

Board of Directors Executive Committee Meeting Agenda

APRIL 9, 2019 • 9 A.M. – 2 P.M. ET

HYATT REGENCY ORLANDO INTERNATIONAL AIRPORT
MEETING ROOM: REGENCY D & E

Chairman's Welcome & Remarks *Kevin Doyle*

Consent Agenda *Kevin Doyle*

1. Apr. 11, 2018, Executive Committee Meeting Minutes
2. Oct. 22, 2018, Executive Committee Meeting Minutes
3. Request by CareerSource Heartland for Waiver of Policy Limiting Auditor Retention

CareerSource Florida Goals *Michelle Dennard*

2019-2020 Workforce Funding *Andrew Collins*

Strategic Initiatives *Professional Team*

Communicate the CareerSource Florida Network Vision

- Workforce Technology Overview
- Hurricane Michael Relief
- State-Level Partnerships

Leverage Strategic Partnerships

- Sector Strategies
- Apprenticeship Expansion
- Addressing Skills Gaps
- Pathways to Prosperity

Keep Florida's Workforce System Accountable

- Performance Funding Model
- Gig Economy
- WIOA and Board Excellence Training

Looking Ahead to 2019-2020 *Michelle Dennard*

- Defining Solutions for Rural Communities
- Career Pathways

Local Workforce Development Board Perspectives *Kim Bodine*

Working Lunch

Setting Priorities *Karen Moore*

Open Discussion/Public Comment

Chairman's Closing Remarks *Kevin Doyle*

collaborate.
innovate.
lead.



Consent Item 1

APRIL 2018 EXECUTIVE COMMITTEE MEETING MINUTES

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

FOR CONSIDERATION

Consideration of the April 2018 Executive Committee Meeting Minutes, to include any modifications or changes noted by the board.

**DRAFT MINUTES
CAREERSOURCE FLORIDA
EXECUTIVE COMMITTEE MEETING
April 10, 2018**

CALL TO ORDER

Chairman Kevin Doyle called the meeting of the CareerSource Florida Executive Committee to order at approximately 10 a.m. ET on April 10, 2018, by welcoming all to the meeting. He then asked for roll to be called.

ROLL CALL

A quorum was present with the following Executive Committee members in attendance:

Chairman Kevin Doyle
Brittany Birken
Bob Campbell
Steve Capehart
Tim Center
Rod Duckworth
Arnie Girnun
Elli Hurst

Rose Conry and Duane De Freese were unable to attend.

CHAIRMAN'S WELCOME & REMARKS

Chairman Doyle asked everyone at the table to provide a brief introduction of themselves. Chairman Doyle also noted that Chancellor Rod Duckworth was a new member of the CareerSource Florida Executive Committee.

Chairman Doyle extended his appreciation to the CareerSource Florida 2018 sponsors:

- Gulf Power Company
- Caldwell Banker AI Group

Chairman Doyle recapped February board meeting (see Feb. 2018 board minutes [here](#)) and reviewed the agenda for the day.

CONSENT ITEM

Chairman Doyle stated the Consent Item: Consideration of the April 4, 2017, CareerSource Florida Executive Committee meeting minutes.

Chairman Doyle asked for a motion to approve the Consent Item as presented.

Motion: Bob Campbell

Second: Tim Center

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

PRESIDENT'S REPORT

Chairman Doyle invited CareerSource Florida President and CEO Michelle Dennard to present her report. President Dennard began her report with a review of the CareerSource Florida Corporate Goals.

2017-2018 Initiatives

President Dennard stated that the goal for the day was to provide a brief and direct format on how CareerSource Florida is working to accomplish the initiatives and what the outcomes are thus far.

President Dennard reminded the executive committee of the corporate goals:

1. Communicate the CareerSource Florida Network vision to enhance thought leadership, strategies and policies that strengthen excellence to Florida businesses, job seekers and workers.
2. Leverage strategic partnerships to cultivate local, regional and state capacity building that increases economic opportunity.
3. Emphasize data-driven decisions to keep Florida's workforce system accountable by encouraging performance achievement and boosting talent pipeline alignment.

Communicate the CareerSource Florida Network Vision

State Level Partnerships:

The Florida Chamber Foundation

- The Florida 2030 Project
- Prosperity Initiative
- Learners to Earners Workforce Summit
- Future of Florida Forum

Florida College System

- Rise to 55: Florida Educational Attainment Goal
- Local Workforce Development Board and State College Collaboration Best Practices

Skills Gap and Job Vacancy Survey:

Executive Committee members were provided a copy of the Skills Gap and Job Vacancy Survey Executive Summary in advance of the meeting. President Dennard assured the board that Florida has a strong workforce, but there where we can improve are soft skills or foundational skills. The Skills Gap and Job Vacancy Survey found that soft skills are twice as lacking as technical skills. This gap presents an opportunity for the CareerSource Florida Network to assist through prospective funding initiatives over the next year.

Leverage Strategic Partnerships

Sector Strategies:

- Phase I
 - 2015-2018 Sector Partnership National Emergency Grant – 7 million
 - 2016-2017 Sector Strategy Technical Assistance Workshops
 - May 2017 Board Recommendations for Next Steps
- Phase II
 - 2017-2018 Sector Strategy Implementation – 3.5M in state-level funds available to local workforce development boards
 - Sector Strategies video series
 - Sector Strategies Steering Committee
 - Draft state policy
 - Recommendations for one-stop framework guidelines
 - Two-Year Plan Updates
 - Sector Strategies
 - Career Pathways
 - Apprenticeships

Pathways to Prosperity:

- Enter
- Remain
- Advance

Keep Florida's Workforce System Accountable

Performance Funding Model:

- Joint effort between CareerSource Florida and the Florida Department of Economic Opportunity
- Five-year Workforce Innovation Fund grant from the U.S. Department of Labor – ends Oct. 1, 2019
- Analyzing lessons learned and best practices focused on customers

Looking Ahead: 2018-2019

President Dennard stated the next part of the meeting was to discuss new issues or lessons learned this year.

Communicate the CareerSource Florida Network Vision

Building Network Resiliency:

- Maximizing state set-aside

Workforce Innovation and Opportunity Act Unified Plan

- Increases access to education, training and employment
- Aligns workforce investment, education and economic development

- Improves quality labor market relevance of aligned efforts
- Promotes improvements in the structure and delivery of services
- Increases prosperity of workers and employers
- Reduces welfare dependency

Leverage Strategic Partnerships

Expanding Apprenticeships in Florida:

- Apprenticeship FLA Summit
- U.S. Department of Labor Grant Continuation Funding Award
- Apprenticeship Training Modules
- Expansion into other key sectors

Keep Florida's Workforce System Accountable

Gig Economy:

- Continues the conversation
- Modernizes the workforce system

Performance Measurement Training:

- Improves knowledge/skills aligned with the Workforce Innovation and Opportunity Act and Wagner-Peyser performance
- Blended high-level approach
- Data management

LOCAL WORKFORCE DEVELOPMENT BOARD PERSPECTIVES

Chairman Doyle introduced Executive Director of CareerSource Gulf Coast and President of the Florida Workforce Development Association, Kim Bodine. Ms. Bodine provided a brief update on behalf of the local workforce development boards.

SETTING PRIORITIES

President Dennard introduced Moore Agency Founder and CEO Karen Moore, the facilitator for the remaining part of the meeting. Ms. Moore asked everyone to break into groups. Each group was assigned a topic and asked to discuss at a high level. The group topics were sector strategies, skills gap, gig economy and building network resiliency.

OPEN DISCUSSION/PUBLIC COMMENT

Chairman Doyle asked if there were any comments or question from the public. No comments were made. Hearing none, he moved to his closing remarks.

CLOSING REMARKS

Chairman Doyle thanked the executive committee members for their participation. He reminded the committee that their insight and direction will be instrumental in shaping workforce development in Florida in the upcoming year and beyond. Chairman Doyle noted that with a new governor and many new legislators, 2019 will be an important year for the state of Florida.

UPCOMING MEETINGS

- **May 15-16, St. Augustine:** CareerSource Florida Council and Board Meetings
- **Sept. 24-28, Orlando:** CareerSource Florida Council and Board Meetings, coinciding with the Workforce Professional Development Summit and the Future of Florida Forum
- **Dec. 12, webinar:** CareerSource Florida Board of Directors Meeting

BOARD SECRETARY CERTIFICATION

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

Michelle Dennard
Board Secretary

Date

Consent Item 2

OCTOBER 2018 EXECUTIVE COMMITTEE MEETING MINUTES

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

FOR CONSIDERATION

Consideration of October 2018 Executive Committee Meeting Minutes, to include any modifications or changes noted by the board.

**DRAFT MINUTES
CAREERSOURCE FLORIDA
EXECUTIVE COMMITTEE MEETING
Oct. 22, 2018**

CALL TO ORDER

Chairman Kevin Doyle called the meeting of the CareerSource Florida Executive Committee to order at approximately 10:04 a.m. ET on Oct. 22, 2018. He then asked for roll to be called.

ROLL CALL

A quorum was present with the following Executive Committee members in attendance:

Chairman Kevin Doyle
Bob Campbell
Steve Capehart
Rose Conry
Duane De Freese
Rod Duckworth
Arnie Girnun
Elli Hurst

Brittany Birken and Tim Center were unable to attend.

CHAIRMAN'S WELCOME & REMARKS

Chairman Doyle thanked the committee members for joining the call on such short notice.

He told the committee Hurricane Michael had devastated Northwest Florida a week and a half prior to the meeting. Chairman Doyle informed the committee that the CareerSource Florida professional team had visited the affected areas and delivered supplies. He noted that this is a critical recovery time for many businesses and residents of Northwest Florida.

Chairman Doyle asked that everyone on the call please identify themselves by name when speaking and when they are not speaking to place their phones on mute to eliminate background noise and audio feedback. He also noted that there will be an opportunity for public comment at the end of the meeting.

CAREERSOURCE FLORIDA NETWORK UPDATE

President Dennard thanked the board members for joining the call.

President Dennard stated she and several members of the CareerSource Florida professional team traveled through the most impacted areas delivering supplies, setting up mobile or temporary one stops, encouraging residents who needed help and visiting with team members from across the state. She told the committee the devastation in these areas is intense and widespread.

President Dennard told the committee it takes partners across all sectors to aid in Hurricane Recovery. She shared that Florida Small Business Development Center Network CEO and CareerSource Florida board member, Mike Myhre was on the ground helping people and businesses as soon as the hurricane moved through his area. The small bridge loan emergency program was activated immediately. Within a week and a half, the first loan had already been provided at the time of the committee meeting.

President Dennard asked if any other affected partners on the line would like to give updates. CareerSource Chipola Executive Director Richard Williams provided perspective from his local area.

President Dennard thanked him and asked him to please let us know how we can help. She told the committee that there are federal resources provided to the state for recovery, but the CareerSource Florida network can assist with needs that are longer-term, and that is the reason for this meeting. The committee's actions will help the network continue to do what it does so well, even in the face of a historic disaster.

President Dennard stated that was the conclusion of her update and asked if there were any questions or comments.

ACTION ITEM

Consideration of the Creation of CareerSource Florida Hurricane Michael Disaster Recovery Fund.

Chairman Doyle asked for a motion to approve the Action Item as presented.

Motion: Steve Capehart

Second: Arnie Girnun

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

OPEN DISCUSSION/ PUBLIC COMMENT

Chairman Doyle asked if there were any comments or question from the public. He then moved to his closing remarks.

CLOSING REMARKS

Chairman Doyle thanked everyone for their time and participation and restated that the committee's approval of the CareerSource Florida Hurricane Michael disaster Recovery Fund will allow the CareerSource Florida network to have additional resources to immediately deploy as needed.

UPCOMING MEETINGS

- **Dec.12, 2018, webinar:** CareerSource Florida Board Meeting
- **Feb. 12-13, 2019, Tallahassee:** CareerSource Florida Board and Council Meetings

BOARD SECRETARY CERTIFICATION

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

Michelle Dennard
Board Secretary

Date

Consent Item 3

REQUEST BY CAREERSOURCE HEARTLAND FOR WAIVER OF POLICY LIMITING AUDITOR RETENTION

Department of Economic Opportunity Final Guidance: Audit and Audit Resolution Responsibilities (AWI FG 05-019) describes the audit and audit resolution process and the requirements imposed on the Department of Economic Opportunity (DEO), CareerSource Florida and local workforce development boards.

This policy requires that local workforce development boards prepare and submit an Annual Audit Plan to DEO no later than 45 days after the end of their fiscal year. Local workforce development boards must limit auditor retention to no more than five years, at which time they are required to follow standard procurement processes to select a new, qualified auditor. If a local workforce development board believes that adherence to this five-year limitation would create a hardship or otherwise not be prudent, the local workforce development board can appeal to the CareerSource Florida Board of Directors Finance Council for a waiver of this policy.

CareerSource Heartland requested a waiver from the requirement to select a new qualified auditing firm. If the current auditing firm is selected as the most qualified provider for auditing services, CareerSource Heartland requests authorization to retain its current auditing firm.

A request is presented to the Executive Committee, acting on behalf of the Finance Committee, to consider the proposed action below.

NEEDED ACTION

- **Consider CareerSource Heartland's request for a waiver of the policy limiting auditor retention to retain its current auditing firm for one additional year.**



March 29, 2019

Michelle Dennard, President/CEO
CareerSource Florida
PO Box 13179
Tallahassee, FL 32317

Dear President Dennard,

CareerSource Heartland, LWDB 19, is seeking a waiver from CareerSource Florida, as outlined in AWI FG 05-019, Section VII, Item 1(a)(8), to allow its current audit firm to submit a proposal in response to our RFP for audit services and that the audit firm may be awarded the contract, if they are selected as the most qualified vendor. Summaries of the qualifications for the auditors who would perform the engagement, including their experiences in conducting single audits, were requested as a component of the formal procurement process. The CareerSource Heartland Board of Directors will receive a presentation of the selection process for the auditing firm, to include an opportunity to meet with the proposed accounting firm.

We are submitting this request due to the following reasons:

- historical unresponsiveness of proposal respondents due to the lack of experience or desire to audit USDOL/USDHHS federally funded grant programs
- feedback provided from CPA firms which did not respond to previous RFPs, that has included:
 - firms did not wish to engage in auditing the funding sources indicated in the RFP due to complexity/unfamiliarity
 - firms were not adequately staffed to perform the audit

CareerSource Heartland's Board of Directors and Local Elected Officials continue to be committed to thorough and high-quality audits to ensure continued compliance, internal controls, accountability and transparency. The audited financial statements provide a useful tool for the CSH Board of Directors to review and discuss potential areas of concern and areas of performance improvement.

We respectfully request approval of our waiver request.

Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read "Donna Doubleday", is written over the printed name.

Donna Doubleday, President/CEO

An equal opportunity employer/program

BUILDING A HIGH-PERFORMING **STATE WORKFORCE** BOARD

A FRAMEWORK
AND
STRATEGIES FOR STATES

Acknowledgments

This is a joint publication of the National Governors Association Center for Best Practices (NGA Center) and the National Association of State Workforce Board Chairs. The lead author of this publication is Michael Bartlett, policy analyst, NGA Center, with support from a workgroup of state workforce experts, who are responsible for sharing state experiences and examples. A very special thanks to the members of that workgroup:

- Wendell Dallas, chairman, Georgia Workforce Development Board;
- Sara Dunnigan, executive director, Virginia Board of Workforce Development;
- Wes Jurey, chairman, Texas Workforce Investment Council;
- Garret Oswald, director, Maine State Workforce Board;
- Eleni Papadakis, executive director, Washington Workforce Training & Education Coordinating Board; and
- Stephanie Veck, director, Colorado Workforce Development Council.

About the National Governors Association Center for Best Practices

The National Governors Association Center for Best Practices (NGA Center) is the only research and development firm that directly serves the nation's governors and their key policy staff. Governors rely on the NGA Center to provide tailored technical assistance for challenges facing their states; to identify and share best practices from across the country; and to host meetings of leading policymakers, program officials and scholars. Through research reports, policy analyses, cross-state learning labs, state grants and other unique services, the NGA Center efficiently informs governors what works, what does not work and what lessons can be learned from others grappling with similar issues.

About the National Association of State Workforce Board Chairs

The National Association of State Workforce Board Chairs is a membership organization that provides the chairs and staff of gubernatorial-appointed state workforce boards, which are responsible for overseeing state workforce development systems, opportunities to:

- Build their leadership capacity;
- Share best practices;
- Collectively influence federal workforce policy; and
- Become catalysts for state workforce development system reforms.

The association provides a unified voice for state workforce boards on national policy issues, with a focus on strengthening the nation's employment, training and education systems and on collaborating with other national organizations engaged in areas of common interest.

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Executive Summary

THE PROBLEM

As many as one in three businesses in the United States struggled to fill needed jobs in 2015.¹ Furthermore, millions of Americans, including at least 5.5 million youth, are disconnected from employment. Too often, state responses to these challenges are uncoordinated, and no single agency or entity is fully responsible for coordinating education and workforce development agencies to connect businesses with the talent they need.

THE OPPORTUNITY

Governors have a tremendous opportunity through the implementation of the federal Workforce Innovation and Opportunity Act (WIOA) to reset their state workforce boards that oversee the publicly-funded workforce system. This reset can ensure that boards are empowered to lead the alignment of the state's education and workforce development systems to meet the needs of businesses and workers. This guide will lay out a framework for high-performing boards and will provide clear examples of how governors are already leading the way.

A high-performing state workforce board is one that provides leadership to the entire education and workforce system to create sustainable change. Looking across states, three key roles stand out as being critical for achieving success as well as represent the system leadership high-performing boards use to move their states forward. High-performing boards:

- Set and communicate the **Vision** for the workforce system;
- Model and manage **Strategic Partnerships** that achieve the vision; and
- Use data and accountability systems to **Keep the System Accountable** to the vision.

This framework in Figure 1 on [page 3](#) provides a clear understanding of the high-level roles that state workforce boards need to fulfill. It offers clear guidance and examples of what these roles look like in practice across a variety of individual state contexts, ultimately leading to better outcomes for businesses, workers and state economies.



1 Manpower Group, "2015 Talent Shortage Survey," http://www.manpowergroup.com/wps/wcm/connect/db23c560-08b6-485f-9bf6-f5f38a43c76a/2015_Talent_Shortage_Survey_US-lo_res.pdf?MOD=AJPERES (accessed August 1, 2016).

2 State of Nebraska Office of the Governor, "Executive Order 15-03," <http://nlcs1.nlc.state.ne.us/docs/pilot/pubs/eofiles/15-03.pdf> (accessed September 9, 2016).

Figure 1: Three Critical Roles For High-Performing State Workforce Boards



The Challenge for States: Introduction and Background

As state economies continue to grow and put more people to work, finding skilled labor is increasingly the greatest challenge facing many competitive American businesses. Considering 32 percent of U.S. businesses consistently report difficulty finding skilled talent to fill job openings—particularly in technical, middle-class jobs—a need for state action to connect individuals to careers exists.³ Despite job openings, a significant number of Americans are unemployed or underemployed, including the 5.5 million youth ages 16 to 24 who are not connected to school or work.⁴

This disconnect represents significant lost opportunities, wages, growth, taxes and more for states. The public sector plays a clear role in better matching individuals with meaningful, long-term careers that also meet the demands of businesses today and tomorrow.

Though many governors and state officials realize the importance of this challenge, the core barrier for solving the disconnect stems from the lack of communication and alignment between various state agencies and programs. Potential employees often experience poor connections during the transitions from K-12 to post-secondary education and training to work. Businesses face a dizzying array of programs operated at state and local levels by a variety of entities that make finding skilled labor a confusing task.

3 Manpower Group, "2015 U.S. Talent Shortage Survey," <http://www.manpowergroup.us/campaigns/talent-shortage-2015/assets/pdf/2015-Talent-Shortage-Whitepaper.pdf> (accessed July 15, 2016).

4 "Zeroing In on Place and Race," Measure of America of the Social Science Research Council, <http://www.measureofamerica.org/youth-disconnection-2015/> (accessed July 15, 2016).

In the face of these challenges, a renewed focus on the role of state workforce boards addresses the disconnect by providing leadership that aligns the public education and workforce development systems. The ongoing implementation of the 2014 Workforce Innovation and Opportunity Act (WIOA)—the first significant piece of federal legislation to reform the public workforce system in more than a decade—provides an opportunity for governors to take a fresh look at how they organize and utilize their state workforce boards to achieve success. While WIOA identifies several operational functions of state boards, the law also envisions a broader, more strategic role for state boards as leaders of an integrated, job-driven public workforce system. WIOA refocuses state and local boards on formulating policies and providing leadership and governance to serve all the customers of the education and workforce system.

WHAT IS A STATE WORKFORCE BOARD?

Though state workforce boards go by different names and can have unique structures, they share statutory responsibilities under 2014 Workforce Innovation and Opportunity Act, including oversight of the one-stop system of American Job Centers and development of a state plan. (For more detailed information on board composition and responsibilities, see [TEGL 27-14](#).⁵) State workforce boards are appointed by the governor and led by private sector business representatives, who make up a majority of the board's membership. Boards also include organized labor; leaders from state agencies responsible for post-secondary education, career and technical education, workforce development and economic development; and community organizations. Boards often represent the embodiment of public-private partnerships.

The Path Forward: High-Performing State Workforce Boards as System Leaders

To achieve the broader vision of an integrated, job-driven public workforce system, state boards can focus on more than their statutory requirements. Indeed, focusing on developing and growing a state's economy requires thought and action that is broader than only WIOA. Given the complexity and number of partners involved in creating system success at the state, regional, and local level, governors must take a central role in setting the vision for the state, and ensuring boards articulate policies that fulfill that vision.

Looking across states, three key roles stand out as being critical for achieving success, which represent different domains of system leadership high-performing boards use to move their state forward (see Figure 2 on [page 5](#)). High-performing boards:

- Set and communicate the **Vision** for the workforce system;
- Model and manage **Strategic Partnerships** to achieve the vision; and
- Use data and other tools to **Keep the System Accountable** to the vision.

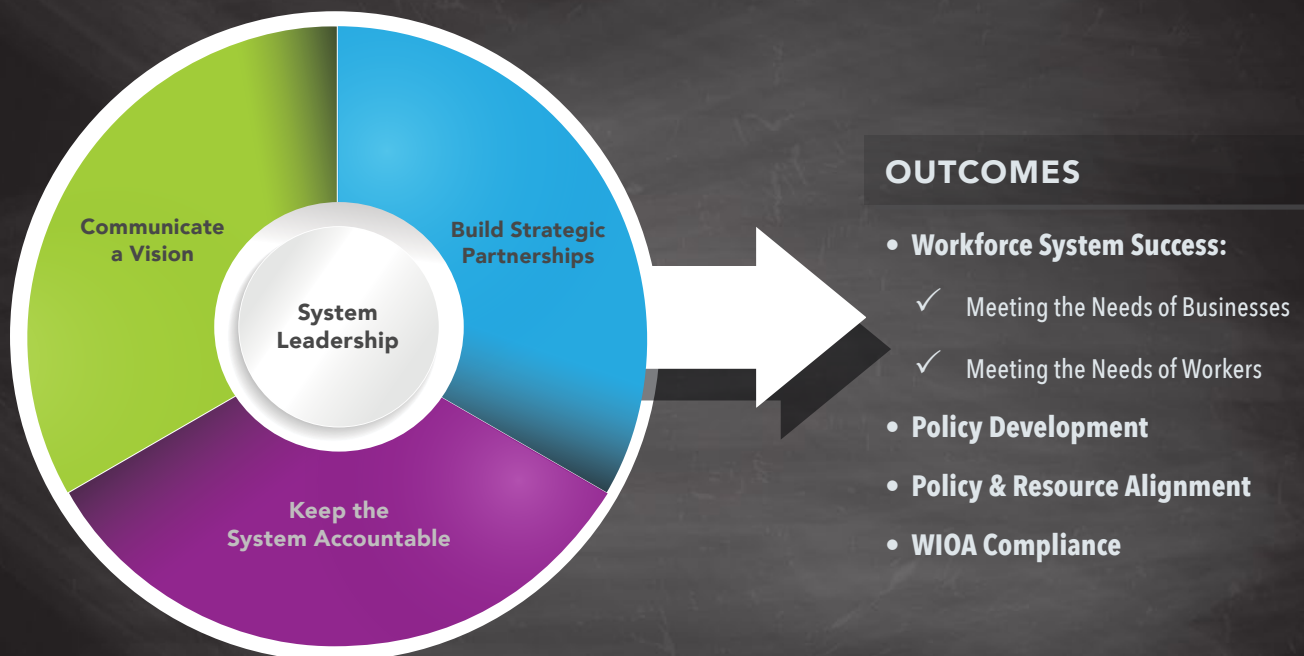
High-performing boards understand the mutually reinforcing opportunities and challenges that they must balance between their roles as the entity responsible for formulating, communicating and

⁵ Employment and Training Administration, US Department of Labor, "Training and Employment Guidance Letter WIOA No. 27-14," https://wdr.doleta.gov/directives/attach/TEGL/TEGL_27-14.pdf (accessed September 9, 2016).

leading the realization of the state’s vision for the workforce system and as the entity tasked with fulfilling the statutorily-required responsibilities of WIOA. Boards that focus on these domains of system leadership will be well positioned to achieve the requirements of WIOA, as well as maintain a broader focus on the success of their state’s businesses and workers.

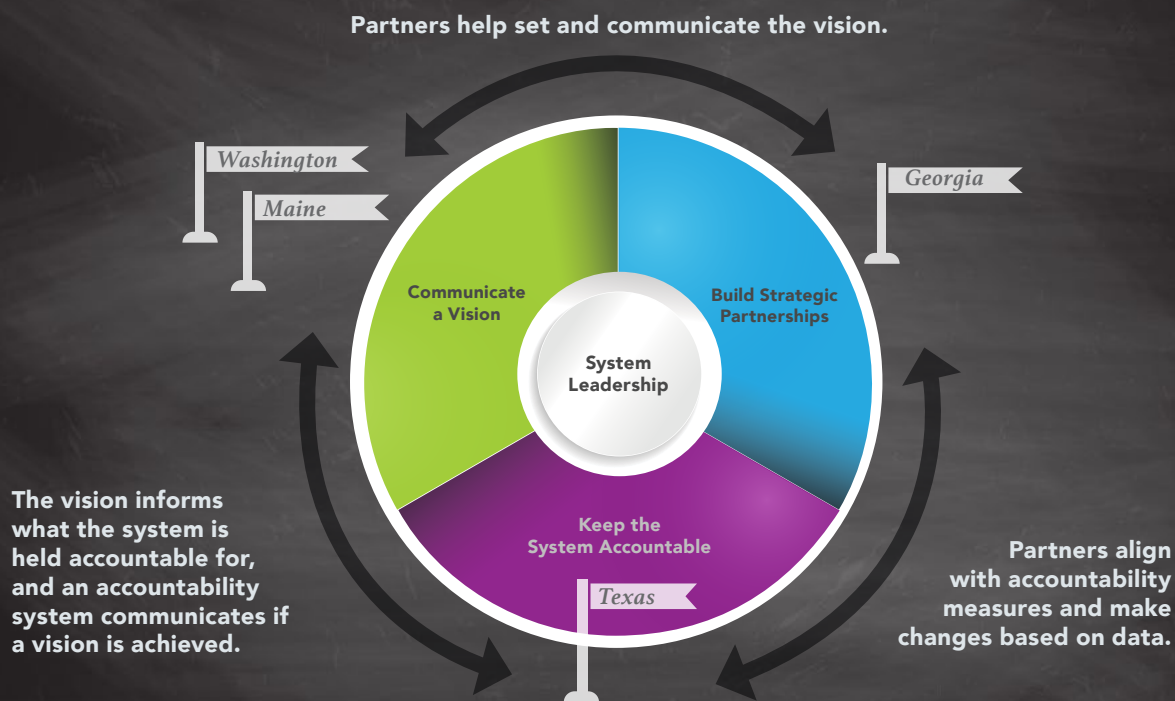
A high-performing state workforce board is one that provides leadership to the entire workforce system to create sustainable change.

Figure 2: Critical Roles for High-Performing State Workforce Boards



These roles are highly interrelated and represent different elements of leadership that cannot be approached sequentially or in silos (see Figure 3 on [page 6](#)). A high-performing board clearly articulates and shares the state’s vision for workforce development. This can include enumerated goals for the attainment of credentials or degrees or a vision for a system where all youth have access to integrated career pathways. Additionally, high-performing boards act as backbones that support the development of high-quality partnerships with industry, as well as across public agencies. Boards also create strategies that align state agencies and programs and other workforce system partners toward shared goals. Boards can organize the state’s strategy across agencies for business engagement, providing a unified voice to the business community so that the workforce system can meet their needs. Finally, high-performing boards use data to drive decision making and continuous improvement of the system. Data can be used to help keep all partners focused and accountable to the shared vision.

Figure 3: Connections Across Roles



SET AND COMMUNICATE THE VISION FOR THE WORKFORCE SYSTEM

Developing a statewide vision and goals for the education and workforce development system is vital for ensuring that the state meets the needs of individuals and businesses. The governor and partners help set and communicate this vision, and by embracing it, they align their activities to achieve the vision. Operationally, boards can align their structures and meeting agendas with their strategic priorities, as well as collaborate with the governor's office and industry to develop shared messages and identify priority actions. Individual members of the board ideally serve as ambassadors of the workforce system and are provided tools to effectively communicate that vision broadly. Furthermore, as regional and local organizations understand and align to the board's vision, meaningful change is more likely to be implemented and sustained.



Capitalizing on the requirement of 2014 Workforce Innovation and Opportunity Act (WIOA) to align the various components of the workforce development system, the **Maine** State Workforce Board hosted a series of vision sessions throughout 2015. Bringing together a group of 60 workforce system stakeholders across 41 organizations, including businesses, state agencies, educators, advocates, economic development professionals and other policy makers. The partners convened for three full days to discuss the state's workforce development system and to create a strong vision for the future.

By focusing discussions on what success will look like for Maine's workforce development system in five to 10 years, the group could identify what changes need to occur in order to make the vision a reality. Ultimately, the process demonstrated that participants shared many of the same ideas, which resulted in a new vision for the state's workforce development system. That vision addresses the requirements of WIOA and also serves as a meaningful plan for the future that speaks to Maine's vision and goals for itself. Partners were encouraged to commit to staying connected to and involved in the work of the state and local workforce development boards or of the new WIOA workgroups that were formed to assist in the implementation of the strategic plan.

Tips from the field for setting and communicating a vision:

- Articulate a vision for the overall workforce system, not only for the board or WIOA;
- Develop the vision in collaboration with the governor and all stakeholders;
- Create a vision that is inspirational, aspirational and concise – one that answers the question, “Where the state is headed?”;
- Include all regions, populations, sectors and resources in the process;
- Use a common language that conveys the vision to different stakeholder groups throughout the state; and
- Realize the vision by focusing on two or three key areas or issues and aligning resources in support of these priorities.



Washington's workforce training and education coordinating board identified the importance of their board's steering committee in developing a comprehensive state plan, Talent and Prosperity for All, which combines more than 20 programs across seven agencies. A key factor in the plan's development was that the steering committee was jointly led by senior representatives of the two customers of the system: business and labor. By including representation from both customers, the board is able to develop solutions that serve all stakeholders. The business and labor co-leads and other stakeholders articulated a clear vision of success for the state: “A workforce system that empowers individuals, communities, and employers to realize their full potential through a universally accessible workforce system that continually improves and adapts to changing conditions and demands.”⁶ This process also identified a small set of strategic priorities:

- **Improving the customer experience:** Better serving current and future workers;
- **Business engagement:** Engaging business for better results;
- **Accessibility and technology:** Ensuring access for everyone; and
- **Performance accountability:** Next generation performance measures.

Each of these areas was tackled by smaller working groups that replicated the customer-leadership process, ensuring that the vision and partnership was communicated to the program and implementation level. This was one important way to ensure stakeholder buy-in and make complex change more manageable.

MODEL AND MANAGE STRATEGIC PARTNERSHIPS TO ACHIEVE THE VISION

Effective state workforce boards manage partnerships and alignment among state agencies, as well as the partnerships between state agencies and the private sector. Given the historic and renewed focus on building sector-based partnerships between education, workforce systems and industry, high-performing boards essentially model such partnerships, creating environments conducive to forming new partnerships and supporting existing partnerships. State boards can act as a hub or manager that understands and supports statewide and local partnerships. For example, state boards can coordinate state activities to ensure that the time of employers is spent wisely, avoiding scenarios where multiple agencies or programs approach the same set of employers with similar requests.

⁶ Washington State Workforce Training & Education Coordinating Board, “Talent and Prosperity for All: The Strategic Plan for Unlocking Washington's Workforce Potential,” <http://www.wtb.wa.gov/Documents/TAPStrategic2016.pdf> (accessed September 9, 2016).

Tips from the field for modeling and managing strategic partnerships:

- Recognize that change takes time, and be open to mid-course corrections—over time collaboration becomes the new normal;
- Develop a clear decision-making process with a defined division of responsibilities among partners that recognizes the authority and autonomy of each partner;
- Understand that alignment requires meaningful day-to-day collaboration and coordination, not only a member's presence in a meeting;
- Build partnerships that are based upon a mutual understanding of each partner's perspectives and the identification of reciprocal value for all partners;
- Recruit board members who are empowered to serve as ambassadors for the system and communicate the vision to different stakeholders; and
- Be willing to have difficult conversations.



Georgia's workforce development board has embodied 2014 Workforce Innovation and Opportunity Act (WIOA) provisions requiring the alignment of, and coordination between, workforce and economic development activities through multiple strategic efforts. With key workforce program responsibilities shared across four state agencies, Georgia navigated the complex process of coordinating WIOA implementation across agencies. Furthermore, the state wanted to ensure that the local and regional perspectives and needs were represented. The state workforce development board created several working groups, each charged with different aspects of systems coordination. Core partners identified membership for each working group, including local representation. Having truly representative groups empowered with key decision-making authority allowed the working groups to reach consensus that hastened the successful implementation of policies.

Additionally, Georgia Governor Nathan Deal brought the state's workforce services under the Georgia Department of Economic Development (GDEcD) in April 2014, giving workforce activities a strong industry and business sector perspective and a deepened customer service mentality toward both business partners and participants. While GDEcD previously had a presence on the state board, Georgia's experience suggests this presence was not sufficient to achieving significant integration of programs and services. Joining the workforce programs to economic development through meaningful, day-to-day coordination aligns these two efforts, creating more streamlined services to businesses and individuals.

USE DATA AND OTHER TOOLS TO HOLD THE SYSTEM ACCOUNTABLE TO THE VISION

A state workforce board can leverage its shared vision to help agencies develop a common dashboard of success indicators, coming to consensus around desired outcomes. That can include the performance metrics in WIOA, but it also can be more broad, as in the several states that have set state-wide educational and training attainment goals. High-performing boards understand how their system goals can be supported by the goals of individual programs like those in WIOA or the Elementary and Secondary Education Act (ESSA). In addition, state boards can develop a process for collecting and analyzing data and using metrics to make future policy and program adjustments. This involves using data to inform cross-agency planning processes and identifying the appropriate roles for each partner.

Tips from the field for holding the system accountable:

- Set specific goals and strategic priorities related to the state vision that would demonstrate progress towards achieving the vision;
- Develop an evaluation plan for your board that will assess whether the board is making progress;
- Establish a timeline of activities and desired milestones related to each goal or priority;
- Identify which partners are accountable for what activities and milestones to keep partners focused and honest; and
- Utilize both partner feedback and other data sources in a documented and consistent way to correct course, align systems and direct resources.

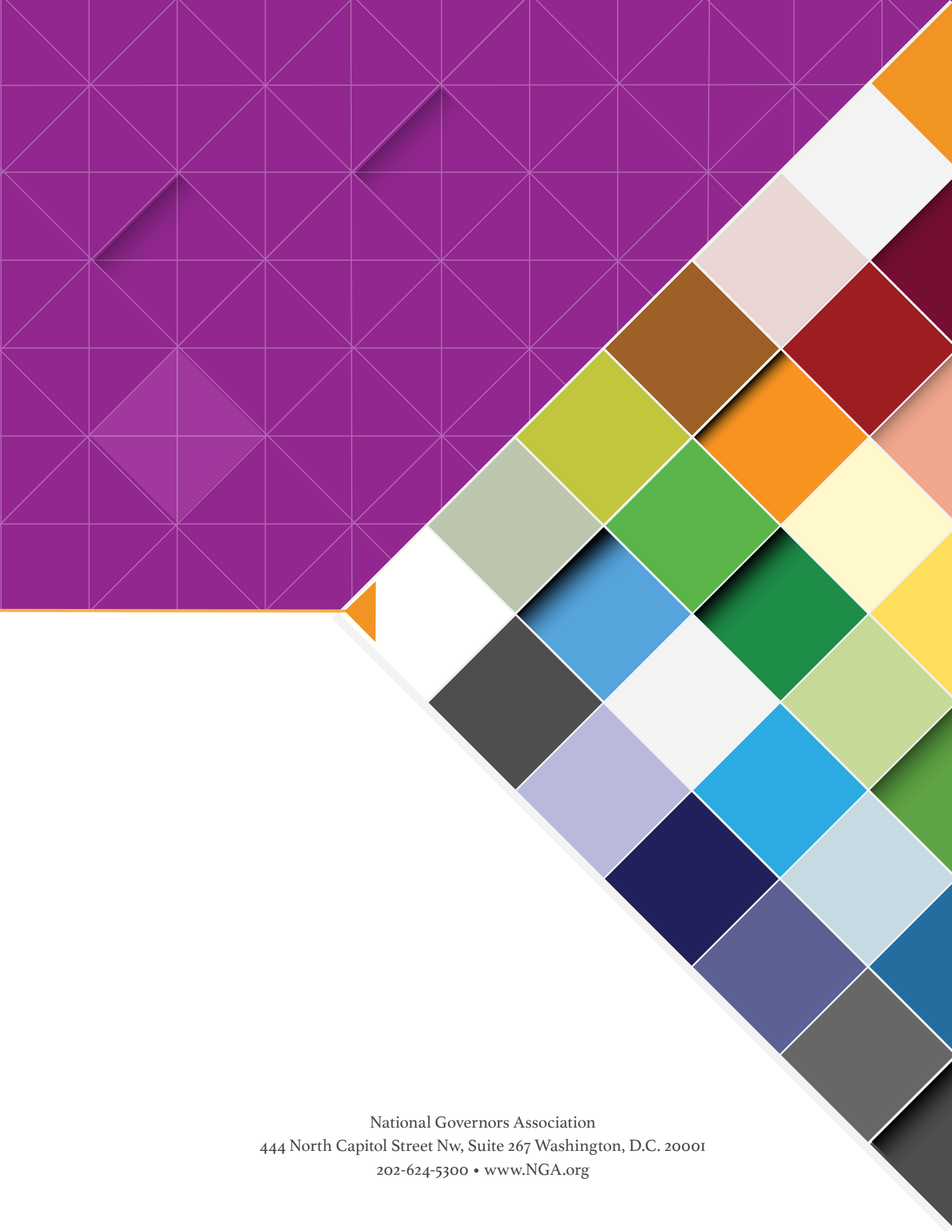


In many states, the workforce system is understood in narrow terms, such as only representing the core 2014 Workforce Innovation and Opportunity Act (WIOA) titles. Many agencies with workforce programs do not see themselves as part of the workforce system and, therefore, are not part of the system governance and management in any significant way. Facing this lack of system identity or any mechanism to communicate the goals and priorities of the system, the **Texas** Workforce Investment Council implemented a system integration technical advisory council to:

- Create a system identity across 25 programs and eight agencies;
- Build agency partnerships over time to generate a collaborative and aligned culture; and
- Guide the implantation of, and reporting on, the system's strategic plan.

Members of the Texas Workforce Investment Council implemented a system integration technical advisory council that represented all the relevant agencies of the system, including agencies that did not traditionally see themselves as part of the workforce system, such as the Texas Health and Human Services Commission, the Texas Juvenile Justice Department and the Texas Veterans Commission.

The process of enabling partners to develop a system identity took several years. A 2015 evaluation of their efforts documented several changes in policy, legislation and funding that brought greater alignment and success to the system. By focusing on system accountability and documenting its successes and achievements, Texas institutionalized the workforce system's vision into other agencies' accountability processes.



National Governors Association
444 North Capitol Street Nw, Suite 267 Washington, D.C. 20001
202-624-5300 • www.NGA.org

STATE OF FLORIDA

OFFICE OF THE GOVERNOR

EXECUTIVE ORDER NUMBER 19-31

(Charting a Course for Florida to Become Number 1 in the Nation in Workforce Education by 2030 and Ensuring Florida Students are Prepared for the Jobs of the Future)

WHEREAS, our State Constitution, pursuant to Article IX, section (1)(a), provides that the education of children is a fundamental value of the people of the State of Florida and that it is the paramount duty of the state to make adequate provision for the education of children residing within its borders;

WHEREAS, Florida is currently ranked 24th in the nation of people age 25-64 with an associate in arts degree or higher or with a high-quality workforce relevant certificate; and

WHEREAS, students must acquire advanced knowledge and skills to find meaningful work and enjoy productive careers; and

WHEREAS, a knowledgeable and skilled workforce is essential for future economic growth and expanded opportunity; to wit:

Florida's economy will need a skilled labor force for opportunities in health services, education, transportation, trade, utilities, computing, as well as for jobs that require an industry certification or license; and

WHEREAS, enhancing Florida's workforce education will provide more economic opportunities for our graduates and support further diversification of Florida's economy.

NOW, THEREFORE, I RON DESANTIS, as Governor of Florida, by virtue of the authority vested in me by Article IV, Section (1)(a) of the Florida Constitution, and all other applicable laws, do hereby issue the following Executive Order, to take immediate effect:

Section 1: I hereby direct the Commissioner of Education to ensure the following objectives are completed:

- A. An audit of the course offerings in the state CTE system is completed and a methodology to audit and review the offerings annually is developed. The audit should include:
- a. An analysis of alignment with certificate or degree programs offered at the K-12 and postsecondary levels;
 - b. An analysis of alignment with professional level industry certifications;
 - c. An analysis of alignment with high-growth, high-demand and high-wage employment opportunities; and
 - d. A review of student outcomes such as academic achievement, college readiness, postsecondary enrollment, credential attainment and attainment of industry certifications;
- B. The Department of Education works with and utilizes the expertise of the following stakeholders: CareerSource Florida, the Department of Economic Opportunity, the Board of Governors, the State College System, school districts and business and industry leaders to ensure CTE course offerings are aligned with market demands;
- C. The Department of Education develops CTE best practices for partnerships between high schools, postsecondary institutions, and businesses; and
- D. The Department of Education makes recommendations to the Governor on an annual basis to eliminate course offerings that are not aligned to market demands, to create new offerings that are aligned to market demands and to strengthen existing programs as needed.

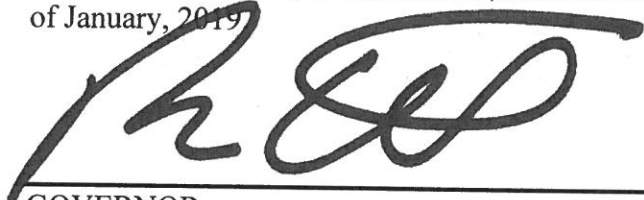
Section 2: I hereby direct the Commissioner of Education to ensure the Department of Education's 2019 legislative priorities include the following:

- A. Securing \$10 million in funding for FY 2019-2020 to seed high quality workforce apprenticeships and other industry specific learning opportunities for students;
- B. Securing \$26 million in funding for FY 2019-2020 for workforce programs, within Florida College System institutions, that lead to jobs;
- C. Adopting a “reverse transfer” policy within universities and state colleges, whereby state colleges issue associates’ degrees to students who began their higher education at a state college and transferred to a university prior to completing the necessary credits for an associate’s degree, but did not complete their bachelors’ degrees at the university. This would be accomplished by having the university transfer back any credits completed by the student to the state college where they started, allowing those who have completed the necessary credits across the system to be awarded an associate’s degree from the state college at which they started;
- D. Requiring all four-year colleges to proactively offer associate’s degrees to students who have completed the required 60 hours immediately upon completion of those hours;
- E. Creating the “Last Mile College Completion” funding incentive to provide tuition waivers for online and state college course completion for identified former students who are within 10 percent of degree completion by credit hours;
- F. Securing \$10 million in funding for the implementation of 2018 House Bill 495, requiring middle and high schools to offer courses in computer science. This funding is intended to establish a program for teacher professional development to earn educator certificates or industry certifications in computer science; and
- G. Allowing computer science to count as a science credit towards graduation.

These actions will begin the process of ensuring that Florida has the strongest CTE system in the country, aligned to market demand, and that Florida students are prepared to fill the high-demand, high-wage jobs of today and the future.



IN TESTIMONY WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of Florida to be affixed, at Tallahassee, this 30th day of January, 2019.


GOVERNOR

ATTEST:


SECRETARY OF STATE

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TALLAHASSEE, FLORIDA



2017-2018 Initiatives: Leveraging Strategic Partnerships

LWDB	Funding	Objective
Community-Based Training		
CareerSource Brevard	\$267,968	Soft-skills training pilot program to increase the retention rate of new hires in key industry sectors.
CareerSource North Florida	\$198,250	Support for training expansion for in-demand Certified Diesel Engine Mechanics.
CareerSource Pinellas	\$147,125	Expansion of CareerReady program's training and resources for Construction and Manufacturing workers; support for apprenticeship programs.
CareerSource Tampa Bay	\$147,125	Expansion of CareerReady program's training and resources for Construction and Manufacturing workers; support for apprenticeship programs.
Emerging Initiatives		
CareerSource Brevard	\$356,468	Healthcare career pathway training to increase skills, earning potential and talent pool to address talent shortage in nursing.
CareerSource Gulf Coast	\$359,348	Creation of an Industrial Pipefitter training program to increase competitiveness in Construction and Shipbuilding industries. Assist Allied Health students with tuition for education to increase medical professionals within region.
CareerSource Florida	\$18,000	Economic Modeling (EMSI) database which provides county and occupation data.
CareerSource Florida Crown	\$184,269	Training and education for students in the fields of Licensed Practical Nursing, Registered Nursing and Physical Therapy to prepare them for nursing positions in Columbia County.
CareerSource Capital Region	\$266,673	Develop strategic action plan for training/talent development; strengthen collaborative work of Florida-Georgia Workforce Alliance.
CareerSource Chipola	\$75,000	WIOA Youth/Adult/Dislocated Workers Rural Study - Phase II.
CareerSource Escarosa	\$25,780	Upgrade and modernize Information Technology infrastructure and documentation processes, including migration of Exchange 2010 and SharePoint on-premise servers to Microsoft Office 365.
CareerSource Flagler Volusia	\$43,201	Construction summer work-based learning project for high school students – students will be paid by participating businesses.
CareerSource Okaloosa Walton	\$144,940	Veteran spouse employment services including resume building, job searches, interviewing skills training and reemployment assistance.

CareerSource Palm Beach County	\$300,000	Virtual Career Center implementation.
CareerSource Heartland	\$146,246	Development of Sector Strategies to address employer demands starting with Manufacturing.
CareerSource Florida	\$100,000	Funding to support CareerSource Florida's WIOA Implementation Training.
CareerSource Southwest Florida	\$524,810	Identify gaps between employer demand and job availability in Information Technology; support training and certification testing to increase availability of job-ready individuals.
CareerSource Suncoast	\$103,918	Assists in providing unemployed entrepreneurs, disabled and/or displaced workers access to the Suncoast Entrepreneurial Network Shared Environment (SENSE) office space.
CareerSource Okaloosa Walton	\$43,500	Modernization of IT infrastructure including migrations to Exchange 2010, SharePoint, and Office 365.
Pathways to Prosperity		
CareerSource Broward	\$467,294	TWO YEAR PROJECT - Project serving low-income families targeting child care and low-income wage progression.
CareerSource Central Florida	\$182,540	Call center training for visually-impaired adults to increase employment opportunities and representation of visually-impaired Floridians in management/professional positions.
CareerSource Research Coast	\$503,187	Construction pre-apprenticeship program to help job seekers earn their GED and build construction skills.
CareerSource Research Coast	\$354,628	Two-generation demonstration project to assist low-income families through career readiness assistance and support services with improved alignment among key agencies and programs.
CareerSource Palm Beach County	\$323,596	Hospitality industry certifications for job seekers with disabilities and those receiving public assistance to connect them to employment.
Sector Strategies Initiatives		
CareerSource Central Florida	\$470,000	Development of Sector Strategies in Construction and Hospitality/Tourism.
CareerSource Citrus Levy Marion	\$1,047,361	TWO-YEAR PROJECT - Expansion of Sector Strategies work in Transportation, Logistics and Distribution and Manufacturing; development of Sector Strategies in Construction and CDL licensure.
CareerSource Flagler Volusia	\$293,968	Support short-term training in boat building (laminators, welders, assemblers, carpenters); On-the-Job Training for new employees at boat manufacturers.
CareerSource Flagler Volusia	\$75,789	Support for Electrical Journeyman Apprenticeship Program focused on fourth- and fifth-year apprentices preparing for licensure.
CareerSource Gulf Coast	\$171,446	Creation of an Advanced Manufacturing Pre-Employment Training program to increase talent in Manufacturing and Aerospace Assembly.
CareerSource Northeast Florida	\$286,986	Surgical Technology training with four hospitals to provide career advancement and decrease need and cost for hiring temporary out-of-area surgical technologists.

CareerSource Pinellas	\$275,935	CareerReady innovative training programs for Manufacturing and Construction including welding, soldering, irrigation and cabling.
CareerSource Pinellas	\$318,285	Short-term Information Technology training targeted for computer programmers, software developers, web developers, network and computer systems administrators.
CareerSource Research Coast	\$488,324	Strategies to help unskilled job seekers move into Manufacturing including the development of an apprenticeship pathway.
CareerSource Tampa Bay	\$391,545	CareerReady innovative training programs for Manufacturing and Construction including welding, soldering, irrigation and cabling.
CareerSource Tampa Bay	\$396,495	Short-term Information Technology training targeted for computer programmers, software developers, web developers, network and computer systems administrators.

2018-2019 Initiatives: Leveraging Strategic Partnerships		
LWDB	Funding	Objective
Sector Strategies		
CareerSource Brevard	\$149,129	Creation of an Aero-Flex pre-apprenticeship for Aerospace and Aviation Manufacturing sectors.
CareerSource Palm Beach	\$149,129	Creation of an Aero-Flex pre-apprenticeship for Aerospace and Aviation Manufacturing sectors.
CareerSource Northeast Florida	\$125,000	Supports training for 20 current hospital staff members to become Surgical Technologists, which will offset cost of renting Surgical Technologists.
CareerSource Northeast Florida	\$50,000	Supports Bridge from Certified Nursing Assistants to Licensed Practical Nurses program.
CareerSource Citrus Levy Marion	\$250,000	Continuation of Bridge to Skilled Trades CDL program with Marion Technical College.
CareerSource Capital Region	\$368,000	Supports creation of a Regional Manufacturing Initiative (RMI) to build talent around Manufacturing sector.
CareerSource North Florida	\$212,100	Seeks to reinvigorate the Manufacturing sector in North Florida, in collaboration with Advance North Florida, by combining adult GED education with Manufacturing industry skills training.
CareerSource Research Coast	\$248,207	Creation of Pharmacy Technician pipeline with CVS Health, by offering work-based learning to rural residents hoping to become Certified Pharmacy Technicians.
CareerSource Heartland	\$124,200	Creation of Pharmacy Technician pipeline with CVS Health, by offering work-based learning to rural residents hoping to become Certified Pharmacy Technicians.
CareerSource Suncoast	\$150,000	Creates partnership with the Intern Bridge organization to teach businesses learning objectives for various internships.
CareerSource South Florida	\$405,000	Creates customized training program with Miami Dade County Public Schools to train job seekers within the Trade and Logistics industries to close skills gaps.
Apprenticeship Expansion		
CareerSource Brevard	\$100,000	Collaborates with Brevard County School District to create Adult Ed pre-apprenticeship program to support Building and Construction trades.
CareerSource Citrus Levy Marion	\$94,220	Enhances existing pre-apprenticeship program at Marion Technical College to increase participation among underrepresented populations.
CareerSource North Florida	\$96,250	Collaborates with Klausner Lumber One to expand apprenticeship opportunities at a state-of-the-art facility in Suwannee County.

CareerSource North Central Florida	\$100,000	Collaborates with Made Right Here's Maker Professional Registered Apprenticeship program for out-of-school youth in Advanced Manufacturing sector.
CareerSource Research Coast	\$99,962	Development of Manufacturing boot camp training program serving underrepresented population in Indian River County.
CareerSource North Central Florida	\$100,000	Partners with the Florida Department of Corrections to create the Stepping Stones Construction and Masonry sector program for ex-offenders and individuals in probation/re-entry programs.
CareerSource Suncoast	\$100,000	Supports the development of three additional apprenticeships in the manufacturing sector to increase participation among underrepresented populations.
CareerSource Broward	\$100,000	Supports the launch of a high school pre-apprenticeship program focusing on electricity, plumbing, HVAC and carpentry, sponsored by the county's school board.
CareerSource Capital Region	\$150,000	Supports the launch of apprenticeships with TalTech Alliance, Lively Technical and Inspired Technologies to train youth in Information Technology.
CareerSource Citrus Levy Marion	\$52,500	Collaborates with Withlacoochee Technical College and various plumbing companies to create apprenticeship programs in Construction, Trade and Plumbing sectors.
CareerSource Flagler Volusia	\$100,000	Collaborates with Hudson Technologies to create apprenticeships targeted toward underrepresented job seekers.
CareerSource Northeast Florida	\$100,000	Provides for apprenticeships in collaboration with the Electrical Training Alliance of Jacksonville and employers in electrical/construction sectors.
CareerSource Okaloosa Walton	\$100,000	In collaboration with Northwest Florida State College, creates apprenticeships in advanced manufacturing.
CareerSource Palm Beach County	\$97,500	In collaboration with the Marine Industries Association of Palm Beach County and Marine Industries Association of the Treasure Coast, develops pre-apprenticeship program in the marine sector.
CareerSource Pasco Hernando	\$100,000	In collaboration with AmSkills, develops an apprenticeship in Advanced Manufacturing.
CareerSource Pinellas	\$100,000	Provides for expansion of apprenticeships in building trades and construction with various partners.
CareerSource Research Coast	\$100,000	Incorporates CNC production training in the Industrial Manufacturing Technician Registered Apprenticeship program.
Pathways to Prosperity		
CareerSource Flagler Volusia	\$315,131	Creation of the Succeeding Through Achieving Retail Skills (STARS) program with Ticket to Work and Walgreens stores to teach retail and customer service skills to workers with disabilities.
CareerSource Florida Crown	\$137,032	Supports placement in various city maintenance crew positions, targeted toward on-the-job training participants with the City of Lake City and youth with previous interactions with the Lake City Police department.

CareerSource Brevard	\$250,000	Supports the Re-entry Intervention Resulting in Successful Employment (RISE) program, targeted toward ex-offenders currently serving probation with the Florida Department of Corrections and participants of the Brevard County Drug Court program.
CareerSource North Central Florida	\$150,000	Supports Building Bridges Project, which reviews individual assessments for placement into suitable employment opportunities and is targeted toward re-entry for individuals currently serving sentences in a Florida Department of Corrections facility.
CareerSource South Florida	\$420,000	Soft skills training targeted toward women with employment barriers for the Information Technology industry and assisting them in obtaining the Cisco Certified Entry Networking Technician (CCENT) certification.
Soft Skills Development		
CareerSource Heartland	\$94,655	Supports development of the Soft Skills Accelerator program with South Florida State College.
CareerSource Citrus Levy Marion	\$100,000	Supports development of industry-specific academies in the Hospitality, Tourism and Retail fields.
CareerSource Tampa Bay	\$100,000	Collaborates with Hillsborough Community College to support the development of the Foundations of Customer Service Training program in the Hospitality and Customer Service fields.
CareerSource Flagler Volusia	\$98,518	Supports training of senior citizens in computer skills, increasing digital skills and obtaining employment requiring computer skills.
CareerSource Pinellas	\$100,000	Collaborates with Goodwill's Job Connections for Hospitality program and People of Manufacturing with Success, Training, and Retention Services (STARS) program to increase soft skills of participants in the Hospitality, Lodging and Retail fields.
CareerSource North Florida	\$97,224	Supports partnerships with area Chambers of Commerce in developing training curriculum to address skills gaps.



Florida's Performance Funding Model Update Executive Committee Meeting April 9, 2019

USDOL Grant Update

Florida's Performance Funding Model (PFM), which was made possible by a five-year Workforce Innovation Fund grant from the U.S. Department of Labor, is in its final year of grant implementation. Fiscal year 2018-2019 has served as a grant evaluation period.

CareerSource Florida and the Department of Economic Opportunity developed the PFM and its web application to help the CareerSource Florida network identify, measure and replicate success to better anticipate and address the employment and training needs of businesses, job seekers and workers statewide. The PFM supports data-driven decision-making at the state and local levels.

Final Performance Awards

The final data updates impacting PFM performance metrics for fiscal year 2017-2018 will be available in May 2019. In June, approximately \$2.2 million will be awarded to local workforce development boards for their performance in 2017-2018.

Looking Ahead

The PFM has resulted in opportunities to:

- Map and analyze critical performance data toward common, identified goals.
- Expand current data collection systems and integrate new data collection tools through the PFM web-based application.
- Benchmark and track performance, encouraging collaboration and shared resources.
- Develop and deploy effective strategies.
- Enhance services to Florida businesses and job seekers, including people with barriers to employment.

The implementation of Florida's Performance Funding Model, establishment of the online performance tool and the expertise of the PFM Technical Review Committee in sharing best practices has further strengthened the commitment to continuous improvement throughout Florida's workforce investment system.

The Gig Economy and Florida's Workforce System

CareerSource Florida's Strategic Policy & Performance Council established a priority initiative to identify the impact of the gig economy on Florida's workforce system. To accomplish this objective, CareerSource Florida has retained Cambridge Systematics to provide strategic research and technical assistance to better understand the gig economy and to explore the potential workforce and economic implications on Florida's workforce investment system.

Critical to this research is understanding the perspectives of Florida's workforce, education, economic development and business partners. This study will help CareerSource Florida identify opportunities and strategies to position for the future by adapting to the potential disruption of the gig economy and to better meet the needs of gig economy workers and businesses.

Highlights of initial findings are summarized below.

- Gig work is **temporary in nature, enabled by technology, and provided through non-traditional job arrangements** and non-payroll-based enterprises.
- Independent workers, part-time contractors, flexible workers, seasonal employees, temporary agency workers, freelancers, moonlighters, self-employed workers, contingent workers, 1099 workers, and **a variety of terms are used to describe gig workers.**
- The gig economy is **enabled through online platforms that connect workers seeking gigs to individuals and businesses.** Examples include app-based opportunities (such as *Uber*, *Handy* and *Instacart*) and web-based platforms (such as *Upwork*, *TaskRabbit* and *Freelancer*).
- **Gig work extends beyond the common example of driving for Uber or Lyft.** Gig platforms are facilitating significant expansion of gig work into industries and occupations in professional, technical, creative, business, administrative, financial and legal services.
- Research sponsored by organizations such as Intuit, McKinsey, JP Morgan Chase and the Freelancers Union suggest that **30-40 percent of the U.S. workforce is engaged in gig work** of some kind.
- Gig work is expected to continue to grow, with some estimates suggesting **the majority of workers will be involved in gig work by 2030.**
- With a concentration of gig workers in industries such as professional and business services, transportation, hospitality and, increasingly, education and healthcare, **Florida may be more engaged in the gig economy** than national estimates suggest.
- **Gig workers represent a cross-section of the U.S. workforce** and reflect the age, gender, racial and socioeconomic diversity of the country.
- In general, research suggests that gig workers are **more likely to be more highly educated, relatively younger, and located in more urban areas** than the national workforce.
- **Gig workers may work full time in gig arrangements or supplement earnings from traditional jobs.** Many gig workers are active infrequently or on an as-needed basis.

- Gig work **represents significant expansion of opportunity for many different types of workers and offers pathways to entrepreneurship, career growth, skills-building and income growth** for many.

What are the Workforce Needs and Issues of Gig Workers and Businesses?

WORKERS	BUSINESSES
<p>Gig workers may face a variety of concerns related to financial management, income insecurity, employment discrimination, legal and insurance provisions, and marketing and business planning. The following workforce-related issues have been identified to date:</p> <ul style="list-style-type: none"> • Continuing training and education • Skill or technology-specific knowledge upgrades • Industry-specific training or certifications • Occupational licensing needs • Entrepreneurship pathways • Vocational rehabilitation and placement • Work transitions 	<p>The risks, challenges and business needs continue to evolve for companies of all sizes operating in the gig economy. Based on national research, the following needs and issues for businesses have been identified to date:</p> <ul style="list-style-type: none"> • Federal classification, reporting and tax liabilities • Regulatory and legal uncertainties • Information, intellectual property and cybersecurity risks • Recruitment, talent access and human resource processes and protocols • Training and quality assurance needs • Industry-accepted certifications or training

Presenter Bio

Karen Moore, APR, CPRC



Karen Moore is a CEO, author, public speaker and community leader, but at the core of her being, she is a seeker. She rises early each morning for a routine that includes meditation and prayer, catching up on world news and watching one TED Talk. Her insatiable passion for discovery and learning has powered Moore through a quarter-century of success as the creative agency of choice for clients across the country.

Karen founded Moore in 1992 with a couple of interns working in one room of a tiny cottage at Tallahassee's Lake Ella. Under her leadership, the company has expanded aggressively while remaining true to her values of client success, employee development and well-being, and community impact.

Today, Moore is a fully integrated communications firm with offices located in Tallahassee, West Palm Beach, New Orleans and Denver. The company has grown exponentially, particularly in the past five years, adding talent in advocacy, branding and digital marketing. The firm has been named to Inc. Magazine's Inc. 5000 list of the "Fastest Growing Companies in America," recognized by PR News as a "Top Place to Work in PR" and honored by the American Psychological Association as a top Psychologically Healthy Workplace. Karen inspires greatness. Karen's emphasis on treating her staff like family has propelled the company to the top of Florida Trend's annual "Best Company to Work For" eight years running. Karen and her team have been awarded the highest honor in the public relations industry – a Silver Anvil Award of Excellence from the Public Relations Society of America.

Karen published her first book, "Behind the Red Door: Unlock Your Advocacy Influence and Success," in 2016. Ranked as an Amazon Best Seller and featured in Times Square, the book gives readers insights and tools they can put to work immediately including branding for your cause or issue, developing and mobilizing champions, engaging and influencing elected leaders, using social media, managing crisis communications and measuring success.

Karen's thought leadership has made her a highly sought-after public speaker and contributor to national publications. She has conducted media and advocacy training sessions for Fortune 500 companies, elected officials, the British Olympic Team and has been a featured speaker at the White House Summit for Women Entrepreneurs. She has addressed more than 300 organizations on topics including advocacy, media relations, strategic planning, crisis communications, marketing and networking. Karen has been featured in esteemed national publications, most recently as a key contributor for Forbes.



Setting Priorities

As we approach the beginning of the 2019 – 2020 fiscal year, it's important that we hear from our stakeholders – our Executive Committee, local workforce development board members and partners – to ensure that Florida's workforce system is poised for the opportunities of the coming year.

At our Executive Committee meeting, Karen Moore with Moore, Inc., will facilitate a collaborative discussion with the Executive Committee and partners to achieve the following goals:

- Highlight CareerSource Florida major areas of work and opportunities
- Engage in an open discussion to prioritize strategic initiatives and generate new ideas (breakout session with Executive Committee and partners followed by open discussion)

Here's what to expect during the session:

- Attendees will be placed into groups to identify priorities and ways to achieve them, reporting out to the full group for additional insights and big ideas.
- We want your feedback and will invite collaboration from everyone, so please come prepared to share.
- Are there other opportunities to consider for investment by the CareerSource Florida board?