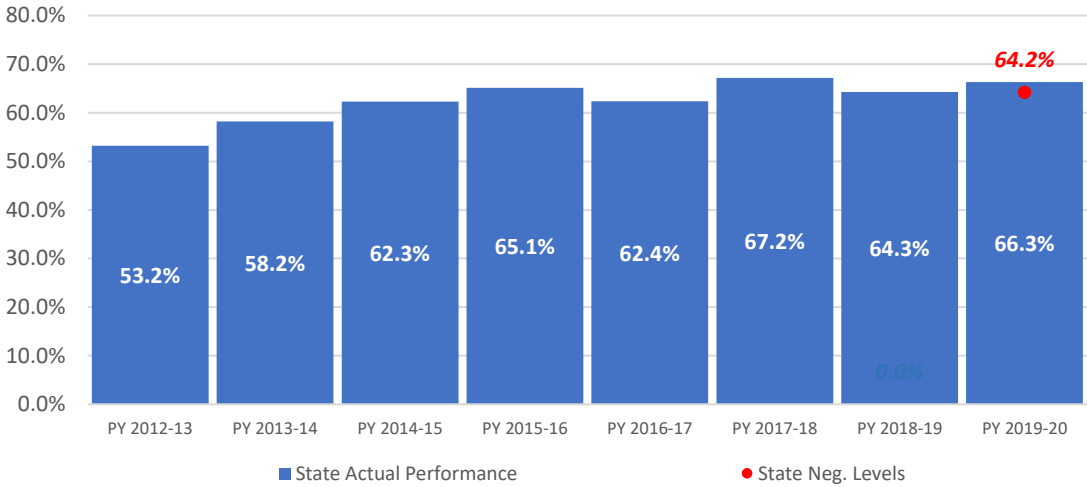


Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	75.1%	6,704
PY 2012-13	76.1%	8,878
PY 2013-14	75.6%	7,620
PY 2014-15	76.9%	6,883
PY 2015-16	76.4%	6,015
PY 2016-17	76.6%	5,262
PY 2017-18	87.5%	1,572
PY 2018-19	86.7%	3,088
PY 2019-20	85.2%	2,147

WIOA Category:

WIOA Metric:

Wagner-Peyser
Employment Rate (4th Qtr after exit)



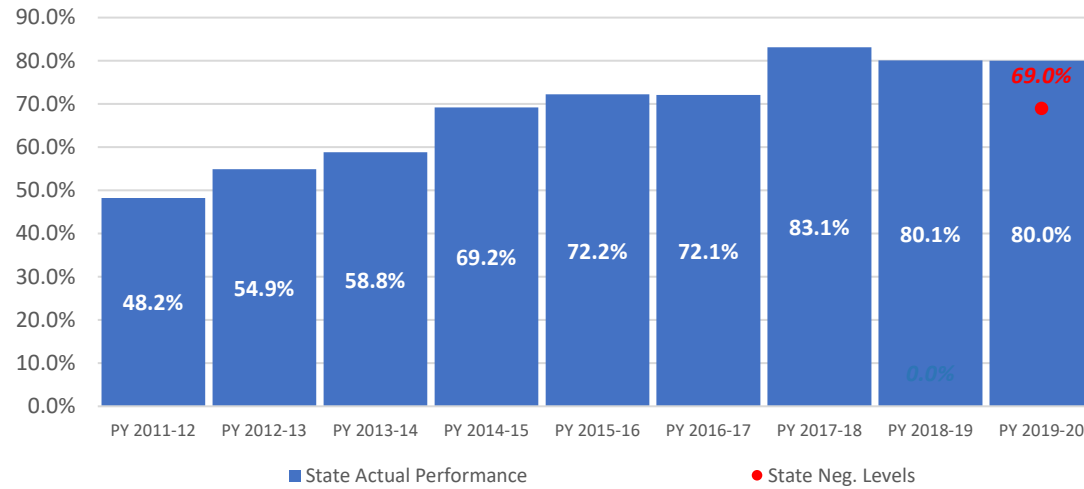
Program Year (PY)	Actual Performance	Participants (n)
PY 2012-13	53.2%	595,192
PY 2013-14	58.2%	695,674
PY 2014-15	62.3%	671,551
PY 2015-16	65.1%	598,928
PY 2016-17	62.4%	556,282
PY 2017-18	67.2%	230,646
PY 2018-19	64.3%	433,900
PY 2019-20	66.3%	247442

WIOA Category:

Youth

WIOA Metric:

Employment Rate (4th Qtr after exit)



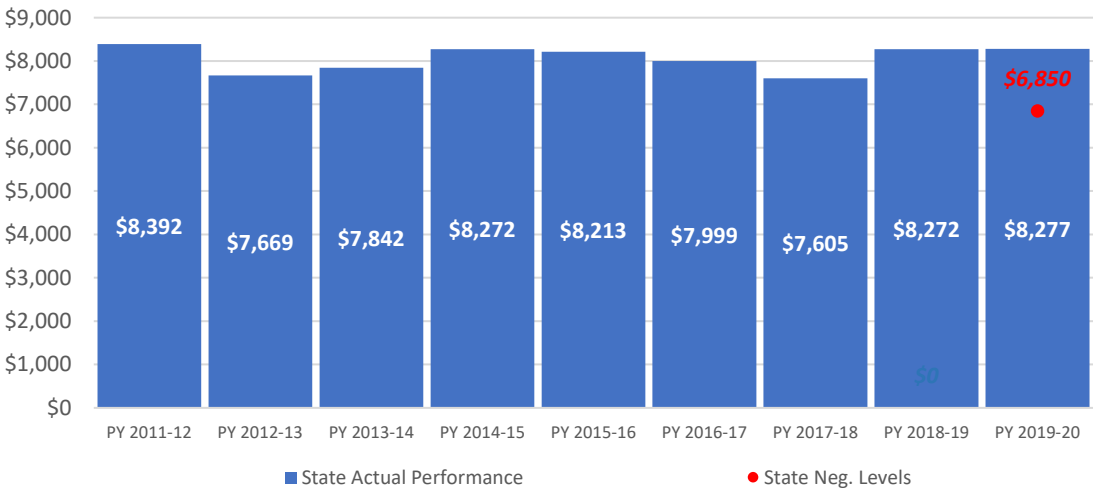
Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	48.2%	5,359
PY 2012-13	54.9%	4,908
PY 2013-14	58.8%	5,729
PY 2014-15	69.2%	5,245
PY 2015-16	72.2%	5,156
PY 2016-17	72.1%	6,709
PY 2017-18	83.1%	1,847
PY 2018-19	80.1%	4,250
PY 2019-20	80.0%	3,997

WIOA Category:

Adult

WIOA Metric:

Median Earnings (2nd Qtr after exit)



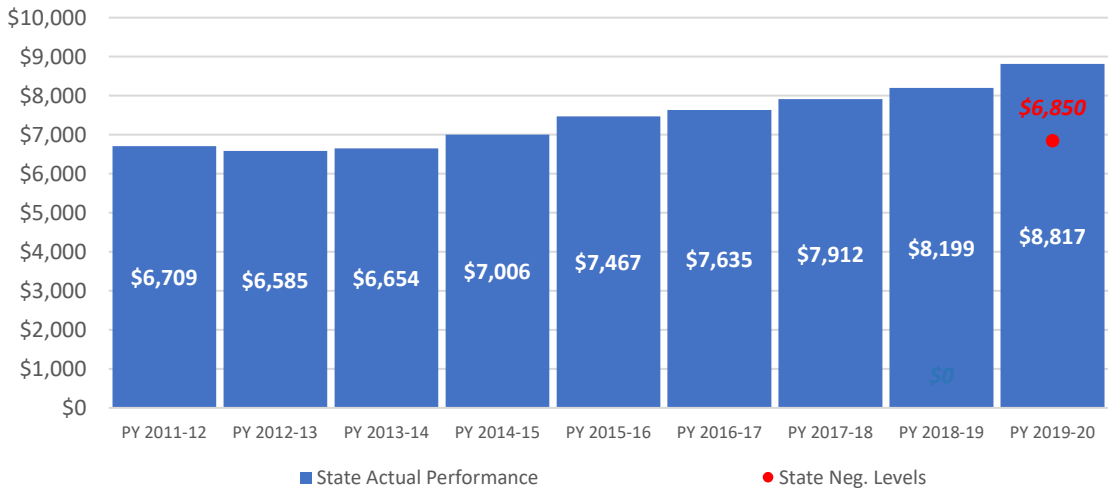
Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	\$8,392	12,132
PY 2012-13	\$7,669	10,028
PY 2013-14	\$7,842	11,633
PY 2014-15	\$8,272	11,664
PY 2015-16	\$8,213	12,541
PY 2016-17	\$7,999	8,385
PY 2017-18	\$7,605	12,065
PY 2018-19	\$8,272	8,453
PY 2019-20	\$8,277	8,978

WIOA Category:

Dislocated Worker

WIOA Metric:

Median Earnings (2nd Qtr after exit)

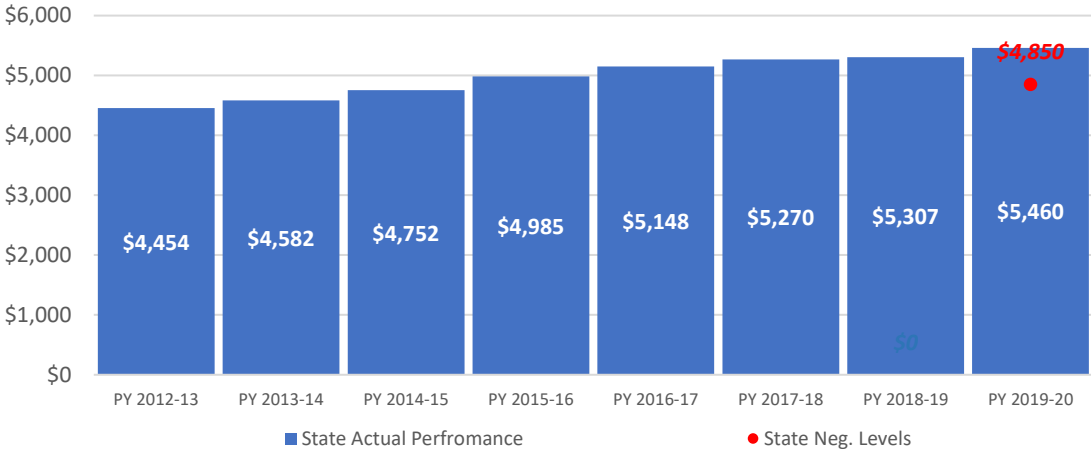


Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	\$6,709	6,408
PY 2012-13	\$6,585	6,496
PY 2013-14	\$6,654	5,674
PY 2014-15	\$7,006	4,965
PY 2015-16	\$7,467	4,401
PY 2016-17	\$7,635	2,348
PY 2017-18	\$7,912	2,861
PY 2018-19	\$8,199	2,354
PY 2019-20	\$8,817	1,955

WIOA Category:

WIOA Metric:

Wagner-Peyser
Median Earnings (2nd Qtr after exit)



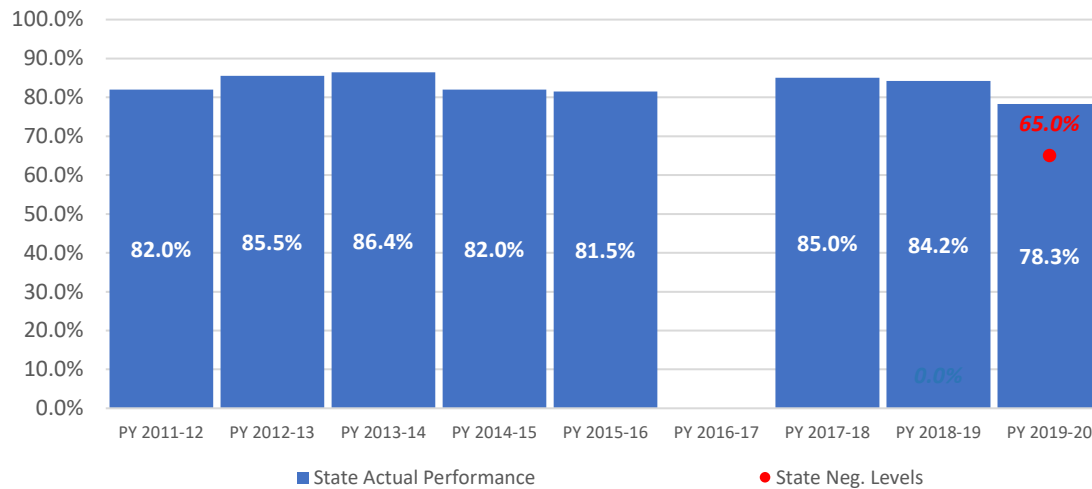
Program Year (PY)	Actual Performance	Participants (n)
PY 2012-13	\$4,454	337,075
PY 2013-14	\$4,582	418,960
PY 2014-15	\$4,752	409,628
PY 2015-16	\$4,985	396,175
PY 2016-17	\$5,148	363,830
PY 2017-18	\$5,270	319,675
PY 2018-19	\$5,307	210,397
PY 2019-20	\$5,460	204,725

WIOA Category:

Adult

WIOA Metric:

Credential Attainment Rate



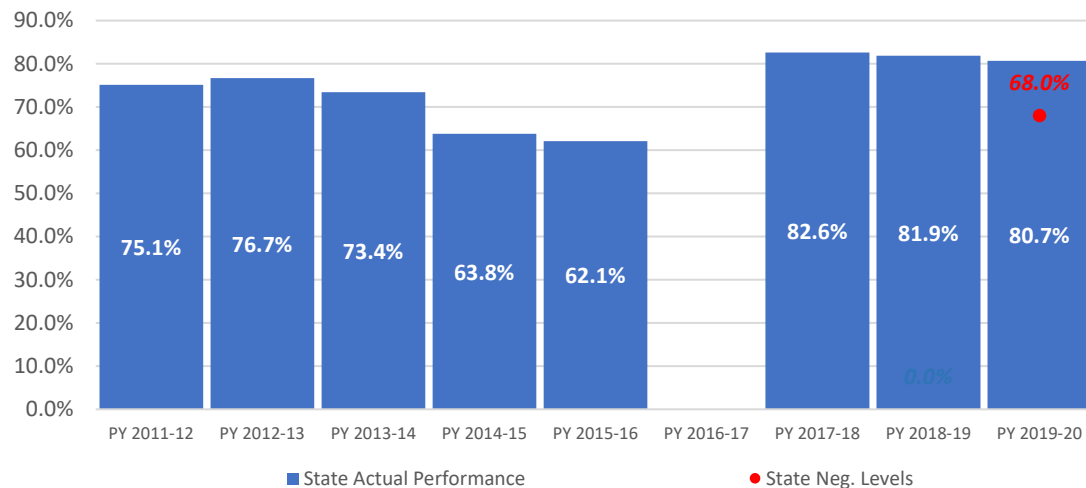
Program Year (PY)	Actual Performance	Participants (n)
PY 2011-12	82.0%	10,525
PY 2012-13	85.5%	9,012
PY 2013-14	86.4%	10,912
PY 2014-15	82.0%	11,437
PY 2015-16	81.5%	12,054
PY 2016-17	*	*
PY 2017-18	85.0%	2,325
PY 2018-19	84.2%	4,945
PY 2019-20	78.3%	4,857

* 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:

WIOA Metric:

Dislocated Worker Credential Attainment Rate



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

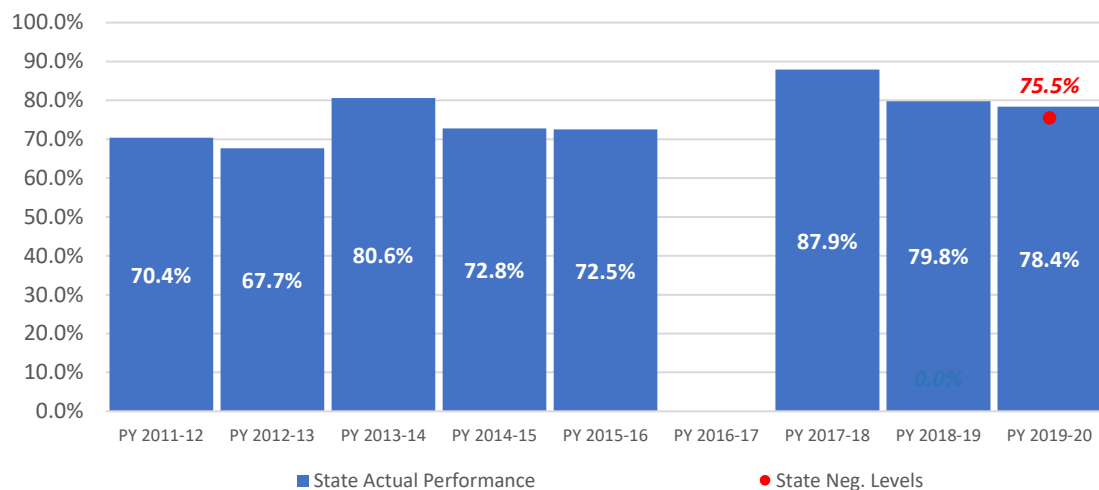
* PY 2016-17 WIOA Credential Attainment Rate baseline data collection period. Target not set and performance not reported due to WIA reporting requirements ending June 30, 2016. PY 2017-18 WIOA Credential Attainment Rate target not set due to this being a baseline data collection period.

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.



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 1st 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
Employment Rate 1 st Qtr After Exit	20	83%	\$416,655	\$372,894	28,710	30,238		
Participant Training Rate	20	83%	\$416,655	\$331,018	10,872	15,057		
Business Penetration	15	63%	\$416,655	\$302,225			10,668	9,414
Quarterly Total			\$1,249,965	\$1,013,273				

* 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 1st 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 st 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			\$833,610	\$695,500				

* 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 st 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			\$833,310	\$502,396				

* 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).

Information Items



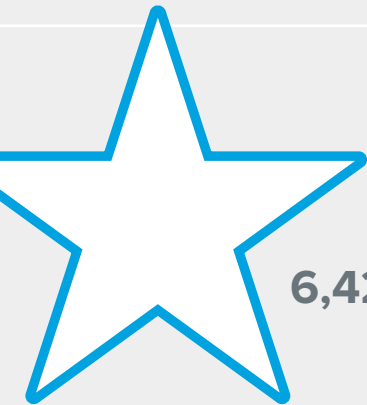
2019 – 2020 SUMMARY OF SUCCESS



On behalf of CareerSource Florida, Moore uses 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 is a snapshot of the success achieved in advancing this mission during fiscal year 2019 – 2020.

121,787,024

TOTAL IMPRESSIONS



113,458,031
PAID OUTREACH

1,898,209
ORGANIC SOCIAL MEDIA

6,423,523 EARNED MEDIA

7,261 PARTNERSHIPS

PARTNERSHIPS



7,261
INDIVIDUALS REACHED
THROUGH STRATEGIC
PARTNERSHIPS AND
ELEVATED EXPOSURE
ACHEIVED THROUGH PARTNER
COMMUNICATIONS CHANNELS

\$146,621.28 WORTH OF PARTNERSHIPS
NEGOTIATED AND MANAGED

113,458,031

PAID OUTREACH IMPRESSIONS



28,075,577
BUSINESS SERVICES

7,826,047
CAREER SEEKERS

42,956,348 APPRENTICE FLORIDA

39,767,832 HELP IS HERE

LEADS



7,045
TOTAL LEADS*

874
BUSINESS SERVICES LEADS

6,171
CAREER SEEKERS LEADS

**Business and career seeker lead generation advertising was halted in March due to COVID-19, resulting in fewer leads generated than previous years. Prior to pausing these ads, we were on track to exceed the number of leads generated in FY 19-20.*

EARNED MEDIA

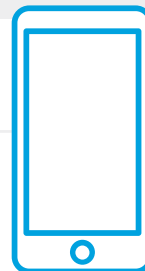


6,423,523 IMPRESSIONS
THROUGH MEDIA RELATIONS

INCLUDED HITS IN:

- THE FLORIDA CHANNEL
- FLORIDA TREND
- FLORIDA POLITICS
- SUN SENTINEL
- SUNBURN

SOCIAL

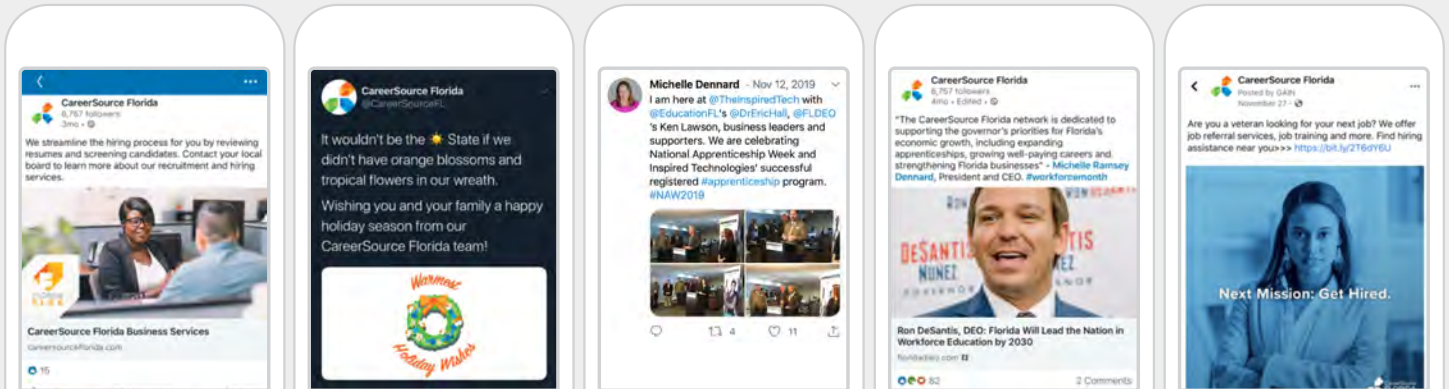


1,898,209
ORGANIC SOCIAL MEDIA IMPRESSIONS

1,714,354
CORPORATE ORGANIC SOCIAL MEDIA IMPRESSIONS

183,855
LEADERSHIP ORGANIC SOCIAL MEDIA IMPRESSIONS

2019 - 2020 CREATIVE SAMPLES



MISSION, VISION AND VALUES BASED

Research identifies best practices in policy development. The key findings listed below are condensed and summarized in the development of strategic and administrative policies for the Florida workforce system and include feedback associated with high-performing organizations.

PRAGMATIC AND OPERATIONAL: VALUING PEOPLE AND RESOURCES

Policy development considers the appropriate management and organizational structure, including the role of the workforce system in the economy and the role of the workforce system in the economy.

INNOVATIVE AND EVIDENCE-BASED

Policy development is based on evidence and research, including new technologies and new research on workforce development, including the role of the workforce system in the economy and the role of the workforce system in the economy.

FOCUS ON SUCCESS, MEASURABLE RESULTS AND EVALUATION

Policy development is based on evidence and research, including new technologies and new research on workforce development, including the role of the workforce system in the economy and the role of the workforce system in the economy.



POWERING FLORIDA BUSINESSES

Whether your business needs help recruiting specialized talent, hiring new team members, training existing employees, or all three, the CareerSource Florida network can help.

FLORIDA FLEX

EMAIL bizservices@careersourceflorida.com
VISIT careersourceflorida.com

CareerSource Florida is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Disponible in Español.

CareerSource FLORIDA
A proud partner of the **AmeriCanJobCenter** network



Apprentice Florida, a product of the partnership between CareerSource Florida, the Florida Department of Education and the Florida Department of Economic Opportunity, launched in June 2019. The following highlights the success of the campaign in its first year.



43,048,554
TOTAL IMPRESSIONS



42,527,926
PAID OUTREACH

520,628 EARNED MEDIA

42,527,926
PAID OUTREACH IMPRESSIONS



468
BUSINESS LEADS*

1,701
APPRENTICE LEADS*

*Leads were actively sought only during phase 2, which ran in June 2020.

MEDIA RELATIONS



520,628
IMPRESSIONS THROUGH MEDIA RELATIONS

INCLUDED HITS IN:

- THE FLORIDA CHANNEL
- FLORIDA POLITICS SUNBURN

WEB



34,430
WEBSITE SESSIONS

690 CONTENT DOWNLOADS

528 REFERRALS TO PARTNERS

APPRENTICE FLORIDA CREATIVE SAMPLES

