



Strategic Policy and Performance Council Meeting

June 8, 2021

For public comment, please:

- See Lisa Cramer to fill out a comment card
- email Lisa Cramer at lcramer@careersourceflorida.com

Or if you are joining by phone:

- Announce yourself at the appropriate time and wait to be recognized

Welcome and Remarks



Brittany Birken
Chair

Strategic Policy and Performance Unit Initiatives Update



Dan McGrew

Vice President

Strategic Policy and Performance

FY 2020-2021 Strategic Policy and Performance Initiatives Update

- **Continuous Improvement Performance Initiative**
- **Strong Finish Grant Pilot Program**
- **Gig Economy Study, Resource Guide and Dashboard**
- **Policy Development Framework and Upcoming Policies**
- **Florida's CLIFF Dashboard**

Continuous Improvement Performance Initiative

Metric	Performance Targets Met*		Quarterly Performance Awards		Participants	Barriers to Employment	Businesses Served (worksites)	Services to Targeted Industries
	# of LWDB	%	Available	Awarded	Total	Total	Total	Total
Employment Rate 1 st Qtr After Exit (July – September 2020)	12	50%	\$416,655	\$163,469	14,497	17,534		
Participant Training Rate (January – March 2021)	13	54%	\$416,655	\$196,867	8,523	12,236		
Business Penetration (January – March 2021)	19	79%	\$416,655	\$283,803			10,538	11,337
Quarterly Total			\$1,249,965	\$644,139				

Strong Finish Grant Pilot Program

- Review of program
- Program status update

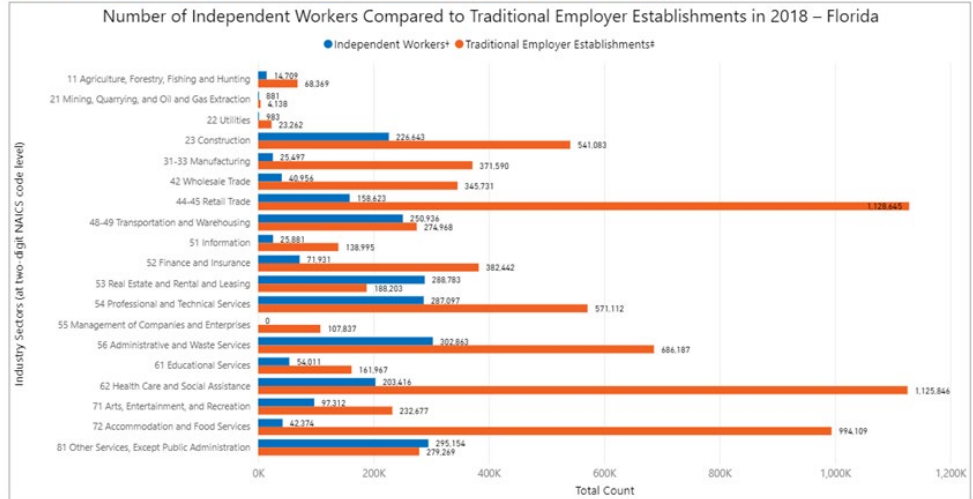
Gig Economy Study, Resource Guide and Dashboard



Statewide Summary | Local Workforce Development Board Summary | County Summary

[Download Full Report](#)

Independent Workers Compared to Traditional Employment by Industry



Total Count, All Industries (2018)

2,388,050	7,635,037
Independent Workers*	Traditional Employer Establishments†

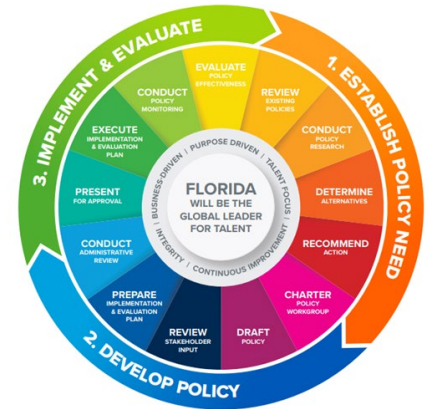
* Source: Non-employer statistics (NES), US Census Bureau. 2019. 2018 Complete State File; Non-employer statistics (NES), US Census Bureau. 2014. 2013 Complete State.

† Source: Quarterly Census of Employment and Wages (QCEW), Bureau of Labor Statistics. 2018 Employment and Wages Online Annual Averages for the State of Florida.

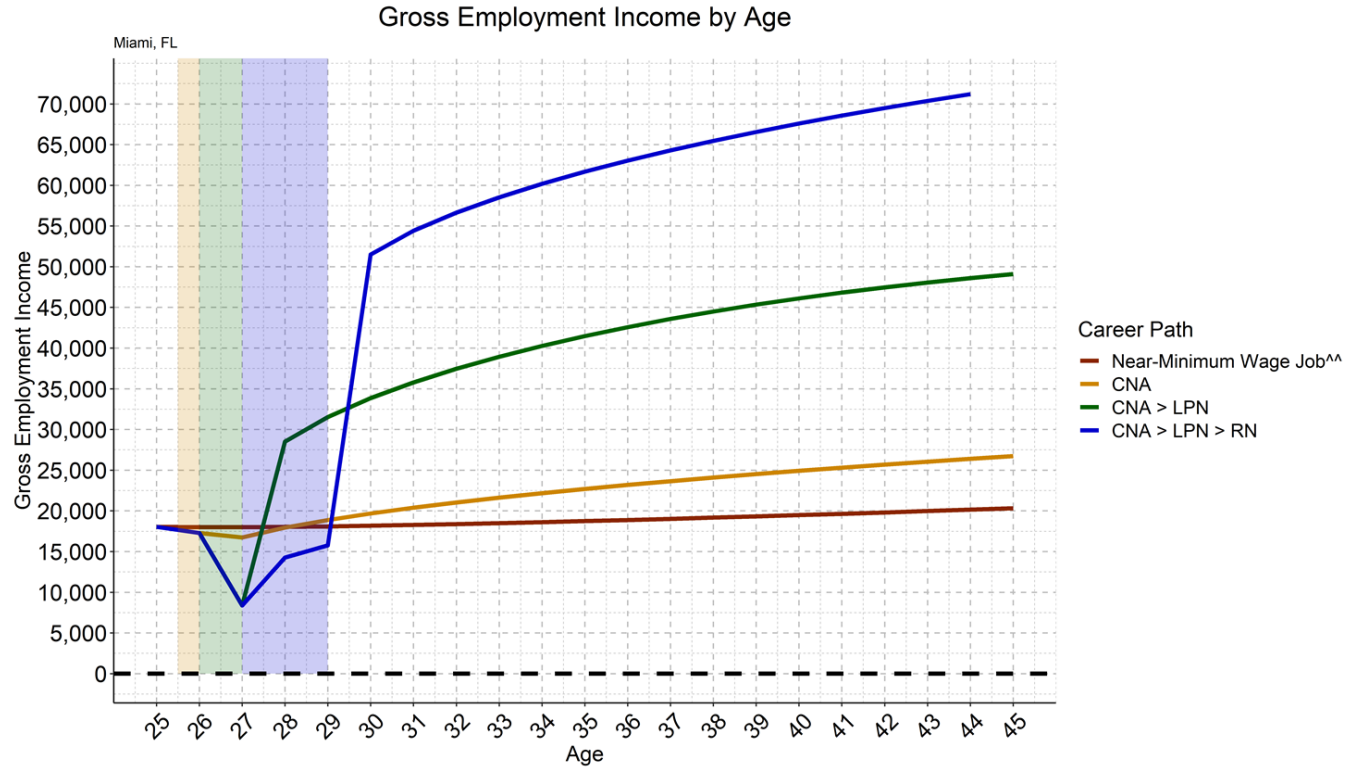


Policy Development Framework

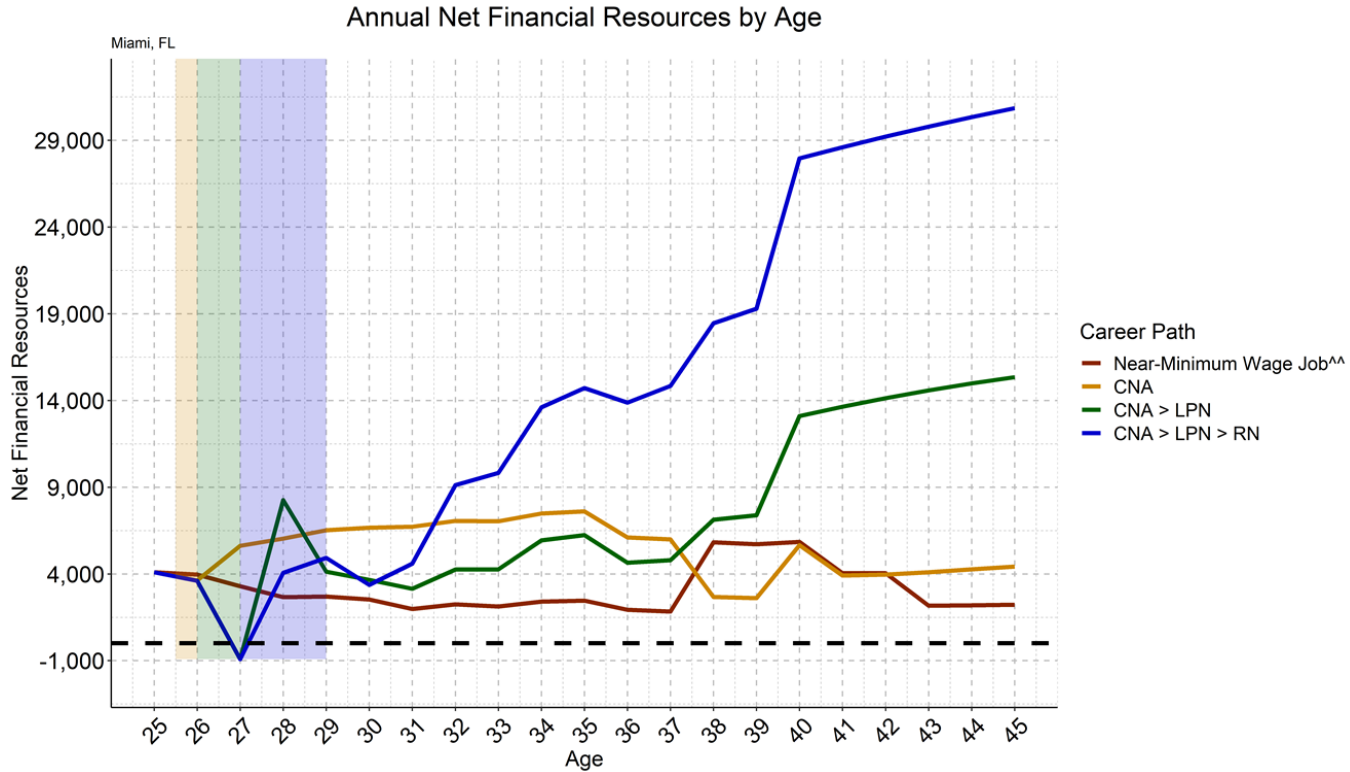
- Recent board action update
- New and revised policies
- House Bill 1507 - Reimagine Education and Career Help (REACH) Act



Florida's CLIFF Dashboard



Florida's CLIFF Dashboard



A Closer Look: WIOA Indicators of Performance and Policy Development



Casey Penn

Chief

Bureau of One Stop and Program Support

Department of Economic Opportunity



Dan McGrew

Vice President

Strategic Policy and Performance

Statewide			
Measures	PY2020-2021 3rd Quarter Performance	PY2020-2021 % of Performance Goal Met For Q3	PY2020-2021 Performance Goals
Dislocated Workers:			
Employed 2nd Qtr After Exit	82.30	96.82	85.00
Median Wage 2nd Quarter After Exit	\$9,889	141.27	\$7,000
Employed 4th Qtr After Exit	78.30	99.11	79.00
Credential Attainment Rate	80.10	114.43	70.00
Measurable Skill Gains	66.00	140.43	47.00
Youth:			
Employed 2nd Qtr After Exit	79.90	101.14	79.00
Median Wage 2nd Quarter After Exit	\$3,760	117.50	\$3,200
Employed 4th Qtr After Exit	77.70	106.44	73.00
Credential Attainment Rate	82.10	107.32	76.50
Measurable Skill Gains	47.70	104.84	45.50
Wagner Peyser:			
Employed 2nd Qtr After Exit	64.60	99.38	65.00
Median Wage 2nd Quarter After Exit	\$5,448	108.96	\$5,000
Employed 4th Qtr After Exit	64.50	100.47	64.20
Not Met (less than 90% of negotiated)			
Met (90-100% of negotiated)			
Exceeded (greater than 100% of negotiated)			

WIOA establishes performance accountability indicators and performance reporting requirements to assess the effectiveness of states and local areas in achieving positive outcomes for individuals served by the workforce development system.

The following slides will take a deeper dive into each of the performance indicators listed here.

[Indicators of Performance Reports](#)

Employment Rate 2nd Quarter After Exit

Employment Rate 4th Quarter After Exit Program Year 2020 Quarter 3 April 1, 2019 - March 31, 2020

Adult	7,004	86.50%
	8,096	
Dislocated Worker	1,231	82.30%
	1,495	
Youth	2,574	79.90%
	3,220	
Wagner - Peyser	108,793	64.60%
	168,339	

Percentage of participants who are in unsubsidized employment during the 2nd quarter after exit from the program.

- Numerator: Participants who exited during the reporting period and had employment in the 2nd quarter after exit as indicated in revenue wage data, State Wage Interchange System (SWIS) wage data, and Employ Florida case management follow-up employment data.
- Denominator: Participants who exited during the reporting period except those who exited for institutionalization, health/medical issues, deceased, reserve forces called to active duty, foster care, ineligible, criminal offender.

Employment Rate 4th Quarter After Exit

Employment Rate 4th Quarter After Exit
Program Year 2020 Quarter 3
October 1, 2018 - September 30, 2019

Adult	7,507	83.10%
	9,036	
Dislocated Worker	1,394	78.30%
	1,781	
Youth	2,618	77.70%
	3,368	
Wagner - Peyser	122,978	64.50%
	190,687	

Percentage of participants who are in unsubsidized employment during the 4th quarter after exit from the program.

- Numerator: Participants who exited during the reporting period and had employment in the 4th quarter after exit as indicated in revenue wage data or SWIS wage data, Employ Florida case management follow-up employment data.
- Denominator: Participants who exited during the reporting period except those who exited for institutionalization, health/medical issues, deceased, reserve forces called to active duty, foster care, ineligible, criminal offender.

Median Earnings 2nd Quarter After Exit

Median Earnings 2nd Quarter After Exit Program Year 2020 Quarter 3 April 1, 2019 - March 31, 2020	
Adult	\$8,386
Dislocated Worker	\$9,889
Youth	\$3,760
Wagner - Peyser	\$5,448

Participants' median (middle value) quarterly earnings in the 2nd quarter after program exit.

- This indicator does not have a numerator and denominator; the total median (middle) quarterly earnings for all participants employed with wages in the second quarter after exit is the measurement for this indicator.
- Only revenue wage data and SWIS wage data is used for Wagner-Peyser.

Credential Attainment Rate

Credential Attainment Rate
Program Year 2020 Quarter 3
October 1, 2018 - September 30, 2019

Adult	4,094	76.50%
	5,353	
Dislocated Worker	892	80.10%
	1,113	
Youth	2,532	82.10%
	3,084	

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 exit from the program.

- Numerator: Participants who obtained a recognized postsecondary credential during participation or within one year after exit or were in secondary education program and obtained a secondary school diploma or its recognized equivalent during the reporting period or within one year after exit and is also employed or is enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program.

Credential Attainment Rate

Credential Attainment Rate
Program Year 2020 Quarter 3
October 1, 2018 - September 30, 2019

Adult	4,094	76.50%
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Dislocated Worker	892	80.10%
	1,113	
Youth	2,532	82.10%
	3,084	

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 exit from the program.

- Denominator: Participants who exited during the reporting period, except those who exited for institutionalization, health/medical issues, deceased, reserve forces called to active duty, foster care, ineligible, criminal offender and were in either a postsecondary education or training program, excluding on-the-job training and customized training, or in a secondary education program at or above the 9th-grade level without a secondary school diploma or its equivalent.

Measurable Skill Gains

Measurable Skill Gains
Program Year 2020 Quarter 3
April 1, 2020 - March 31, 2021

Adult	5,250	66.30%
	7,918	
Dislocated Worker	1,339	66.00%
	2,030	
Youth	3,654	47.70%
	7,665	

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.

- Numerator: Participants in the denominator who achieve at least one type of measurable skill gain in a reporting period. There are five types of skill gains.
- Denominator: Participants during the reporting period who are enrolled in one of the following which leads to a recognized postsecondary credential or employment:
 - Education at participation or at any time during participation or in Job Corps, Adult Education, the Division of Vocational Rehabilitation, YouthBuild or in training.

Retention with Same Employer (Pilot)

Retention with Same Employer
Program Year 2019
April 1, 2018 - March 31, 2019

Retention with Same Employer in the 2 nd and 4 th Quarters After Exit Rate	112,760	65.90%
	17,002	

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.

- Numerator: Participants in the denominator who were employed during 4th quarter after exit, using revenue wages, with the same employer.
- Denominator: Participants employed during the 2nd quarter after exit, using revenue wages.

Employer Penetration Rate (Pilot)

Employer Penetration Rate
Program Year 2019
April 1, 2018 - March 31, 2019

Employer Penetration Rate	42,344	5.80%
	733,936	

Percentage of employers who receive services that use core program services more than once during the last 3 reporting periods.

- Numerator: The number of establishments in the denominator that were served during the prior three reporting periods which have received core services more than once.
- Denominator: The number of establishments, as defined by BLS QCEW, given a core service during the current quarter reporting period.

Repeat Business Customer Rate (Pilot)

Repeat Business Customer Rate
Program Year 2019
April 1, 2018 - March 31, 2019

Repeat Business Customer Rate	66,294	47.70%
	136,927	

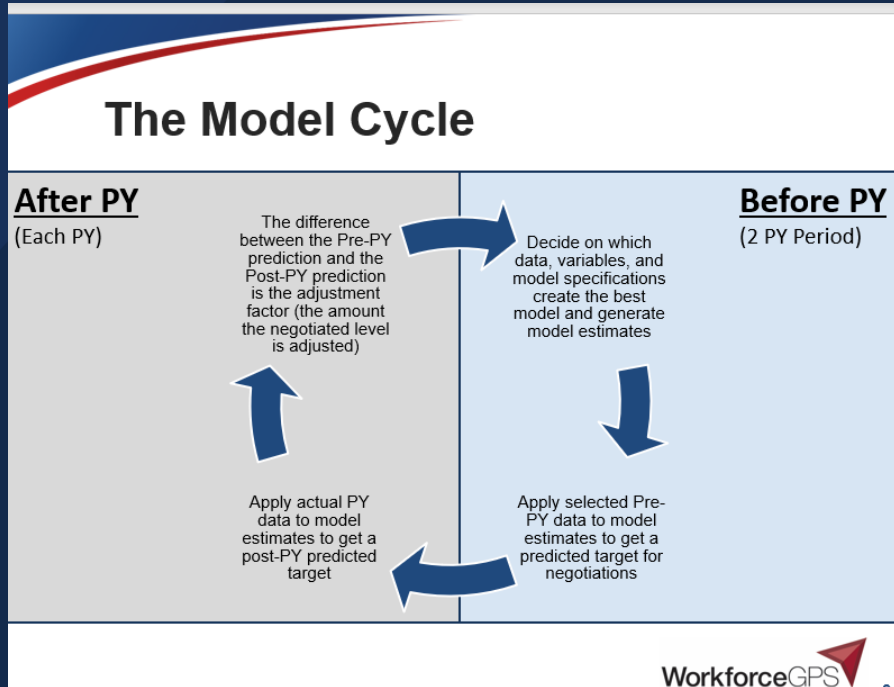
Percentage of employers who are using the core program services out of all employers in the state as defined by the BLS QCEW.

- Numerator: The total number of establishments in the denominator that received a service during the reporting period.
- Denominator: The total number of establishments as defined by the Bureau of Labor Statistics Quarterly Census of Employment and Wage located within the state during the final month or quarter of the reporting period.

Statistical Adjustment Model

DEO is currently working with its Workforce Statistics and Economic Research Bureau in designing the framework for a statistical adjustment model at the state and local workforce development board level to determine:

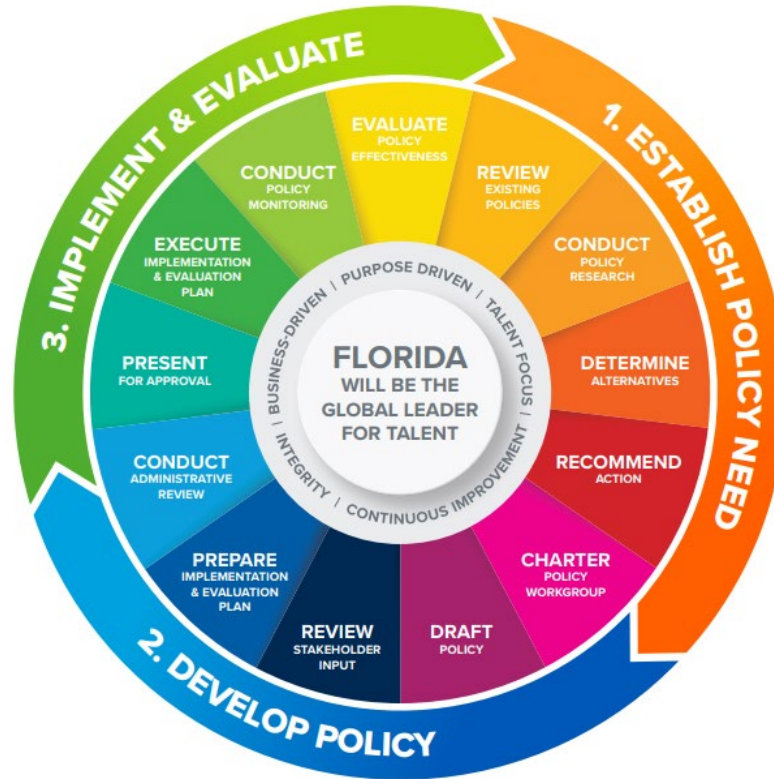
- If there is a need to adjust the prior year's performance goals based on participant characteristics and economic conditions in the state, and
- To assist with negotiating the next two years of performance goals with USDOL and with each LWDB.



Q&A



Policy Development Framework



Policy Development Framework

- Strategic policies
- Administrative policies
- Other workforce guidance

Policy Driving Performance

- Needs-Related Payments
- Priority of Service
- **FOR TODAY'S MEETING: Rapid Response and Layoff Aversion Strategic and Administrative Policies**

Council Member Opportunities

- Executive sponsorship
- Request for analysis
- Policy development or revisions

Strategic Policy and Performance Team



Dan McGrew
Vice President

Strategic Policy and Performance



Jacqueline Barreiros
Senior Program Analyst

Strategic Policy and Performance



Warren Davis
Policy Analyst

Strategic Policy and Performance

Action Item 1

For Consideration:

Approve the following CareerSource Florida Administrative Policies:

- Common Exit
- Rapid Response
- Disaster Recovery Dislocated Worker Grants
- Jobs for Veterans State Grant Staffing Requirements
- Priority of Services for Veterans and Eligible Spouses
- Veteran Intake at CareerSource Florida Network Career Centers
- Trade Adjustment Assistance Training and Other Activities Funding

Action Item 2

For Consideration:

- Approve CareerSource Florida Policymaking Authority and Delegation Strategic Policy directing the CareerSource Florida professional team to present all strategic policies to the CareerSource Florida Board of Directors to be considered for approval.
- Approve CareerSource Florida Policymaking Authority and Delegation Strategic Policy delegating authority to the CareerSource Florida professional team, in consultation with the Department of Economic Opportunity, to use its discretion in determining how to issue administrative policies and guidance.
- Adopt the CareerSource Florida Policy Development Framework and authorize the CareerSource Florida professional team, in consultation with the Department of Economic Opportunity, to update and revise the Framework as necessary to ensure its effectiveness in managing organizational performance.

Action Item 3

For Consideration:

Approve Rapid Response and Layoff Aversion System Strategic Policy

Florida Insight: Economic Outlook One Year Later



Adrienne Johnston

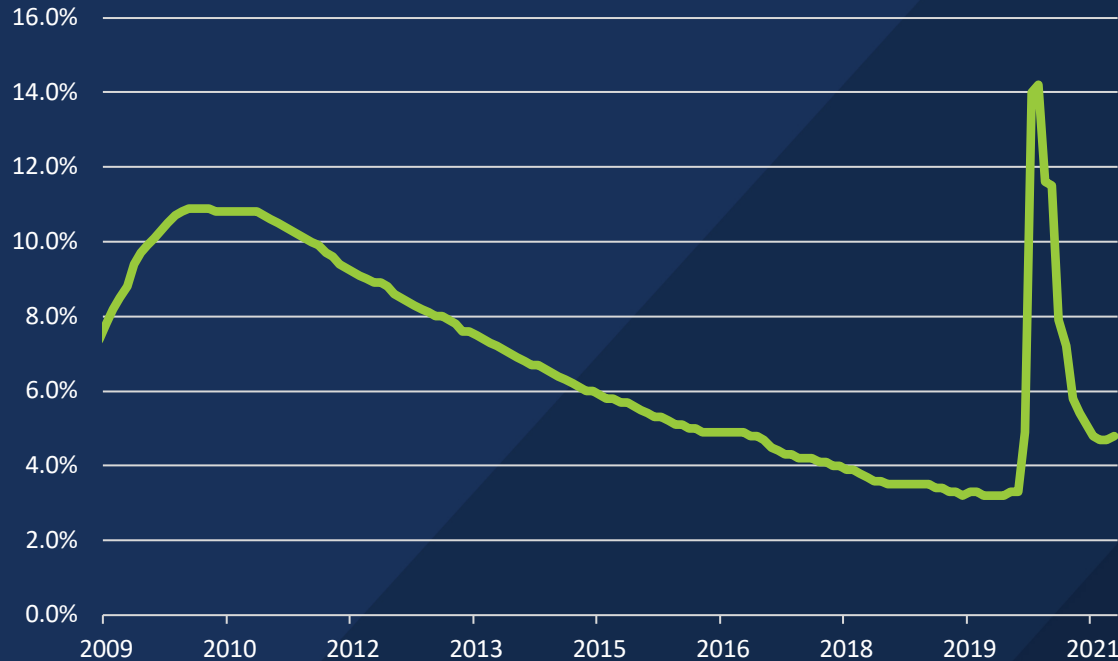
Director

Division of Workforce Services

Department of Economic Opportunity

Unemployment Rate

Florida—Unemployment Rate Seasonally Adjusted

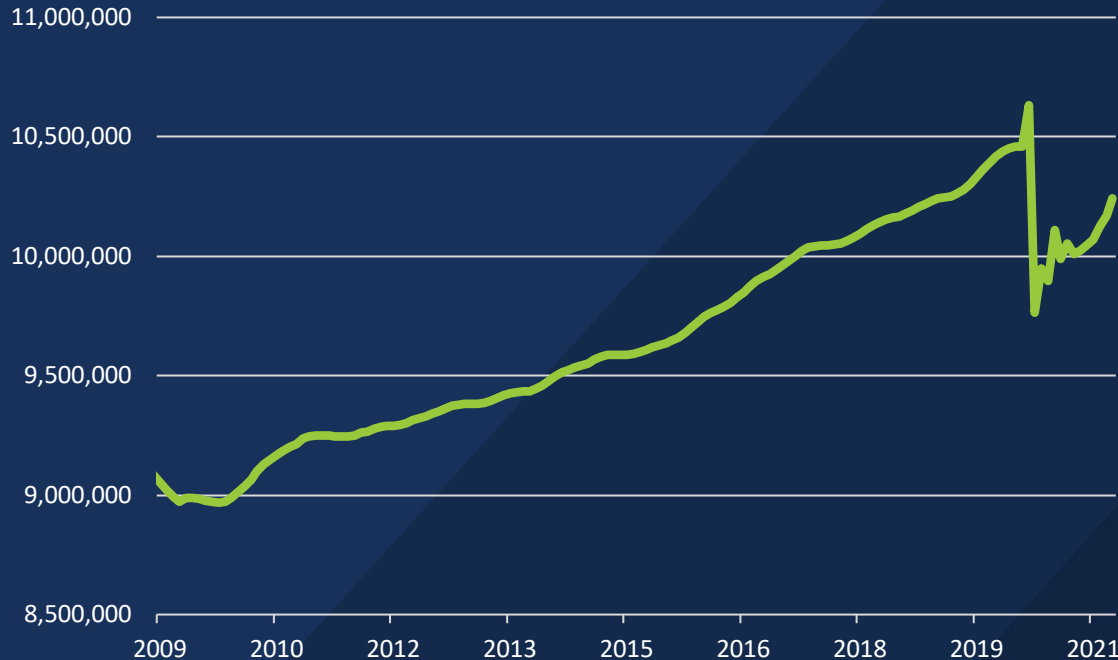


Since February 2020...

- Unemployment rate increased to **14.0 percent** (+10.7 percentage points) between February and May 2020.
- Unemployment has since decreased to **4.8 percent** in April 2021.
- As of April 2021, unemployment is still **1.5 percentage points above the February 2020 rate**.

Labor Force

Florida—Civilian Labor Force Seasonally Adjusted



Since February 2020...

- The labor force **decreased 696,000** between February and April 2020.
- **478,000** people have rejoined the labor force (**68.7 percent** of the April decrease) between April 2020 and April 2021.
- As of April 2021, the labor force remains **218,000 (-2.1 percent)** below the February 2020 level.
- April 2021 was the strongest month of labor force growth since July 2020 at **+73,000 over-the-month**.

Labor Force Demographics - Age & Sex

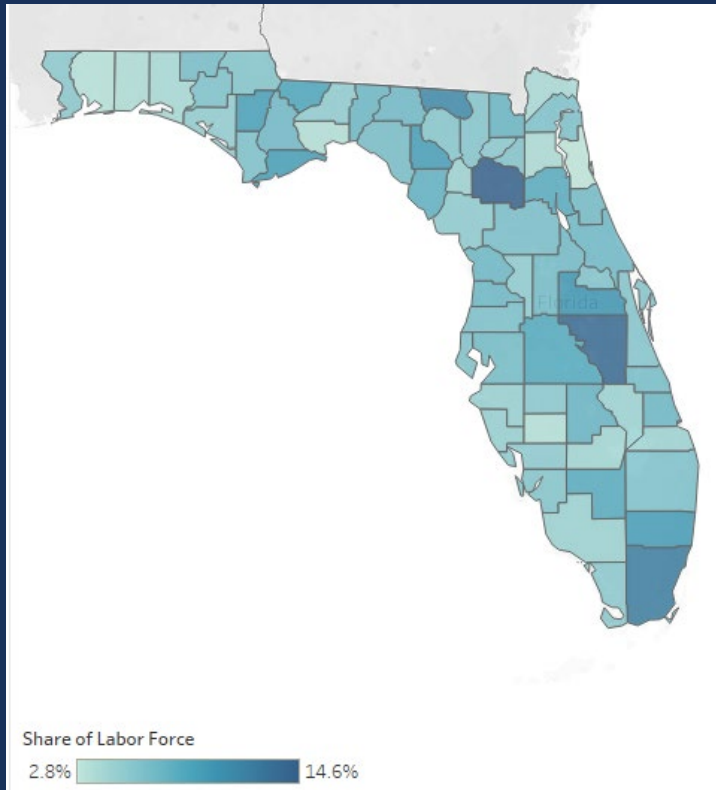
	Labor Force Participation Rate			Unemployment Rate		
	2019	2020	Difference	2019	2020	Difference
Female						
Age 16+	53.5%	51.3%	-2.2%	3.7%	9.1%	5.4%
Age 16-19	30.9%	27.5%	-3.4%	10.4%	22.8%	12.4%
Age 20-24	67.9%	61.5%	-6.4%	5.9%	12.2%	6.3%
Age 25-34	74.9%	74.9%	0.0%	3.7%	8.5%	4.8%
Age 35-44	75.5%	74.1%	-1.4%	2.3%	7.0%	4.7%
Age 45-54	74.5%	72.1%	-2.4%	2.5%	7.8%	5.3%
Age 55-64	58.2%	56.6%	-1.6%	2.3%	7.4%	5.1%
Male						
Age 16+	65.2%	63.4%	-1.8%	3.4%	8.3%	4.9%
Age 16-19	30.1%	26.7%	-3.4%	15.2%	17.9%	2.7%
Age 20-24	68.3%	65.5%	-2.8%	7.6%	13.3%	5.7%
Age 25-34	89.0%	87.0%	-2.0%	2.7%	8.2%	5.5%
Age 35-44	90.3%	88.0%	-2.3%	1.9%	6.3%	4.4%
Age 45-54	86.1%	84.7%	-1.4%	2.3%	6.8%	4.5%
Age 55-64	70.4%	69.3%	-1.1%	1.7%	5.2%	3.5%
Age 65+	21.5%	21.3%	-0.2%	2.8%	8.2%	5.4%

Labor Force Demographics – Race & Ethnicity

	Labor Force Participation Rate			Unemployment Rate		
	2019	2020	Difference	2019	2020	Difference
Hispanic						
Age 16-19	27.7%	22.1%	-5.6%	14.5%	24.5%	10.0%
Age 20+	67.8%	65.5%	-2.3%	2.7%	9.2%	6.5%
Black						
Age 16-19	29.3%	24.4%	-4.9%	22.6%	29.0%	6.4%
Age 20+	66.4%	64.2%	-2.2%	5.2%	10.7%	5.5%
White						
Age 16-19	31.2%	28.9%	-2.3%	11.5%	18.0%	6.5%
Age 20+	59.4%	57.3%	-2.1%	2.4%	7.1%	4.7%

Continued Claims

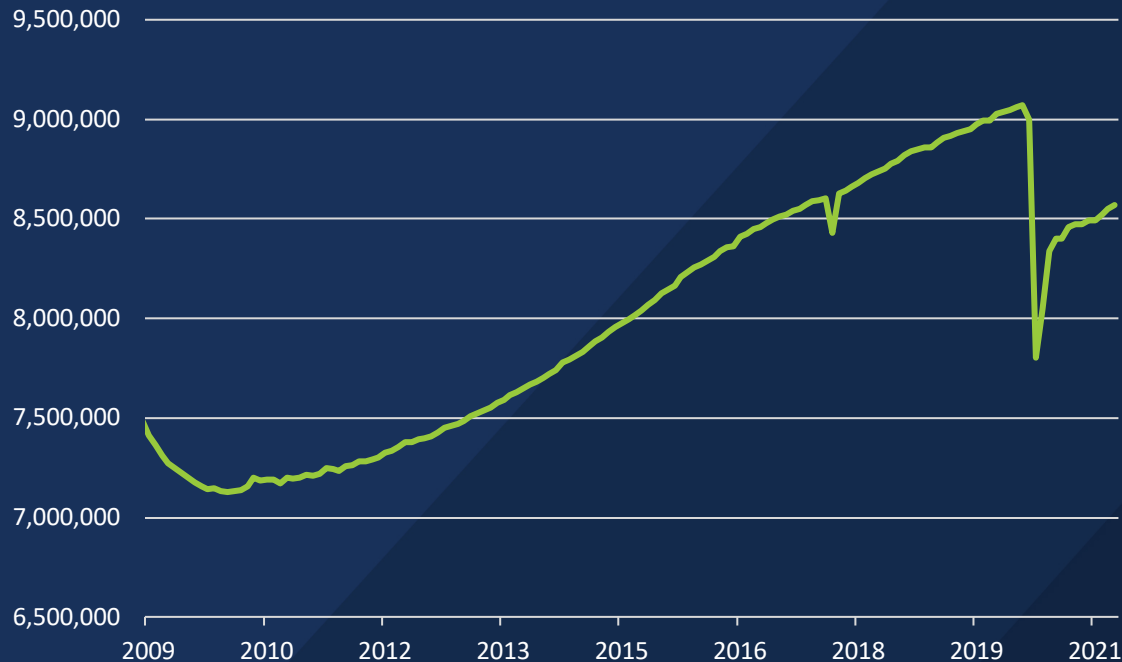
Continued Claims – Week Ending May 1st, 2021



- **810,705** individuals requested unemployment benefits for the week ending May 1st, 2021 across all state RA, PUA, and PEUC programs.
- The county with the most claims that week was **Miami-Dade County** at **168,586**, followed by **Broward County** and **Orange County**.
- The county with the highest concentration of claims as a share of the labor force was **Alachua County** at **14.6 percent**, followed by **Osceola (13.9 percent)** and **Miami-Dade (12.2 percent)**.

Total Nonagricultural Employment

Florida—Total Nonagricultural Employment Seasonally Adjusted

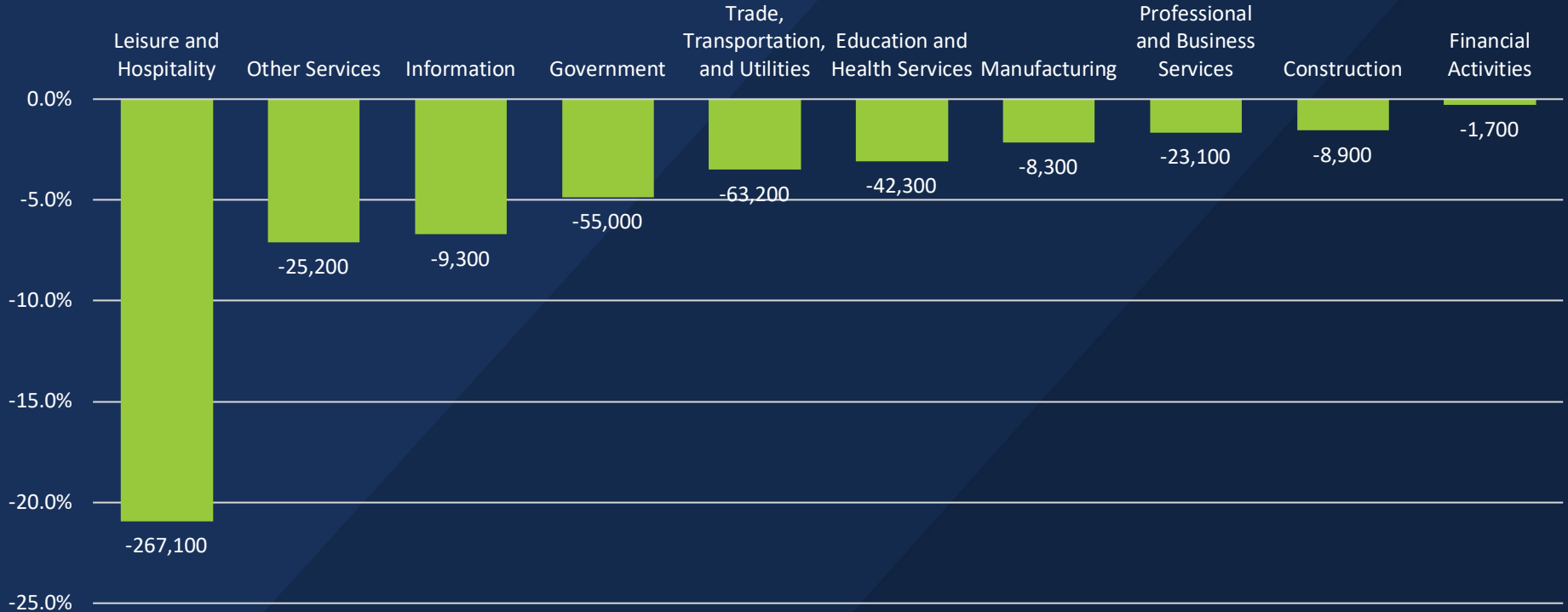


Since February 2020...

- **1,269,200** jobs were lost between February and April 2020 (**14 percent** of Total Employment).
- **766,000** jobs recovered between April 2020 and April 2021 (**60.4 percent** of jobs lost).
- As of April 2021, Total Employment remains **503,200 (-5.5 percent)** below February 2020 level.

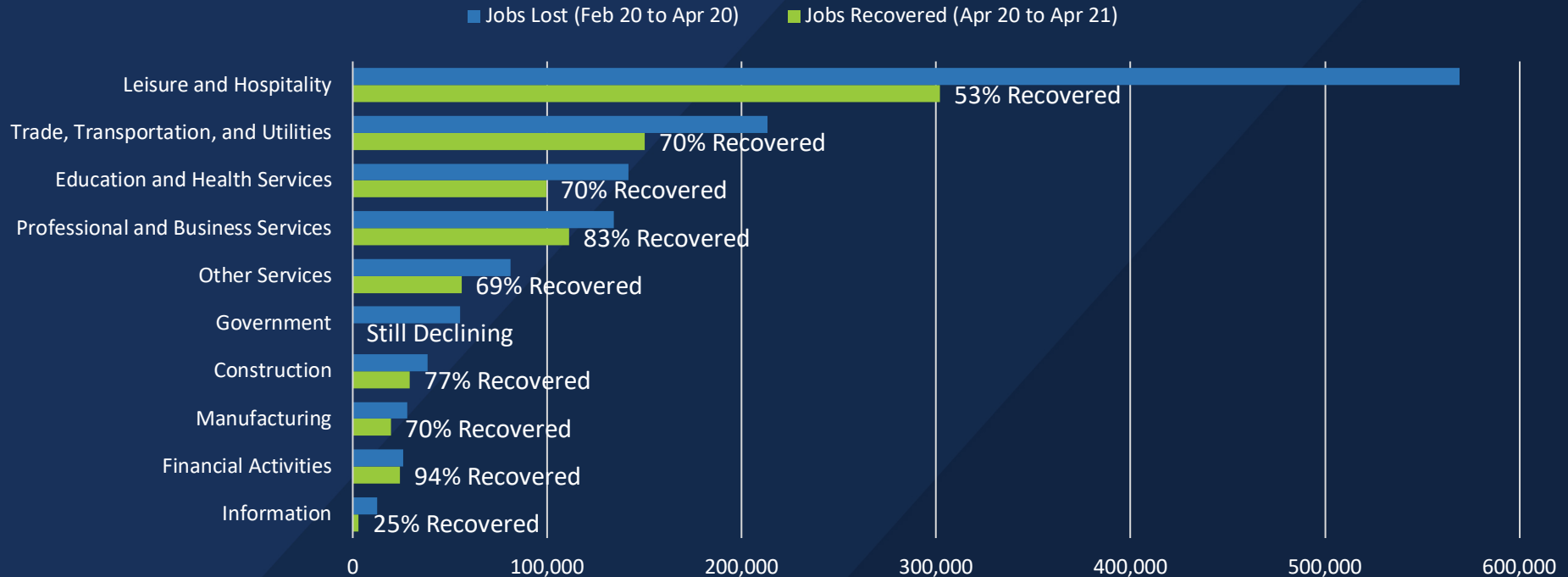
Industry Employment

Change From February 2020 to April 2021; Seasonally Adjusted



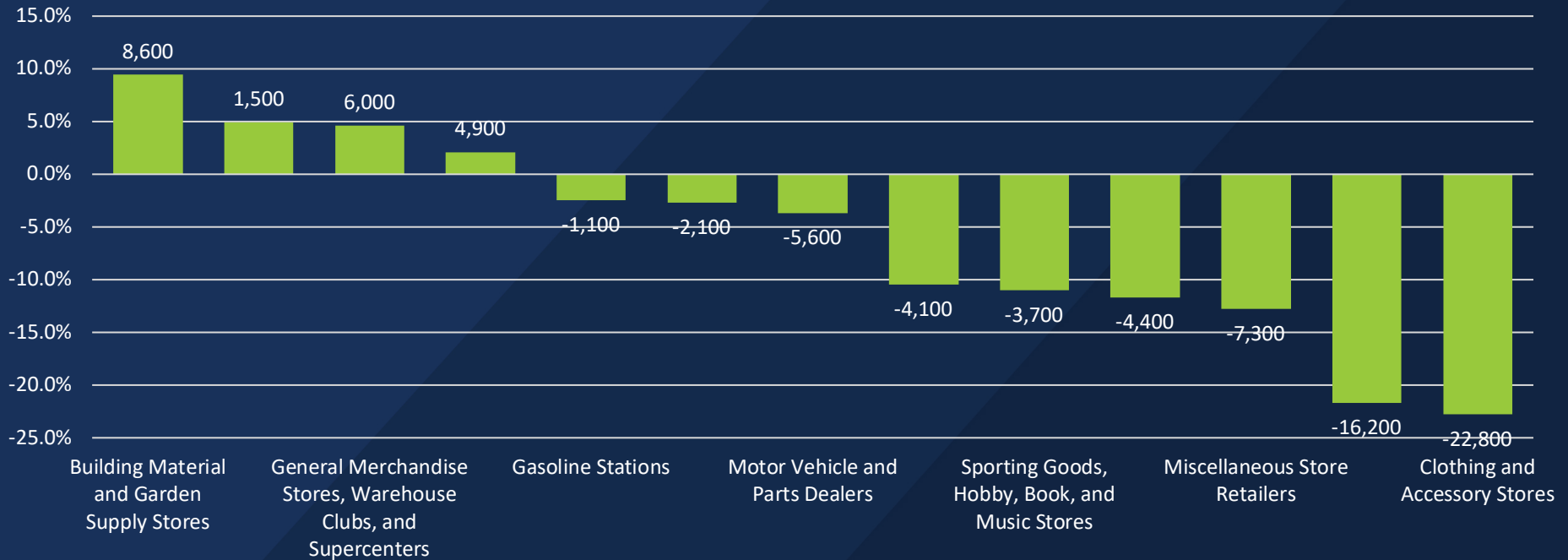
Industry Employment – Recovery

Florida–Industry Supersectors 2020 Job Decline and recovery; Seasonally Adjusted



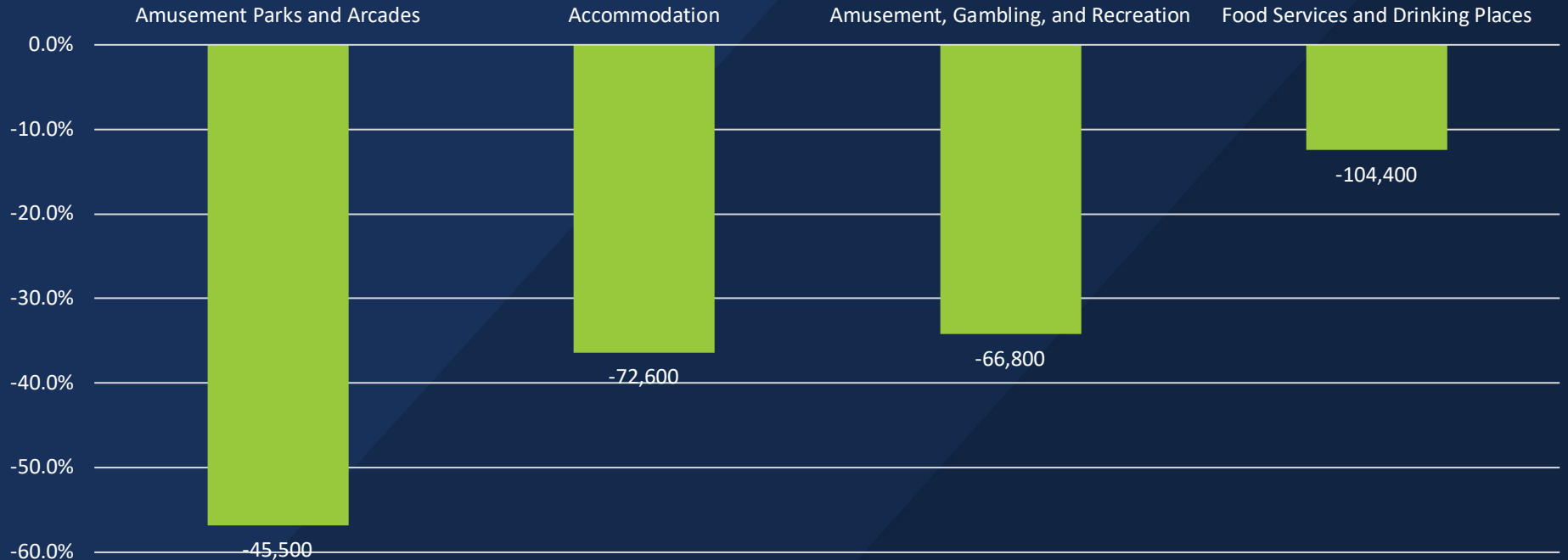
Retail Trade – Detailed Industries

Florida–Retail Sectors Change From February 2020 to April 2021; Not Seasonally Adjusted



Leisure and Hospitality – Detailed Industries

Florida–Leisure and Hospitality Sectors
Change From February 2020 to April 2021; Not Seasonally Adjusted



Other Notable Sectors

Declining Sectors:

- Travel Arrangement and Reservation Services (-42.4%)
- Water Transportation (-25.0%)
- Printing and Related Support Activities (-18.1%)

Robust Sectors:

- Couriers and Messengers (+14.4%)
- Management, Scientific, and Technical Consulting Services (+11.7%)
- Computer Systems Design and Related (+8.0%)
- Warehousing and Storage (+7.8%)
- Data Processing, Hosting, and Related Services (+5.9%)
- Legal Services (+5.3%)

Key Takeaways

Statewide Labor Force Continues to Recover

- 478,000 people have rejoined the labor force since April of 2020
- Labor force recovery has accelerated in recent months, with April 2021 showing the strongest growth so far this year.

Youth Unemployment

- Unemployment is elevated most among those ages 16-24, especially among women and African Americans.

Some Industries Remain Vulnerable

- Leisure and Hospitality has only recovered 53 percent of jobs lost since February 2020 and is still 267,000 jobs below its previous peak.

Young Adult Job Seekers - Employment Needs and Goals



John Page

Vice President, Research Services

Integrated Insights



Objectives & Methodology

To better inform communication with and messaging for the youngest job seekers (16-24 years old, or Gen Z), research was conducted to:

- Understand awareness, knowledge, perceptions and past usage of the CareerSource Florida network's services;
- Determine specific job development and employment needs;
- Understand sources of information and help used today;
- Test potential tactics and concepts to better reach and engage this segment.

An online survey of 1,205 qualified job-seeking youth respondents age 16-24 was conducted from February 3, 2021-February 25, 2021.

An online survey of 153 Florida employers involved in hiring and planning to recruit Youth candidates was also conducted. The Employers sample was drawn from a panel, and they may or may not have worked with the CareerSource Florida network in the past.



Key Findings

Awareness is the single greatest opportunity for the CareerSource Florida network.

- Half of youth surveyed say they have heard of the CareerSource Florida network when prompted with the name. Those who have used the CareerSource Florida network have positive perceptions.
- Among employers, the company's website and third-party recruiters such as Indeed and LinkedIn are "go to" sources. The CareerSource Florida network is farther down the list, but those who have used the organization have positive perceptions.

Reaching youth online as they research careers, understand job requirements, study benefits, and learn how to apply will be critical for the CareerSource Florida network to raise awareness.

Those with detailed career plans in a trade are most confident in reaching their goal.

- Lower confidence was seen in younger, less educated youth just graduating high school, but also with older youth with bachelor's degrees.
- The former is just starting out and uncertain what they need to do to reach their goals. The latter is facing the daunting reality of an uncertain job market just as they graduate from college.

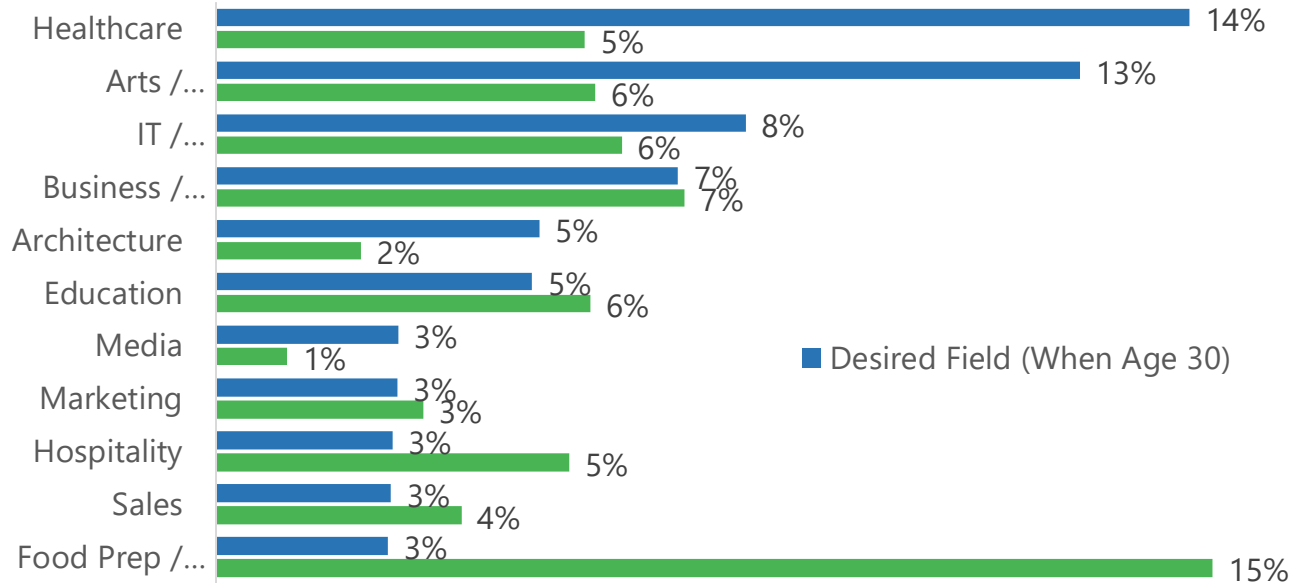
Youth are intent on finding a career that is fulfilling and where their quality of life will remain strong. Messaging from the CareerSource Florida network that speaks to these intangible goals will resonate.

Both youth and employers believe dependability and a positive attitude are strong considerations during the hiring process. Employers also put a strong emphasis on prior experience, something that is not being recognized among youth.

Healthcare Most Desired Field for Youth When They're 30

Careers in Healthcare and Arts / Entertainment are most popular among youth, while many currently working in Food Prep or Serving and Hospitality will look to exit those fields. A career in Arts / Entertainment includes interest in being performers, illustrators and YouTube or other content creators.

YOUTH: DESIRED FIELD OR INDUSTRY WHEN THEY'RE 30



Financial Freedom a Priority for Youth

Many youth grew up during the Great Recession and are very aware of the importance of financial stability. They hope to be in a good position financially in a fulfilling career they love by the time they're 30.

GOOD FINANCIAL SITUATION

*"A career that can pay all my bills, needs and **live comfortably**"*

*"When I am 30 years old I can expect to become **financially stable** with a good paying job in software engineering."*

*"I hope you have a career that **allows me to have financial freedom** and help others"*

*"One that satisfies me and **makes me enough money to live comfortably.**"*

*"I hope to have a career that can help me sustain myself in **making it possible for paying for my needs and wants.** A career where I know I can stay a long time working in until I retire."*

JOB / CAREER I ENJOY

*"I hope to have a job where I am able to show off my talents and my skills. **I want a job that I enjoy** and am able to grow from. I don't want to work somewhere where I feel trapped or like I settled."*

*"I hope to have a career that **I am thriving in by doing my best work.**"*

*"I hope to **have a career that I enjoy.** I want the work that I do to have a positive impact on my overall mood in a way that fulfills my mental health."*

*"A job where I feel like I am making a difference and **reaching my fullest potential.**"*

HAPPY / NOT BORING / FULFILLING

*"I hope to have a job that I can **enjoy and not find boring** or too tiring..."*

*"**Something fulfilling,** that I enjoy doing. A career that pays the bills and leaves me with time to spend with my family. **A long-term job that I don't have to worry about losing suddenly.**"*

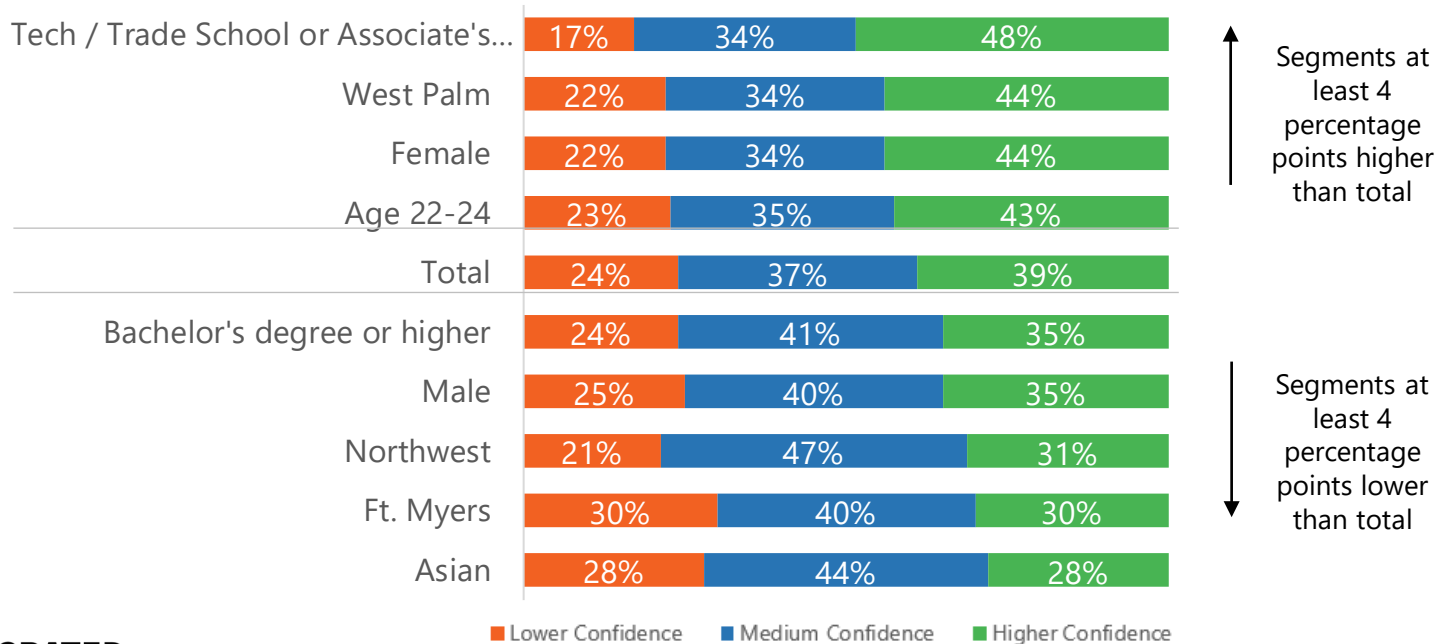
*"I want to **have a job I have fun doing** and that **will also let me live the life that I want to live.**"*

*"I hope to have the **kind of career that fulfills me** and leaving me feeling like I've done something to help others."*

Higher Educated Youth Among Least Confident Groups

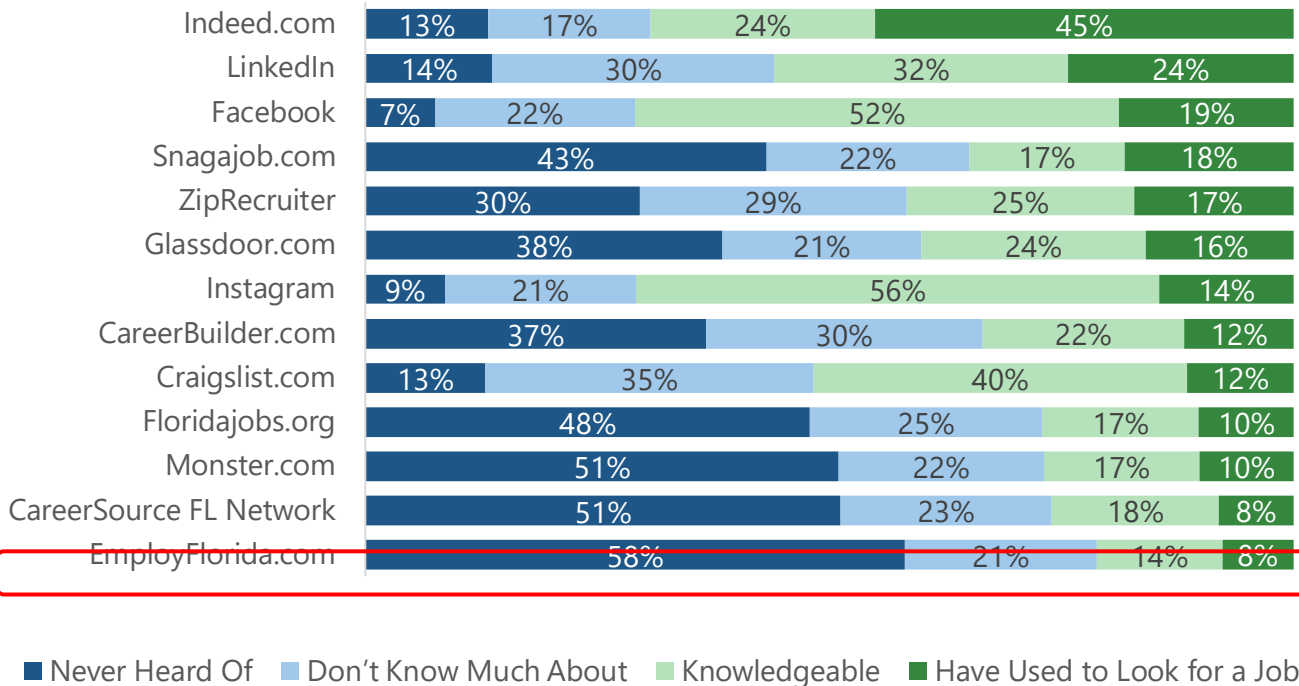
Youth with a Tech /Trade school or associate's degree have the highest confidence of any group, much higher than those with a bachelor's agree. Women are more confident than men.

CONFIDENCE TO ACHIEVE DESIRED JOB BY 30



Half of Youth Have Not Heard of the CareerSource Florida Network

YOUTH: FAMILIARITY WITH HIRING SOURCES



INSIGHT

Awareness is the main opportunity for building the CareerSource Florida network brand among youth. None mentioned the CareerSource Florida network top of mind, and half say they heard of it when aided.

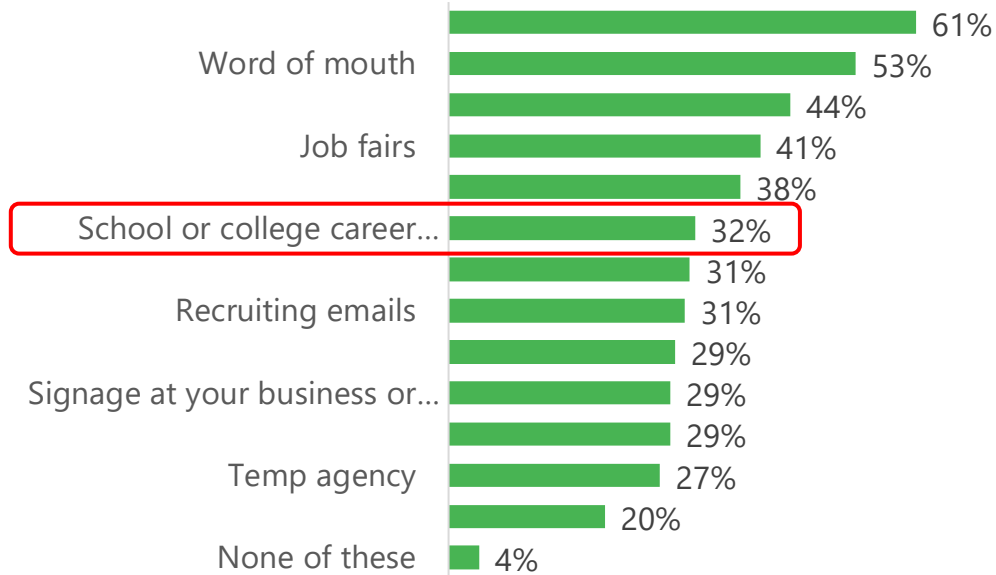
IMPLICATION

Given no real differences in responses between regions, efforts at the statewide *and* local level will be key to gaining the attention of youth.

Employers Rely on Their Own Website to Recruit

Employers primarily depend on their own company resources and word of mouth to hire candidates. One-third seek assistance from a state or local employment assistance office.

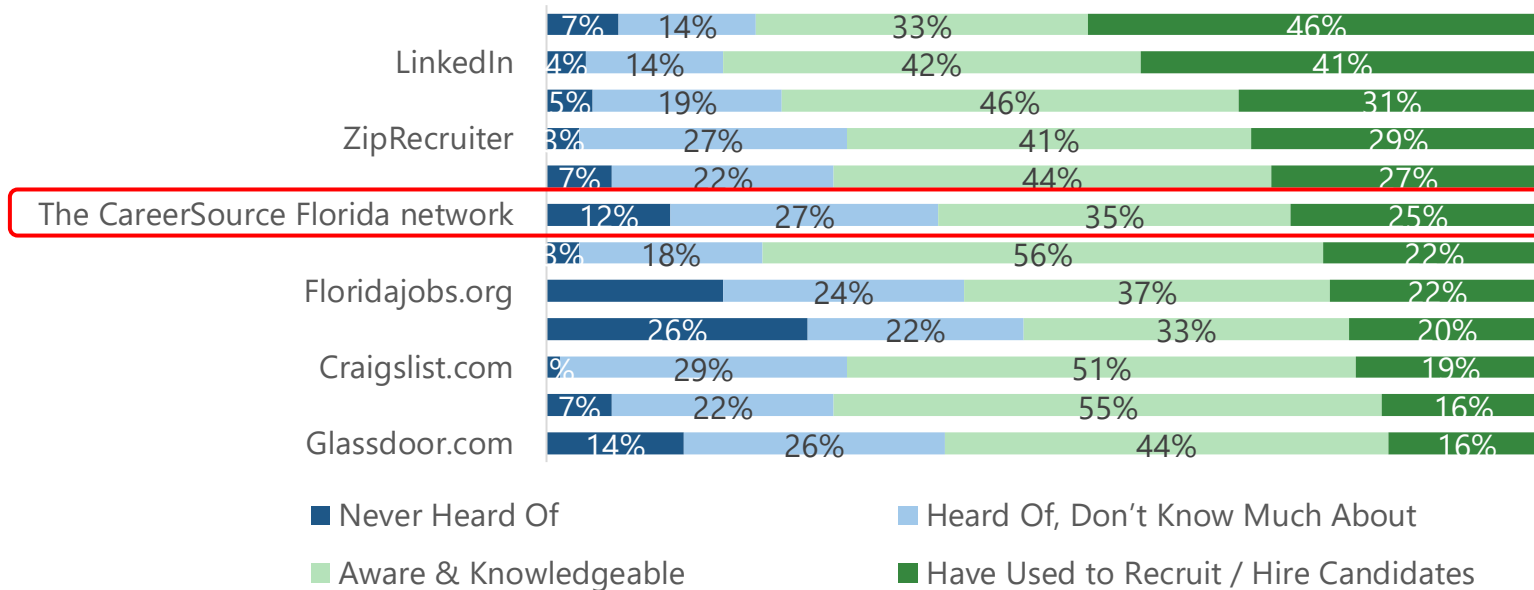
EMPLOYER: PRIOR USAGE OF HIRING SOURCES



Employers Have Moderate Familiarity with CareerSource Florida

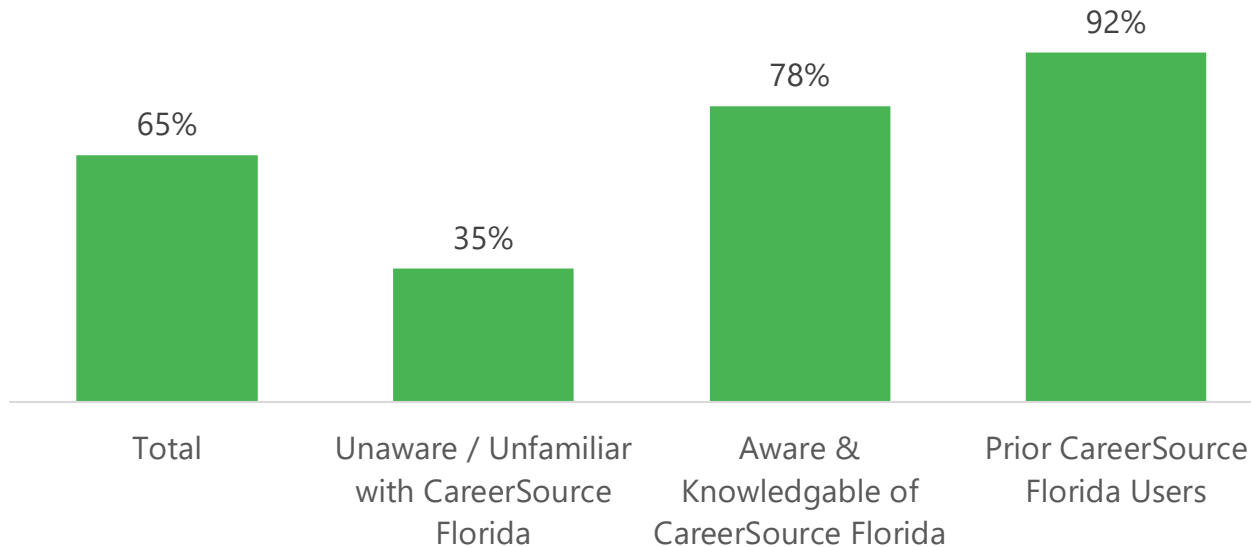
Beyond their own company resources, employers have the most experience with using Indeed and LinkedIn to recruit and hire. Facebook and Instagram are emerging as new alternatives to find candidates, especially among younger hiring leaders.

EMPLOYER: FAMILIARITY AND USAGE WITH HIRING SOURCES



CareerSource Florida Users Are Very Satisfied

EMPLOYER: % SOMEWHAT OR VERY LIKELY TO USE THE CAREERSOURCE FLORIDA NETWORK ON NEXT RECRUITING SEARCH BY KEY GROUPS



Employers Say Youth Lacking Work Experience

EMPLOYER: SPECIFIC CHALLENGES WHEN RECRUITING AND HIRING CANDIDATES



INSIGHT

Youth are not fully prepared for the hiring process. They need help managing their expectations, developing their skills and experience, demonstrating they are ready to work and having confidence in their abilities.

IMPLICATION

Offer training courses to youth to learn about steps in the hiring process. When employers approach CareerSource Florida about filling positions, they will be able to identify more seasoned candidates than they can find on the 'open market'.

A group of five business professionals are seated around a conference table in a meeting room. They are dressed in business attire, including blouses, shirts, and suits. The individuals are engaged in a discussion, with some looking towards each other and others looking at documents on the table. The room has large windows in the background, and the overall atmosphere is professional and collaborative. A white text box is overlaid on the center of the image.

Open Discussion/Public Comment

Closing Remarks



Brittany Birken
Chair

Upcoming Meetings:

Finance Council Meeting - June 8, 2021 | 1-3 p.m. ET

Board of Directors Meeting - June 9, 2021 | 8:30 a.m. - 12:30 p.m. ET

Board of Directors and Council Meetings - September 14-15, 2021

Board of Directors and Council Teleconferences - December 9, 2021