



Strategic Policy & Performance Council Meeting Agenda

DECEMBER 8, 2021 • 2 – 4 P.M. ET

TO JOIN THE MEETING:

[MICROSOFT TEAMS MEETING LINK](#)

CALL-IN NUMBER: 1 (850) 629-7293, CONFERENCE ID: 986 381 020#

Chair's Welcome and Remarks

Brittany Birken, Ph.D.

Strategic Policy & Performance Unit Initiatives Update

Dan McGrew

- Credentials Review Committee
 - LWDB Letter Grades
 - Florida's CLIFF Dashboard
 - WIOA Unified Plan Two-Year Modification
- VP, Strategic Policy & Performance
CareerSource Florida*
Adam Briggs, Ph.D., PMP
*Sr. Director, Strategic Policy & Performance
CareerSource Florida*

Action Items

Dan McGrew

1. CareerSource Florida Strategic Policies
 - a. Apprenticeship
 - b. Board Governance and Leadership
 - c. CareerSource Florida Board of Directors Conflict of Interest Disclosure
 - d. CareerSource Florida Ethics and Transparency
 - e. Florida Workforce System Statewide Brand
 - f. Incumbent Worker Training Program
 - g. Sector Strategies
 - h. State Workforce Development Board Roles and Responsibilities
2. CareerSource Florida Strategic Policy
 - a. Comprehensive Employment, Education and Training

A Closer Look: WIOA Unified Plan

Warren Davis
*Policy Analyst
CareerSource Florida*

DEO Economic Updates

James Heckman
*Interim Director, Workforce Statistics & Economic Research
Florida Department of Economic Opportunity*

Drivers of Performance: A Snapshot

Jacqueline Barreiros, PMP
*Sr. Program Analyst
CareerSource Florida*

Open Discussion/Public Comment

Chair's Closing Remarks

Brittany Birken, Ph.D.

Information Items

collaborate.
innovate.
lead.





Fiscal Year 2021-2022 Strategic Policy and Performance Initiatives

Credentials Review Committee

Led by House Speaker Chris Sprowls, the Florida House and Senate passed House Bill 1507 ([Chapter 2021-164](#), Florida Statutes) during the last legislative session to address the evolving needs of Florida's economy by increasing the level of collaboration and cooperation among state businesses and education communities while also improving equity and access to a more integrated workforce education training system for all Floridians. The legislation, which passed unanimously and was signed into law by Governor Ron DeSantis on June 24, 2021, is titled the Reimagining Education and Career Help (REACH) Act. Consistent with the spirit and substance of this law, credentials made available through the state's education and training programs should be aligned to jobs that lead to economic self-sufficiency. To this end, the REACH Act directs CareerSource Florida to appoint and convene a Credentials Review Committee to identify degree and nondegree credentials of value, develop a Master Credentials List for performance funding, and establish policy direction for funding that prioritizes outcomes.

Status update: The Credentials Review Committee was appointed by the CareerSource Florida Board Executive Committee on Aug. 26, 2021. At its inaugural meeting on Sept. 8, the Credentials Review Committee considered work already underway and directly relevant to the REACH Act. At its Framework of Quality Workshop on Oct. 26, the committee considered work recently conducted by the Labor Market Estimating Conference on wage brackets and occupations across Florida, and by Education Strategies Group on comparative approaches to assessing the quality and sequencing of credentials. On Dec. 1, the committee considered criteria for deciding how to define and measure appropriate wage categories while also contemplating connections between in-demand occupations, employer-identified skills gaps and the potential implications of various approaches to these topics for businesses and stakeholders across Florida's workforce, education and business development ecosystem. These meetings and their associated documents can be viewed [online](#).

Local Workforce Development Board Letter Grades

Per Section 14.36(3)(h), Florida Statutes, the REACH Office within the Executive Office of the Governor is charged with developing the criteria for assigning a letter grade for each local workforce development board under s. 445.004, Florida Statutes. The criteria for these letter grades must be based on local workforce development board performance accountability measures, return on investment, and improvement by each local board in terms of the long-term self-sufficiency of participants based on outcome measures such as reduction in long-term public assistance and increase in wages relative to the period before participation in a program. The state workforce development board, in turn, is responsible for applying these criteria to assign a letter grade to each of Florida's 24 local workforce development boards.

Status update: Led by the REACH Office, within the Executive Office of the Governor, and informed by the collective experience of various collaborative partners participating in this interagency effort, including the Florida Department of Education, the Florida Department of Children and Families, the Florida Department of Economic Opportunity and CareerSource Florida, a planning committee has begun to explore elements of an appropriate analytical methodology. CareerSource Florida's Strategic Policy and Performance unit is contributing to this state-level work and stands ready to support the local boards in their implementation efforts in the coming months.

Florida CLIFF Dashboard

The Florida Career Ladder Identifier and Financial Forecaster (CLIFF) Dashboard was developed through a partnership between CareerSource Florida and the Federal Reserve Bank of Atlanta. While the initial development of this tool predates the passage of the REACH Act, this instrument aligns with key deliverables and objectives outlined in the law. The Florida CLIFF Dashboard provides information to help users understand their potential earnings from paid employment while also mapping the timing and size of reductions in public assistance needed as individuals progress along in-demand career pathways toward self-sufficiency. Development on the [CLIFF Dashboard](#) was completed during the summer of 2021.

Status Update: CareerSource Florida has identified local workforce development boards to participate in a pilot project. Additional partners invested in helping individuals to achieve self-sufficiency have been identified to participate in the pilot. The pilot group will assess the usability of the CLIFF Dashboard in a case management and career advising setting in career centers. Pilot groups will provide guidance on ways to partner with community organizations in offering programs and resources to bridge current gaps in wrap-around services and/or net income for individuals training to enter in-demand occupations. Based on the experience and evidence provided by the pilot cohort, a plan for the use of this tool statewide can be developed. The Federal Reserve Bank of Atlanta conducted a series of trainings on the CLIFF Dashboard during the week of Nov. 15, 2021, with the goal being to conduct a soft-launch in December and commence full-scale pilot activities in January 2022.

WIOA Unified Plan Two-Year Modification

Under the Workforce Innovation and Opportunity Act (WIOA), the Governor and publicly funded workforce development system must submit a Unified or Combined Plan to the U.S. Department of Labor. In 2020, CareerSource Florida and its WIOA partners submitted the second WIOA Four-Year Unified Plan. Every two years, states and local boards must review and modify strategies to respond to changing economic conditions and workforce needs. This activity represents an important opportunity to describe what has happened in Florida's economy and workforce system over the past two years, and to analyze the initiatives that are working, opportunities for improvement and enhancements and innovations contemplated for the next two years. WIOA core partners including CareerSource Florida, the Florida Department of Economic Opportunity and the Florida Department of Education's Divisions of Career and Adult Education, Vocational Rehabilitation and Blind Services began work on the WIOA Unified Plan Two-Year Modification in August.

Status update: WIOA core partners are currently working to finalize the WIOA Unified Plan Two-Year Modification and anticipate sharing the draft of the plan with the Strategic Policy and Performance Council and the CareerSource Florida Board of Directors in February 2022.

Action Item 1

PERIODIC REVIEW OF CAREERSOURCE FLORIDA STRATEGIC POLICIES

CareerSource Florida [Strategic Policy 2021.06.09.A.1 Statewide Workforce Development Board Policymaking Authority and Delegation](#) requires the CareerSource Florida professional team to conduct a periodic review of CareerSource Florida policies to determine their effectiveness and efficiency and to make recommendations to the CareerSource Florida Board of Directors for the revision or rescission of policies as necessary.

For retention, strategic policies must focus on strategy or existing initiatives. When significant changes are made to applicable legal standards, such as federal, state or administrative law, CareerSource Florida and the Department of Economic Opportunity determine if revision or elimination of these policies requires approval by the state workforce development board.

The CareerSource Florida Professional team reviewed and revised the policies below to align with existing state and federal law including the Reimagining Education and Career Help (REACH) Act and board-led initiatives:

- Apprenticeship
- Board Governance and Leadership
- CareerSource Florida Board of Directors Conflict of Interest Disclosure
- CareerSource Florida Ethics and Transparency
- Florida Workforce System Statewide Brand
- Incumbent Worker Training Program
- Sector Strategies
- State Workforce Development Board Roles and Responsibilities

FOR CONSIDERATION

- **Recommend the eight (8) updated strategic policies to the CareerSource Florida Board of Directors for approval.**



Strategic Policies Summary

[CareerSource Florida Strategic Policy 2021.06.09.A.1: Statewide Workforce Development Board Policymaking Authority and Delegation](#) requires the CareerSource Florida professional team to conduct a periodic review of CareerSource Florida policies to determine their effectiveness and efficiency and to make recommendations to the CareerSource Florida Board of Directors for the revision or rescission of policies, as necessary.

The CareerSource Florida professional team has conducted a policy review and revised the following strategic policies to align with existing state and federal law, including the Reimagining Education and Career Help (REACH) Act, and board led-initiatives:

Apprenticeship – This policy was edited to comply with the REACH Act and to include specific references to the Governor’s Executive Order 19-31. References to Industry Recognized Apprenticeship Programs (IRAPs) were removed; a section on pre-apprenticeships was added; and references in the Background section were revised to be employer focused.

Board Governance and Leadership – No substantive changes were made to this recent CareerSource Florida policy. However, references to recent administrative policies and revised strategic policies were included.

CareerSource Florida Board of Directors Conflict of Interest Disclosure – This policy was edited to comply with the REACH Act and remove references to the CareerSource Florida General Counsel, whose role in this policy is replaced by the CareerSource Florida Ethics Officer. Reference to the online electronic form that is now used, instead of paper forms, was included.

CareerSource Florida Ethics and Transparency – This policy was edited to comply with the REACH Act. New requirements for local workforce development boards for financial, contract, budget, employee compensation and IRS form 990 disclosures were added.

Florida Workforce System Statewide Brand – This policy was updated to include references to American Job Center requirements. Historical narrative on the branding initiative was removed and links to current branding support items were added.

Incumbent Worker Training Program – This policy was updated to comply with the REACH Act and incorporate new criteria for the Incumbent Worker Training program.

Sector Strategies Policy – This policy was updated to comply with the REACH Act and remove historical elements. References to career pathways and Labor Market Estimating Conference were added.

State Workforce Development Board Roles and Responsibilities – This policy was revised to include references to the CareerSource Florida Policy Development Framework and the creation of the Credentials Review Committee, per the REACH Act.



Strategic Policy

2019.02.13.A.1

Title:	Apprenticeship
Adopted:	02/13/2019
Effective:	

I. PURPOSE AND SCOPE

The Workforce Innovation and Opportunity Act (WIOA) clearly establishes apprenticeship as an effective approach for meeting the workforce investment needs of area employers while simultaneously building and defining career pathways for individuals. This Apprenticeship Policy defines CareerSource Florida's vision for apprenticeships. Apprenticeship expansion presents opportunities for innovation of this time-tested and trusted method of skills development. Through this policy, the CareerSource Florida Board supports and encourages the continued expansion of apprenticeship opportunities in Florida for both businesses and individuals, consistent with Executive Order 19-31.

II. BACKGROUND

Apprenticeships combine rigorous, high-quality education with on-the-job training and other services that:

- Provide employer-driven, mentor-delivered, industry-specific knowledge to build talent that meets the specific needs of Florida businesses.
- Enable employers to ensure a talent pipeline by leveraging existing talent to mentor the next generation through paid earn-and-learn apprenticeships.
- Align with the skill needs of employers in critical demand sectors such as construction, healthcare, information technology, advanced manufacturing, and financial services, among others.

- Empower small employers to participate in industry-specific occupational training that might not otherwise be affordable.
- Include support services for apprentices to complete the occupational training requirements of their apprenticeship employer to earn a credential that signifies skill gains, educational achievement, and advancement of career goals.
- Provide opportunities to job seekers with barriers to employment and for underrepresented populations including women, veterans, ex-offenders, minorities, individuals with disabilities, youth, and young adults.

Pre-Apprenticeships

Pre-apprenticeship programs provide instruction and/or training to increase math, literacy, and other vocational and pre-vocational skills needed to enter a registered apprenticeship program. A pre-apprenticeship program must have at least one registered apprenticeship partner and must include:

- Training and curriculum that aligns with the skill needs of employers in the economy of the state or region.
- Access to educational and career counseling, and other supportive services.
- Hands-on, meaningful learning activities that are connected to education and training activities, such as exploring career options and discovering how skills acquired through coursework can be applied to a future career.
- Opportunities to attain at least one industry-recognized credential; and
- A partnership with one or more registered apprenticeship programs that assist in placing individuals who complete the pre-apprenticeship into a registered apprenticeship program.

Apprenticeships

Apprenticeships are custom-built occupational training programs developed for and approved by participating employers. A program sponsor is responsible for the administration of the apprenticeship program. The Florida Department of Education, Office of Apprenticeship, is responsible for the registration of apprenticeship occupational training standards. The department also has responsibility for assisting local education agencies in delivering pre-apprenticeship training programs for existing apprenticeship sponsors. The registered apprenticeship program and duties of the department are described in detail in Chapter 446, Florida Statutes, and Chapter 6A-23.001-011, Florida Administrative Code.

Registered apprenticeship programs are automatically eligible to be included on the Eligible Training Providers List (ETPL) and are exempt from state and local Eligible Training Provider eligibility requirements. Sponsors that indicate the apprenticeship is to be included on the list are added with minimal burden on the sponsor. Registered apprenticeship programs are maintained on the ETPL until:

- The sponsor notifies the state agency it no longer wants to be included on the list; or,
- The program becomes deregistered under the National Apprenticeship Act; or,
- The program is determined to have intentionally supplied inaccurate information; or,
- A determination is made that the program substantially violated any provision of WIOA Title I or the WIOA regulations, including 29 CFR part 38.

Registered apprenticeship programs are also exempt from ETPL performance reporting requirements in WIOA Sections 116(d)(4) and 122. However, registered apprenticeship programs may voluntarily report performance outcomes.¹

Apprentices who successfully complete apprenticeship training graduate with a nationally recognized Completion of Apprenticeship Certificate issued by the Florida Department of Education that validates proficiency in the registered apprenticeship occupation. In addition, apprentices can earn third-party industry certifications.

Implementation

CareerSource Florida Strategic Policy 2018.02.14.A.2: Sector Strategy defines the CareerSource Florida Board's strategic vision for effective sector strategies. Local workforce development boards are required to describe their approach to establishing, implementing and sustaining effective sector strategies, including apprenticeship expansion opportunities, in their local workforce development plans. Pursuant to that policy, and empowered through this Apprenticeship Policy, local workforce development boards should identify opportunities for new or expanded apprenticeships in all sectors. Local workforce development boards are encouraged to designate at least one apprenticeship point of contact trained to provide information and assistance in developing new or expanding existing apprenticeships.

The CareerSource Florida network supports apprenticeship programs with technical assistance, through grant funding opportunities, and by leveraging WIOA funding to support eligible participants. Local workforce development boards may use any allowable activities to support apprenticeships and pre-apprenticeships to supply the talent pipeline needed in their local areas.

This policy applies to CareerSource Florida, the Department of Economic Opportunity and all 24 local workforce development boards.

III. AUTHORITY

[Public Law 113-128, Workforce Innovation and Opportunity Act \(2014\)](#)

[Chapter 445.004, Florida Statutes](#)

¹ Training and Employment Guidance Letter No. 08-19, Attachment I, pages 1-3.

[Chapter 446, Florida Statutes](#)

[Chapter 6A-23.001-011, Florida Administrative Code](#)

[Training and Employment Guidance Letter No. 13-16](#)

[Training and Employment Guidance Letter No. 8-19](#)

[29-CFR-29 - Labor Standards for The Registration of Apprenticeship Programs](#)

[29-CFR-30 - Equal Employment Opportunity in Apprenticeship](#)

IV. HISTORY

Date	Description
12/09/2021	Updated to reflect changes in workforce-related programs and services and comply with the 2021 Reimagining Education and Career Help (REACH) Act
02/13/2019	Approved by CareerSource Florida Board of Directors

V. ATTACHMENTS

[CareerSource Florida Administrative Policy Number 90: WIOA Eligible Training Provider List](#)

[CareerSource Florida Administrative Policy Number 009: On-the-Job Training Program](#)

[CareerSource Florida Administrative Policy Number 100: Work-Based Training](#)

[CareerSource Florida Administrative Policy Number 074: Individual Training Account Expenditure Requirements and Waiver Request Process](#)

[CareerSource Florida Strategic Policy 2018.02.14.A.2: Sector Strategy](#)

[Chapter 2021-164, Laws of Florida](#)

[Florida Executive Order 19-31](#)

VI. OTHER RESOURCES

- [ApprenticeFlorida.com](#)
- [Apprenticeship.gov](#)



2020.02.20.A.1

Strategic Policy

Title:	Board Governance and Leadership
Adopted:	02/20/2020
Effective:	

I. PURPOSE AND SCOPE

Effective state and local workforce development board leadership must emphasize compliance with federal and state laws, clear expectations, ethical conduct, transparency, quality customer service, and strategic planning and decision-making. State and local workforce development boards shall ensure the workforce investment system provides economic opportunity for everyone who wants to work, find a better job, or improve their skills to succeed in the 21st century workforce.

High-Performing Local Workforce Development Boards

Through this policy, the CareerSource Florida Board of Directors requires local workforce development boards to employ sound management practices and controls for the proper expenditure of funds and verification of program outcomes. Local workforce development boards shall place a strong emphasis on data-driven decisions and encourage board staff to employ proven measurement and improvement systems to evaluate performance.

Local workforce development boards will encourage discussion about key program improvements and outcomes, stressing the importance of communication within the organization. Each local workforce development board and its staff will understand key programmatic requirements and performance outcomes and how those data elements contribute to success.

Local Workforce Development Board Leadership

The federal Workforce Innovation and Opportunity Act (WIOA) requires the chief local elected official (CLEO) in each local area to play an active role in both the strategic planning and ongoing operation of the local system. The CLEO is authorized to appoint the members of the local workforce development board in accordance with criteria established in Public Law 113-128,

Section 107, the Workforce Innovation and Opportunity Act, and Chapter 445.007, Florida Statutes.

Each local workforce development board shall elect a chair to direct the business of the board. Each local workforce development board may designate and direct the activities of standing committees to provide information and to assist the local workforce development board in carrying out activities described in Section, 107, WIOA. Such standing committees shall be chaired by members of the board and shall include other individuals appointed by the local workforce development board as persons determined by the local workforce development board to have appropriate experience and expertise.

To effectively fulfill their responsibilities and expectations, local workforce development boards hire executive directors, presidents and/or chief executive officers to carry out the board-directed programmatic, financial and operational functions of the local workforce development board and one-stop career centers.

Agreements between the CLEO and the entities responsible for the local workforce development system will address how the local workforce development board functions and how administrative tasks will be carried out within the local area.

Executive directors, presidents, chief executive officers, chief operating officers and chief financial officers who represent a local workforce development board shall not personally contract with or otherwise represent more than one local workforce development board. Under extraordinary circumstances, local workforce development boards may request approval for a temporary exception to this prohibition from the state workforce development board and the Department of Economic Opportunity.

Both local workforce development board members and staff must maintain integrity, accountability and transparency in decisions and actions that earn and protect the public trust in compliance with CareerSource Florida Strategic Policy 2018.09.26.A.1: Ethics and Transparency. This includes taking all necessary steps to avoid the appearance of conflicts of interest.

II. BACKGROUND

State Workforce Development Board

The Governor of Florida establishes the state workforce development board to guide workforce development for the state of Florida and provide oversight and policy direction for talent development programs administered by CareerSource Florida, the Department of Economic Opportunity, and Florida's 24 local workforce development boards.

State board functions include, but are not limited to, those activities described in WIOA, Section 101(d), and Chapter 445.004, Florida Statutes, and guided by the CareerSource Florida Strategic Policy 2020.06.04.A.2: State Workforce Development Board Roles and Responsibilities.

Local Workforce Development Boards

Authorized by WIOA, local workforce development boards oversee the design and delivery of locally customized job training programs and workforce development initiatives.

Local workforce development board functions include, but are not limited to, those activities described in WIOA, Sections 107 and 108.

Specific roles and responsibilities for CLEOs, fiscal agents, local workforce development boards, the chair of local workforce development boards, and the executive director representing the local workforce development board are described in CareerSource Florida Administrative Policy 110: Local Workforce Development Area and Board Governance.

III. AUTHORITY

[Public Law 113-128, Workforce Innovation and Opportunity Act \(2014\)](#)

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

[Training and Employment Guidance Letter No. 35-10](#)

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

[Chapter 112, Florida Statutes](#)

[Chapter 119, Florida Statutes](#)

[Chapter 286, Florida Statutes](#)

[CareerSource Florida Strategic Policy 2018.09.26.A.1: CareerSource Florida Ethics and Transparency](#)

[CareerSource Florida Strategic Policy 2020.06.04.A.2: State Workforce Development Board Roles and Responsibilities](#)

[CareerSource Florida Administrative Policy 110: Local Workforce Development Area and Board Governance](#)

IV. RESOURCES

[WIOA Fact Sheet: Governance and Leadership](#)



2017.05.17.C.2

Strategic Policy

Title:	CareerSource Florida Board of Directors Conflict of Interest Disclosure
Adopted:	05/17/2017
Effective:	

I. PURPOSE AND SCOPE

The CareerSource Florida Board of Directors is the state of Florida's workforce development board. The board promotes an ethical and transparent structure within CareerSource Florida, Inc., a public-private corporation. Board members are expected to safeguard their ability to make objective, fair and impartial decisions. Board members may not accept benefits when it could be inferred by a reasonable observer that the benefit was intended to influence a pending or future decision, or to reward a past decision. Board members will not use the powers and resources of CareerSource Florida for personal benefit or for the benefit of immediate family members.

CareerSource Florida board members may be employed by companies with existing state contracts or may contract with CareerSource Florida subject to this Conflict-of-Interest Disclosure Policy and Florida Statutes. CareerSource Florida contracts are transparent and administered through processes designed to ensure fairness and accountability. CareerSource Florida contracts with board members, or with entities with which board members are involved, are approved when a quorum has been established and the contract is approved by two-thirds of the voting members present.

CareerSource Florida Board members who may have a conflict of interest relating to a CareerSource Florida contract or agreement are compelled to openly disclose a potential, real, or perceived conflict as soon as the issue arises. Board members must disclose conflicts of interest in writing or by electronic form to the CareerSource Florida professional team and its ethics officer prior to any board meeting in which business involving these interests will be discussed. Board members who could benefit financially from a transaction must abstain from discussion and voting on the corresponding contract.

CareerSource Florida board members are in a conflict of interest whenever they themselves, or members of their immediate family, place of employment, business partners or close personal associates may personally benefit either directly or indirectly, financially or otherwise, from their position on the CareerSource Florida Board of Directors. For the purpose of this policy, "immediate family" is defined as parents, stepparents, spouses or domestic partners, children, stepchildren, full or half siblings, in-laws, sibling in-laws, grandparents, great-grandparents, step-great-grandparents, aunts, uncles, nieces, nephews, and grandchildren. Board members who may have a conflict of interest related to a CareerSource Florida contract or agreement are compelled to disclose the conflict and abstain from voting on decisions impacting the contract or agreement.

A conflict of interest may be real, potential, or perceived; the same duty to disclose applies to each. Full disclosure does not remove a conflict of interest. If a board member is not certain whether he or she is in a conflict-of-interest position, he/she may consult the CareerSource Florida ethics officer, who serves as the ethics and public records officer for the board.

All board members shall sign a hard copy or electronic acknowledgement of this policy to be filed with the CareerSource Florida professional team upon appointment to the CareerSource Florida Board of Directors.

This policy benefits CareerSource Florida board appointees by giving them the opportunity to disclose conflicts of interest and ensure the integrity of business before the board. This policy sends a strong message to those doing business with CareerSource Florida about the importance of ethics in operations and transparency in public meetings. This policy relates to the CareerSource Florida Board of Directors and the CareerSource Florida ethics officer, who helps board members identify potential conflicts of interest.

II. BACKGROUND

As described in Chapter 445, Florida Statutes, state and federal funds provided to CareerSource Florida may not be used directly to pay for meals, food, or for travel for board members except as expressly authorized by state law. Any reimbursements shall be at the standard travel reimbursement rates established in section 112.061, Florida Statutes, and shall follow applicable federal and state requirements.

The CareerSource Florida Board of Directors is prohibited from expending state or federal funds for entertainment costs and recreational activities for board members and employees as these terms are defined by 2 CFR Part 230.

Members of the CareerSource Florida Board of Directors are subject to Chapters 119 and 286, Florida Statutes, and section 24, Article I of the Florida Constitution. CareerSource Florida board meetings, including committee meetings, are publicly noticed under the Sunshine Law and are open to the public. Meeting minutes are available for public access.

III. AUTHORITY

[Article I, Section 24, Florida Constitution](#)

[Chapter 112, Florida Statutes](#)

[Chapter 119, Florida Statutes](#)

[Chapter 286, Florida Statutes](#)

[Chapter 445.007, Florida Statutes](#)

[2, CFR Part 230](#)

IV. HISTORY

Date	Description
12/09/2021	Updated to reflect changes to Chapter 445, Florida Statutes, and access to online conflict of interest disclosure form.
05/17/2017	Policy drafted by the CareerSource Florida Policy and Performance unit for review by the CareerSource Florida Strategic Policy & Performance Council and the Board of Directors at the May 17, 2017, board meeting.

IV. ATTACHMENTS

[CareerSource Florida Board of Directors Acknowledgement and Conflict of Interest Disclosure Statement](#)



2018.09.26.A.1

Strategic Policy

Title:	CareerSource Florida Ethics and Transparency
Adopted:	09/26/2018
Effective:	

I. PURPOSE AND SCOPE

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

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

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

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

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

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

II. REGULATORY EXPECTATIONS FOR ETHICS AND TRANSPARENCY

Chapter 445, Florida Statutes, creates the Florida workforce development system and implements Public Law 113-128, the Workforce Innovation and Opportunity Act (WIOA) of 2014. CareerSource Florida, Inc., is a not-for-profit corporation that operates at the direction of the state board. The CareerSource Florida Board of Directors, which serves as the state workforce development board, is created to design and implement strategies that help Floridians enter, remain and advance in the workplace so they may become more highly skilled and successful, benefiting these Floridians, Florida businesses and the entire state, and fostering development of the state's business climate.

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

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

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

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

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

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

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

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

FINANCIAL DISCLOSURES

Each member of a local workforce development board who is not otherwise required to file a full and public disclosure of financial interests under Section 8, Article II of the state Constitution or Section 112.3144, Florida Statutes, shall file a statement of financial interests under Section 112.3145, Florida Statutes. The executive director or designated person responsible for the operational and administrative functions of the local board who is not otherwise required to file a full and public disclosure of financial interests under Section 8, Article II of the State Constitution or Section 112.3144, Florida Statutes, shall file a statement of financial interests under Section 112.3145, Florida Statutes.

Each local workforce development board's website must inform the public that each disclosure or statement has been filed with the Commission on Ethics and provide information about how each disclosure or statement may be reviewed. The notice to the public must remain on the website throughout the term of office or employment of the filer and until one year after the term on the local board or employment ends.

CONTRACT DISCLOSURES

All contracts between a local board and a member of the local board; a relative, as defined in Section 112.3143(1)(c), Florida Statutes, of a local board member; an organization or individual represented on the local board; or an employee of the local board must be published on the local board's website within 10 days after approval by the local board. Such contracts must remain published on the website for at least one year after termination of the contract.

BUDGET DISCLOSURES

Each local workforce development board shall develop a budget for the purpose of carrying out the duties of the local board, subject to the approval of the chief elected official. Each local board shall submit its annual budget for review by the Department of

Economic Opportunity no later than two weeks after the chair approves the budget. The local board shall publish the budget on its website within 10 days after approval by the department. The budget shall remain published on the website for the duration of the fiscal year for which it accounts for the expenditure of funds.

EMPLOYEE COMPENSATION DISCLOSURES

Each local workforce development board shall annually, within 30 days after the end of the fiscal year, disclose to the department, in a manner determined by the department, the amount and nature of compensation paid to all executives, officers, directors, trustees, key employees, and the highest compensated employees, as defined for purposes of the Internal Revenue Service Form 990, Return of Organization Exempt from Income Tax, including salary, bonuses, present value of vested benefits including but not limited to retirement, accrued leave and paid time off, cashed-in leave, cash equivalents, severance pay, pension plan accruals and contributions, deferred compensation, real property gifts, and any other liability owed to such persons.

The disclosure must be accompanied by a written declaration, as provided for under Section 92.525(2), Florida Statutes, from the chief financial officer, or his or her designee, that he or she has read the foregoing document and the facts stated in it are true. Such information must also be published on the local board's website for a period of three years after it is first published.

INTERNAL REVENUE SERVICE FORM 990 DISCLOSURE

Each local workforce development board shall annually publish its most recent Internal Revenue Service Form 990, Return of Organization Exempt from Income Tax, on its website. The form must be posted on the local board's website within 60 calendar days after it is filed with the Internal Revenue Service and shall remain posted for three years after it is filed.

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

III. AUTHORITIES

[Training and Employment Guidance Letter No. 35-10](#)

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

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

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

[Chapter 112, Florida Statutes](#)

[Chapter 119, Florida Statutes](#)

[Chapter 286, Florida Statutes](#)

[Department of Economic Opportunity-Local Workforce Development Board Grantee
Subgrantee Agreement](#)

IV. HISTORY

Date	Description
12/09/2021	Updated to reflect changes to Florida Statutes and requirements of the 2021 Reimagining Education and Career Help (REACH) Act
09/26/2018	Approved by CareerSource Florida Board of Directors



2013.05.22.A.3

Strategic Policy

Title:	Florida Workforce System Statewide Brand
Adopted:	05/22/2013
Effective:	

I. PURPOSE AND SCOPE

This policy establishes a statewide brand identity, including but not limited to a unified brand charter, nomenclature and logo for Florida's statewide workforce development system: CareerSource Florida, Inc., the state workforce board, the 24 local workforce development boards and the career centers they manage. A comprehensive, unified and aligned system of world-class services for job seekers, workers, employers and businesses is communicated through the nationally recognized CareerSource Florida brand.

This policy strengthens the identity of Florida's workforce development system and eliminates the potential for market confusion. Through a unified brand identity, Florida's workforce development system has greater statewide and national outreach influence. A comprehensive, unified and aligned system facilitates improved efficiency in Florida's workforce development system and increases awareness for job seekers, workers and employers of the career and business resources available to them. A comprehensive, unified and aligned workforce development system also complies with gubernatorial initiatives and legislation. The scope of the policy is limited to state and local workforce development board brands and ensures compliance with branding requirements for corporate offices, career centers, online tools and publications.

II. BACKGROUND

Public Law 113-128, the federal Workforce Innovation and Opportunity Act (WIOA), was signed into law on July 22, 2014. Prior to the implementation of WIOA and updates to state statutes in 2012, the state workforce development board was named Workforce Florida, Inc., and the state's 24 local workforce development boards adopted a variety of names without consistency in nomenclature or common brand. In 2014, at the direction of the state board, Florida became the first state in the nation to adopt a unified statewide brand for its entire workforce development system to improve awareness and use of services. The unified brand is in alignment with the WIOA requirement that "the state board shall assist the Governor in the development and continuous improvement of the workforce development system in the state, including the development of strategies for providing effective outreach to and improved access for individuals and employers who could benefit from services provided through the workforce development system."

III. POLICY

CareerSource Florida

The state workforce development board adopts a unified brand for the state board, all 24 local workforce development boards and local career centers. A brand charter, name and logo are established with "CareerSource Florida" as the single, statewide unified brand identity for Florida's workforce development system.

Each local workforce development board shall adopt a local brand by using "CareerSource" followed by a geographic locator or regional identifier. This local brand name will apply to both the board and the career centers they direct.

CareerSource Florida has 24 local logos. All boards will use the master brandmark and their local logo as prescribed in the CareerSource Florida [Brand Standards Manual](#) and [CareerSource Florida Brand Standards Brief](#).

American Job Center Network

The U.S. Department of Labor, in [Training and Employment Guidance Letter No. 36-11](#), announced the American Job Center network national unifying brand. The websites for Florida's workforce investment board, local workforce development boards and the state's online job matching tool shall display the "a proud partner of the American Job Center network" logo in the footer of their homepages, as consistent with the CareerSource Florida Brand Standards Manual and the [American Job Center Graphics Style Toolkit for Media](#). Both documents are available on the [CareerSource Florida Online Brand Portal](#).

Local workforce development boards must display "proud partner of the American Job Center network" language on their websites, outreach materials, etc., as appropriate.

Procedures and policy for naming structure, nomenclature, brand standards, branded materials, signage, websites and the use of the Employ Florida statewide affiliate brand

are described in Florida Department of Economic Opportunity (DEO) Final Guidance (FG OSPS-80).

IV. AUTHORITY

[Training and Employment Guidance Letter No. 36-11](#)

[Regional Workforce Boards Accountability Act of 2012, Chapter 2012-29, Laws of Florida](#)

[Chapter 445.004, Florida Statutes](#)

V. HISTORY

Date	Description
12/09/2021	Updated for clarity and consistency with the CareerSource Florida Brand Standards Brief and American Job Center – Graphics Toolkit for Media. Submitted for approval by CareerSource Florida Board of Directors
	Supersedes Policy 2003.04.22.A.3
	<u>Final Guidance DEO FG OSPS 80</u>
05/23/2017	Revised copy in plain language; completed introduction to include board action; added references to local workforce development boards; formatted objectives in numbered list; sections consolidated to align more closely with Florida Department of Economic Opportunity administrative policies.

VI. ATTACHMENTS

[Final Guidance: DEO FG OSPS 80](#)

[CareerSource Florida Brand Standards Manual](#)

[CareerSource Florida Brand Standards Brief](#)

[CareerSource Florida Brand Portal](#)

[American Job Center – Graphics Toolkit for Media](#)



2000.06.21.A.1

Strategic Policy

Title:	Incumbent Worker Training Program
Adopted:	06/21/2000
Effective:	

I. PURPOSE AND SCOPE

The Incumbent Worker Training (IWT) Program, as administered by the state workforce development board and funded by the Workforce Innovation and Opportunity Act (WIOA), was created for the purpose of providing grant funding for continuing education and the training of incumbent employees at existing Florida businesses. The IWT program complements other work-based training programs (i.e., customized training, On-the-Job Training, etc.) to support training that aids in the development of skills to enable job retention, production of a skilled workforce and business growth.

This policy ensures the training grant program helps established Florida businesses upgrade the skills of their current employees to promote expansion and growth, and to assist and engage with businesses to prevent layoffs through a layoff-aversion strategy as described in the Rapid Response and Layoff Aversion Policy. Effective rapid response promotes economic recovery by developing comprehensive approaches to help prevent negative impacts on businesses, workers and communities.

II. BACKGROUND

The Reimagining Education and Career Help (REACH) Act, 2021-164, Laws of Florida, seeks to better align the state's education and workforce systems with a focus on equity and efficiency to achieve a stronger, more competitive Florida. The REACH Act was created to address the evolving needs of Florida's economy by increasing collaboration and cooperation among state agencies and education institutions to improve access to training and employment for Floridians seeking services through the workforce system.

The REACH Act provides additional guidance related to the prioritization of IWT participants.

Priority will be given in the following order:

- Businesses that provide employees with opportunities to acquire new or improved skills by earning a credential on the Master Credentials List.
- Hospitals operated by nonprofit or local government entities that provide nursing opportunities to acquire new or improved skills.
- Businesses whose grant proposals represent a significant upgrade in employee skills.
- Businesses with 25 employees or fewer, businesses in rural areas, and businesses in distressed inner-city areas.
- Businesses in a qualified targeted industry, businesses whose grant proposals represent a significant upgrade in employee skills, or businesses whose grant proposals represent a significant layoff-avoidance strategy.

Additionally, the REACH Act provides that the IWT program may be used for the digital media industry. Created by the Florida Legislature, the IWT program provides grant funding for training of existing (incumbent) employees of a Florida business.

The IWT program helps individuals obtain industry-recognized certifications that can be earned within a 12-month period. Earning such credentials will help citizens obtain quality credentials with career pathway opportunities, thus leading to economic mobility and job retention.

III. AUTHORITY

[Section 445.003\(3\)\(a\)\(3\), Florida Statutes](#)

[Chapter 2021-164, Laws of Florida](#)

[CareerSource Florida Administrative Policy 100: Work-Based Training](#)

[CareerSource Florida Strategic Policy 2021.06.09.A.2: Rapid Response and Layoff Aversion System](#)

IV. HISTORY

Date	Description
12/09/2021	Updated to reflect changes to Florida Statutes and implementation of the Reimagining Education and Career Help (REACH) Act
05/17/2017	Revised in plain language; changed references from Workforce Florida, Inc., (WFI) to CareerSource Florida, Inc., (CSF); and consolidated sections to align more closely with Department of Economic Opportunity administrative policies.



2018.02.14.A.2

Strategic Policy

Title:	Sector Strategies
Adopted:	February 14, 2018
Effective:	

I. PURPOSE AND SCOPE

Sector strategies are regional, industry-focused approaches to building a skilled workforce and are an effective way to align public and private resources to address the talent needs of employers and define and build career pathways for workers. Evidence shows that sector strategies can simultaneously improve employment opportunities for job seekers and enhance the competitiveness of industries. Effective sector strategies rely on strong sector partnerships, sometimes referred to as “industry partnerships, workforce collaboratives, or regional skills alliances.” These partnerships are led by groups of businesses within a critical industry cluster working collaboratively with workforce development, education and training, economic development, labor, and community organizations.

The Workforce Innovation and Opportunity Act (WIOA) clearly establishes sector strategies as a primary approach for meeting employer needs while simultaneously building and defining career pathways for individuals. WIOA provides a clear definition for sector or industry partnerships, requires the development or convening of industry or sector partnerships at the regional level, and mandates that strategies for convening sector partnerships be a clear part of a state’s vision for achieving key workforce and economic development outcomes.

This policy lays out the state of Florida's strategic vision for effective sector strategies, as outlined in the following strategic framework:

- Driven by high-quality data
- Founded on a shared, regional vision
- Directed by industry
- Leading to strategic alignment
- Transforming how services (job seeker, worker and employer) are delivered
- Focused on approaches that are measured, improved and sustained

This policy applies to CareerSource Florida and all 24 local workforce development boards. It requires local workforce development boards to include their approach to establishing, implementing and sustaining effective sector strategies aligned to local industry sectors of focus in their local workforce development plans.

II. BACKGROUND

The publicly funded workforce system envisioned by WIOA is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of regional economies. In collaboration with partners, it aligns workforce development, education and economic development programs and resources with regional economic development strategies to meet the needs of local and regional employers and provide comprehensive, accessible, and high-quality career opportunities for job seekers and workers. Achieving this vision for the workforce system depends upon the development and implementation of industry sector strategies.

CareerSource Florida, Inc., is the principal workforce policy organization for the state that designs and implements strategies that help Floridians enter, remain in, and advance within the workplace, so they may become more highly skilled and successful. This benefits Floridians, Florida businesses, and fosters the development of the state's overall business climate. Development of sector strategies and career pathways is also a component of Florida's Statewide WIOA Unified Plan.

Career Pathways

In support of sector strategies, Florida's workforce development system has a vital role in the development and expansion of career pathways, enabling individuals to secure employment within a specific industry or occupational sector and advance over time to successively higher levels of education or employment in that sector. It is important for education, training and support services to be connected regionally to help individuals of all skill levels and abilities grow in a career. Career pathways also help businesses within key industries have access to qualified workers and a qualified talent pipeline.

To assist in the development of career pathways, CareerSource Florida directed the development of career pathways focused resources and tools. Downloadable tools are used by the CareerSource Florida network and its partners in the development and expansion of career pathways for local and regional areas. These tools include PowerPoint templates, guides, webinars and informational maps. The objectives of the tools are to:

describe the process to create career pathways and showcase examples of successful demand-driven models; illustrate how pre-apprenticeship, registered apprenticeship and other work-based learning modalities may be incorporated into career pathway efforts; and identify existing and emerging career pathway efforts and explore opportunities to align and integrate regional pathways plans, activities, and resource investments.

With the continuing expansion of career pathways, especially in key target sectors consistent with the official information developed by the Labor Market Estimating Conference created in s. 216.136 and identified in each local workforce development board's WIOA local plan, Florida's workers will have the skills needed to obtain good jobs and employers will have the skilled workers they need to remain competitive and prosper.

III. AUTHORITY

[Public Law 113-128, Workforce Innovation and Opportunity Act \(2014\)](#)

[Chapter 445.004, Florida Statutes](#)

IV. HISTORY

Date	Description
12/09/2021	Updated to reflect changes to Florida Statutes and implementation of the 2021 Reimagining Education and Career Help (REACH) Act
02/14/2018	Approved by CareerSource Florida Board of Directors.



2020.06.04.A.2

Strategic Policy

Title:	State Workforce Development Board Roles and Responsibilities
Adopted:	06/04/2020
Effective:	

I. PURPOSE AND SCOPE

The state workforce development board, known as the CareerSource Florida Board of Directors, is established pursuant to Public Law 113-128, the Workforce Innovation and Opportunity Act, Title I, Section 101. Charged with assisting the Governor with state workforce policy and investments, the state workforce development board establishes and directs the vision for the state workforce system, known as the CareerSource Florida network, to align with strategic partners within workforce investment, education and economic development systems. The CareerSource Florida network's strategic partners are those described within the federal Workforce Innovation and Opportunity Act (WIOA) and Florida Statutes. The CareerSource Florida network comprises the state workforce development board, the Florida Department of Economic Opportunity, Florida's local workforce development boards, chief local elected officials, and local career centers.

The purpose of this policy is to delineate the roles and responsibilities of the state board within the state's workforce system.

Roles of the State Workforce Development Board

An effective state workforce development board must be visionary and strategic to successfully lead the state's workforce system on a path of economic prosperity through a strong business climate that provides opportunities for everyone who wants to work, find a better career, or improve their skills in the 21st century workforce.

The state board is responsible for formulating, leading and communicating the vision for the state's workforce system under the requirements of WIOA and Chapter 445, Florida Statutes, in support of the local workforce development boards and the customers they serve. The state board fulfills the following critical roles, outlined by the National Governors Association Center for Best Practices and the National Association of State Workforce Board Chairs, to achieve high performance for the state of Florida:

- **Communicate the Vision** to enhance thought leadership, strategies and policies that strengthen excellence to Florida businesses, job seekers and workers.
- **Leverage Strategic Partnerships** to cultivate local, regional and state capacity building that increases economic opportunity.
- **Keep Florida's Workforce System Accountable** by emphasizing data-driven decisions, encouraging performance achievement and boosting talent pipeline alignment.

Primary Responsibilities of the State Workforce Development Board

The state workforce development board focuses on these primary responsibilities within its critical roles to effectively lead the vision and strategies of the state's workforce system:

Communicate the Vision

- **WIOA State Plan:** Develop, implement and modify the WIOA State Plan.
- **Career Pathways:** Identify and provide resources for opportunities for all job seekers to gain additional education, training and upskilling for career advancement.
- **Strategic Investments:** Invest WIOA funding to chart new and expanded pathways to employment, education, training and support services for Floridians who need additional workforce-readiness help on their path to self-sufficiency and economic prosperity. At the Governor's direction, allocate discretionary funds to support initiatives that close achievement and attainment gaps for Floridians, build on evidence-based practices to serve job seekers facing barriers to employment, and promote strategic and cross-sector partnerships.
- **Policy Review and Approval:** Led by a board of directors, CareerSource Florida serves as the principal workforce policy organization for the state and focuses on strategic policy and aligning federal, state and local workforce development priorities.

Through its Statewide Workforce Development Board Policymaking Authority and Delegation Policy, the CareerSource Florida Board of Directors adopted a Policy Development Framework to initiate, review and approve strategic and administrative policies; conduct business requiring board review and/or approval, pursuant to WIOA and Florida Statutes; and provide reviews and/or approvals of action items requested by local workforce development boards.

Leverage Strategic Partnerships

- **Strategic Outreach and Education:** Direct and convene key outreach initiatives and opportunities to assist Floridians in all phases of career development, target underserved populations, employers in targeted industry sectors, small businesses, industry associations, education partners and other stakeholders in connecting with employment, training and business support services available through the CareerSource Florida network.
- **Strategic Training:** Establish training priorities for the state workforce development board, local elected officials, local workforce development boards, strategic partners and professional team members.
- **Best Practices Showcase:** Provide opportunities for the CareerSource Florida network, strategic partners, and other experts to highlight and share best practices for replication through the workforce system.

Keep Florida's Workforce System Accountable

- **Workforce and Economic Conditions:** Analyze economic trends, projections and comparisons that may impact workforce system strategies.
- **Florida Workforce Network Performance:** Review performance trends with appropriate comparisons for required federal and state indicators, as well as any other indicators identified by the state board to ensure workforce system accountability.
- **Finance and Programmatic Evaluation:** Establish financial and budget priorities, and review monitoring findings and trends.
- **Workforce Technology and Infrastructure Support:** Develop strategies and provide resources for projects designed to leverage technology and innovation to strengthen effective and efficient service delivery.

State Workforce Development Board Leadership

In accordance with Chapter 445.002, Florida Statutes, the state workforce development board is the board of directors of CareerSource Florida, Inc. The state board hires the President and CEO of CareerSource Florida and authorizes CareerSource Florida as the organization that supports the state board. The CareerSource Florida professional team shall develop and coordinate, under the direction and guidance of the board, the strategic, policy development, financial and programmatic direction of its vision for the state's workforce system. CareerSource Florida executes an operating agreement with the Florida Department of Economic Opportunity for financial and programmatic monitoring.

The Florida Department of Economic Opportunity serves as the administrative entity for state workforce programs in accordance with Chapter 20.60 and Chapter 445, Florida Statutes. The department offers technical consultation, comprehensive infrastructure, and compliance

support to the state board and CareerSource Florida in accordance with Chapter 445, Florida Statutes.

Credentials Review Committee

Pursuant to Chapter 445.004(4), Florida Statutes, the state workforce development board shall appoint a Credentials Review Committee (“Committee”) to identify nondegree credentials and degree credentials of value for approval by the state workforce development board and inclusion in a Master Credentials List.

The Credentials Review Committee acts as an advisory committee or similar group created by CareerSource Florida, Inc. The Credentials Review Committee, its leadership and CareerSource Florida do not have any direct or implied authority to withhold or direct funds appropriated by the U.S. Congress or the Florida Legislature for distribution by the partner entities who make up the membership of the committee.

The Credentials Review Committee is governed by Florida Statute and a charter developed and approved by the committee. All information pertaining to the Credentials Review Committee must be made available and be easily accessible to the public on all relevant state agency websites.

Florida Workforce Training Institute

CareerSource Florida developed the Workforce Training Institute to provide a repository of online courses for workforce and education professionals with information on the state workforce system’s responsibilities under the federal Workforce Innovation and Opportunity Act and state law. This Internet-based initiative of the state workforce development board is designed to meet the unique needs of the workforce system and is made available to stakeholders and other professionals integral to the workforce system, including advisors and counselors in educational institutions.

II. BACKGROUND

Under Florida Statutes, the Governor of Florida establishes the state workforce development board to guide workforce development, including strategies and investments, for the state of Florida and provide oversight and policy direction for programs administered within the CareerSource Florida network.

Chapter 445.002, Florida Statutes, defines the state board as “the state workforce development board established pursuant to the Workforce Innovation and Opportunity Act, Public Law 113-128, Title I, Section 101.” State board functions include but are not limited to those activities described in WIOA, Section 101(d) and Chapter 445, Florida Statutes.

Chapter 14.36, Florida Statutes, the Reimagining Education and Career Help (REACH) Act addresses the evolving needs of Florida’s economy by increasing the level of collaboration and cooperation among state businesses and education communities while improving training within and equity and access to a more integrated workforce and education system for all Floridians.

Pursuant to Chapter 445.004(4), Florida Statutes, the Florida state workforce development board shall appoint a Credentials Review Committee (“Committee”) to identify nondegree credentials and degree credentials of value for approval by the state workforce development board and inclusion in the Master Credentials List. Such credentials must include registered apprenticeship programs, industry certifications, licenses, advanced technical certificates, college credit certificates, career certificates, applied technology diplomas, associate degrees, baccalaureate degrees, and graduate degrees.

Chapter 445.008, Florida Statutes state that the state workforce development board may create the Workforce Training Institute, which shall be a comprehensive program of workforce training courses.

III. AUTHORITY

[Public Law 113-128, Workforce Innovation and Opportunity Act \(2014\)](#)

[20 CFR § 679.100, Subpart A – State Workforce Development Board](#)

[Chapter 14.36, Florida Statutes](#)

[Chapter 445, Florida Statutes](#)

[Chapter 20.60, Florida Statutes](#)

[CareerSource Florida Strategic Policy 2021.06.09.A.1: Statewide Workforce Development Board Policymaking Authority and Delegation](#)

[CareerSource Florida Strategic and Administrative Policy Development Framework](#)

[Chapter 445.008, Florida Statutes](#)

[Florida Credentials Review Committee Overview of Duties](#)

Action Item 2

CAREERSOURCE FLORIDA COMPREHENSIVE EMPLOYMENT EDUCATION AND TRAINING STRATEGIC POLICY

The purpose of the CareerSource Florida Board of Directors is to design, implement and invest in strategies that foster collaboration and cooperation among workforce, education and industry partners to help Floridians enter, remain and succeed in the workforce. These strategies help Floridians and Florida businesses and advance the development of the state's business climate. The Reimagining Education and Career Help Act calls for CareerSource Florida to create a state employment, education and training policy.

Florida's economy needs a skilled labor force to provide for the needs of Florida residents and to attract economic development opportunities that align with Florida growth strategies. Efforts at enhancing employment, education and training offer opportunities for economic growth, mobility and diversification of Florida's economy.

Local workforce development boards are encouraged to collaborate with all partners and to develop innovative strategies that focus on:

- Creating simplified access to and excellent customer service for Florida's workforce that focuses on continuous improvement.
- Aligning programs and resources to meet local demand for labor in occupations that lead to self-sustaining jobs.
- Implementing data-driven accountability measures and quantifiable outcomes related to training programs, employment and services to Florida businesses.

Local strategies shall prioritize employment, emphasize education and training, and ensure local boards are responsive to Florida employers' demand for labor. These strategies shall be described in each local workforce development board's plan and should be reflected in the local workforce development board policies and operations.

FOR CONSIDERATION

- **Approve sending CareerSource Florida Comprehensive Employment, Education and Training Policy to CareerSource Florida Board of Directors for consideration.**



TBD

Strategic Policy

Title:	Comprehensive Employment, Education and Training
Adopted:	
Effective:	

I. PURPOSE AND SCOPE

The purpose of the CareerSource Florida Board of Directors is to design, implement and invest in strategies that foster collaboration and cooperation among workforce, education and industry partners to help Floridians enter, remain and succeed in the workforce. These strategies help Floridians and businesses and advance the development of the state's business climate. A knowledgeable and skilled workforce is essential for attracting economic development opportunities that align with Florida growth strategies. Efforts at enhancing employment, education and training offers economic growth, upward mobility and diversification of Florida's economy.

Under the Workforce Innovation and Opportunity Act (WIOA), partner programs and entities jointly responsible for workforce and economic development, educational and other human resource programs are responsible for collaborating and creating a seamless, customer-focused career center network that integrates service delivery across all programs. This integrated system will enhance job seekers' access to quality skills and employment and create a pipeline of talent for employers to find and hire qualified candidates. Local workforce development boards are encouraged to collaborate with all partners and to develop innovative strategies that focus on:

- Creating simplified access to and providing excellent customer service for Florida's workforce;
- Focusing on continuous improvement, strengthening partnerships to leverage shared resources and eliminate duplication of services;
- Aligning programs and resources to meet local market demand in occupations that lead to self-sustaining jobs; and,

- Implementing data-driven accountability measures and quantifiable outcomes related to training programs, employment and services to Florida businesses.

This policy applies to CareerSource Florida, the Florida Department of Economic Opportunity and all local workforce development boards. Workforce development boards shall align local strategies and policies for employment, education and training with the Workforce Innovation and Opportunity Act (WIOA), Florida law and the state's workforce development plan.

Local strategies shall prioritize employment, emphasize education and training, and ensure local boards are responsive to Florida employers' demand for qualified workforce talent. These strategies shall be written and placed in each local workforce development board's four-year plan and reflected in the local workforce development board operating policies.

II. BACKGROUND

Public Law 113 – 128, the Workforce Innovation and Opportunity Act, requires each state workforce development board to assist the Governor in developing, implementing and modifying a state workforce development plan. Florida's WIOA state plan describes Florida's strategy for supporting the publicly funded workforce system. The strategic policy of Florida's state workforce development board provides direction to ensure that publicly funded workforce development programs are administered consistent with the state plan and are compliant with WIOA.

Florida's WIOA state plan outlines strategic guidance on delivering services under WIOA and the Wagner-Peyser Act as described in Training and Employment Guidance Letter No. 19-16. The guidance includes developing strategies to create a seamless customer-focused career center network that integrates service delivery across all programs to make it easier for workers to access the services they need to obtain skills and employment.

Florida's WIOA state plan also aligns with the Reimagining Education and Career Help (REACH) Act. The REACH Act establishes a blueprint for Florida's talent ecosystem to ensure the state has the talent it needs to remain competitive in the new global economy. This blueprint includes strategies to integrate education and workforce systems that will expand and expedite opportunities through increased collaboration aimed at forming education, workforce and industry partnerships.

Local WIOA plans must align with Florida's WIOA state plan. Local WIOA plans describe how local workforce development boards implement strategies that help Floridians secure good jobs, while providing employers with the skilled workers they need to compete in the global economy.

III. POLICIES AND PROCEDURES

Workforce-related programs must be responsive to business and industry needs by providing recruitment, hiring and training to satisfy Florida employers' current and future talent needs. Strategies should align with state board strategic guidance, local labor market data and industry sector and local business needs. A collaborative approach including industry, education and workforce partners should ensure the efficient use of resources.

It is the policy of the CareerSource Florida Board of Directors, designated as Florida's state workforce development board, that local workforce development boards shall leverage all allowable tools and resources in their authority to:

- Assist Floridians in securing employment that leads to economic self-sufficiency and reduces the need for public assistance.
- Provide opportunities for Floridians to develop skills intended to meet the present and future needs of Florida employers.
- Ensure that workforce-related programs — including those programs operated, delivered, or enabled, in whole or in part, by a state or local entity using federal funds or state appropriations to offer incentives, funding, support or guidance for any of the purposes below — are responsive to present and future business and industry needs and complement the initiatives of state and local economic development partners, including Enterprise Florida, Inc., in relation to:
 - Job training;
 - The attainment of a credential of value identified pursuant to Section 445.004(4)(h)4.c., Florida Statutes;
 - The attainment of a postsecondary degree or credential of value; and,
 - Any other program that has, at least in part, the goal of securing employment or better employment for an individual and receives federal funds or a state appropriation.
- Prioritize evidence-based, results-driven solutions to improve outcomes of workforce programs for Floridians and Florida businesses.
- Develop collaborative partnerships that leverage multiple sources of funding to provide services to all customers seeking assistance, especially Florida's vulnerable populations.
- Identify barriers to coordinate and align workforce-related programs and develop solutions to remove such barriers.

Local workforce development boards shall develop strategies and policies that provide simplified and expanded access to employment, education and training services. Allowable tools and resources include, but are not limited to, those described in Training and Employment Guidance Letter Number 19-16:

- Career services
- Transitional jobs
- Training services
- Training contracts including contracts with individual training providers
- Services for individuals with barriers to employment
- Dislocated worker services
- Services for underemployed and low-income individuals
- In-school and out-of-school youth services
- Work-based training including pre-apprenticeships, registered apprenticeships, customized training and on-the-job training

- Incumbent Worker Training and Quick Response Training
- Supportive services and needs-related payments
- Other job seeker services, other employer services and other coordination activities
- Rapid response and layoff aversion
- Coordination with WIOA core programs including adult education and vocational rehabilitation
- Services for trade-impacted workers

Local workforce development boards should ensure local policies and procedures allow sufficient use of available and allowable service strategies to meet the goals of the state workforce development board.

IV. AUTHORITIES

[Public Law 113-128, the Workforce Innovation and Opportunity Act \(WIOA\)](#)

[Chapter 445.003 – 445.004, Florida Statutes](#)

[Chapter 2021-164, Laws of Florida](#)

[Training and Employment Guidance Letter No. 19-16](#)

V. RESOURCES

[Required Elements for Submission of the Unified or Combined State Plan and Plan Modifications Under the Workforce Innovation and Opportunity Act](#)

[Enterprise Florida Major Industries](#)



A Closer Look: Policy and Performance

The CareerSource Florida Strategic Policy and Performance team developed this four-part series to offer a closer look at specific workforce development initiatives of interest to the work of the state workforce development board. The goal of these sessions is to further inform Strategic Policy and Performance Council members of the key elements of the state workforce system and how the actions of the council and board may support the Governor's workforce development strategy for Florida.

Below is a short description of the topics planned for this calendar year.

The Federal Workforce System – February 2021

Last February, the Strategic Policy and Performance team highlighted the core federal grant programs implemented by the state's workforce system. Elements covered included the populations served by each grant, types of services provided and types of outcomes sought for each program. Additionally, the team provided an overview of the Floridians served through these programs.

Performance and Policy – June 2021

In this session, the Florida Department of Economic Opportunity and the Strategic Policy and Performance team provided a deeper dive into the performance measures set forth in the federal Workforce Innovation and Opportunity Act (WIOA) and reviewed Florida's current and historical performance. This session highlighted the policy development process and the relationship between policy and performance.

Strategic Planning – December 2021

WIOA requires states to submit a comprehensive strategic plan every four years with modifications submitted biannually. In this session, the Strategic Policy and Performance team will discuss the planning process and the partners involved. The session will focus on board engagement and leadership opportunities as well as important elements planned for Florida's WIOA Two-year Modification, which is due to the U.S. Department of Labor in March 2022.

State Board Initiatives – February 2022

The CareerSource Florida Board of Directors approves initiatives that will be funded by a portion of the state-legislated set-aside funds, representing 15 percent of the state's federal WIOA funding. During this session, the Strategic Policy and Performance team will highlight the history of initiatives funded by the board of directors and the process for allocating these funds.

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

Performance Period Ending Sept. 30, 2021



The federal Workforce Innovation and Opportunity Act (WIOA) establishes performance accountability measures, known as Primary Indicators of Performance, to assess the effectiveness of states and local workforce development boards in achieving positive outcomes for individuals served by the workforce development system. The U.S. Department of Labor (USDOL) oversees the performance accountability requirements of WIOA on a program year basis (from July to June), which coincides with the state's fiscal year. Performance on the WIOA Primary Indicators of Performance is reported to the USDOL on a quarterly basis.

In the first quarter of Program Year 2021-2022, Florida's workforce development system met or exceeded 100% of the statewide negotiated targets for all WIOA Primary Indicators of Performance. Indicators are considered met by USDOL when achievement is at 50% or more of negotiated levels of performance. Driven by a commitment to excellence, however, Florida strives for local and state performance levels at 90% of negotiated targets. Innovative and responsive workforce services and programs contributed to sustained statewide performance in the first quarter of the program year.

The PY 2021-2022 first quarter performance is a rolling one-year calculation representing four quarters of the most recent performance data available through Sept. 30, 2021. The tables in this report show actual performance in relation to performance targets negotiated with USDOL for PY 2021-2022.

For additional information, please visit the Indicators of Performance Reports section on the Department of Economic Opportunity website at: [Indicators of Performance Reports](#). If you have questions about this report, please contact Charles Williams, Bureau of One-Stop and Program Support at the Department of Economic Opportunity, at (850) 245-7424.

Populations Served

The following populations are served through the workforce development programs measured within the Primary Indicators of Performance:

- **WIOA Adult:** Individuals who are 18 or older in need of job search assistance and training opportunities, with priority given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.
- **WIOA Dislocated Workers:** Individuals who are 18 or older and have lost their jobs through no fault of their own as a result of job loss, mass layoffs, global trade dynamics, or transitions in economic sectors.
- **WIOA Youth:** Individuals who are 14 to 24 years old and face barriers to education, training and employment.
- **Wagner-Peyser:** Individuals who are 18 or older, are authorized to work in the U.S. and are in need of job search assistance.

Employment Indicators

Employment 2nd Quarter After Exit

- **WIOA Adult, WIOA Dislocated Workers and Wagner-Peyser:** For these programs, this indicator captures the percentage of participants who are in unsubsidized employment during the 2nd quarter after exiting the program.
- **WIOA Youth:** For this program, this indicator captures the percentage of participants in education or training activities, or in unsubsidized employment during the 2nd quarter after exiting the program.

Employment 4th Quarter After Exit

- **WIOA Adult, WIOA Dislocated Workers and Wagner-Peyser:** For these programs, this indicator captures the percentage of participants who are in unsubsidized employment during the 4th quarter after exit from the program.
- **WIOA Youth:** For this program, this indicator captures the percentage of participants in education or training activities, or in unsubsidized employment during the 4th quarter after exiting the program.

Median Earnings 2nd Quarter After Exit

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

Education/Training Indicators

Credential Attainment

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

Measurable Skill Gains

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

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

**PY 2021-2022 Q1 Statewide Performance on
WIOA's Primary Indicators of Performance**

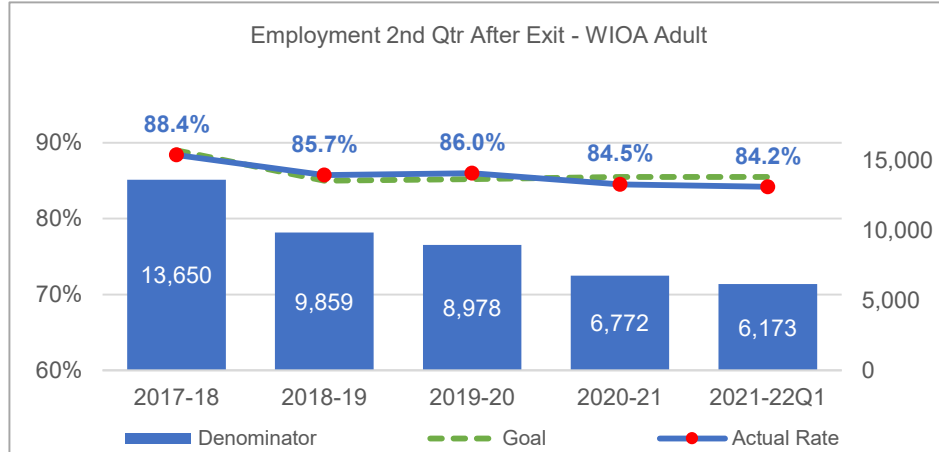
Measures	PY2021-2022 Q1 Performance	PY2021-2022 Q1 % of Performance Goal Met	PY2021-2022 Performance Goals
WIOA Adult			
Employment Rate - 2nd Qtr After Exit	84.20	98.48	85.50
Median Earnings - 2nd Quarter After Exit	\$8,586	122.66	\$7,000
Employment Rate - 4th Qtr After Exit	82.90	98.11	84.50
Credential Attainment Rate	80.00	117.65	68.00
Measurable Skill Gains	73.50	150.00	49.00
WIOA Dislocated Worker			
Employment Rate - 2nd Qtr After Exit	83.90	98.71	85.00
Median Earnings - 2nd Quarter After Exit	\$10,529	148.30	\$7,100
Employment Rate - 4th Qtr After Exit	77.80	96.65	80.50
Credential Attainment Rate	84.30	120.43	70.00
Measurable Skill Gains	75.80	154.69	49.00
WIOA Youth			
Employment Rate - 2nd Qtr After Exit	79.60	100.13	79.50
Median Earnings - 2nd Quarter After Exit	\$3,900	121.88	\$3,200
Employment Rate - 4th Qtr After Exit	76.30	103.11	74.00
Credential Attainment Rate	90.40	118.17	76.50
Measurable Skill Gains	55.50	119.35	46.50
Wagner-Peyser			
Employment Rate - 2nd Qtr After Exit	59.50	91.54	65.00
Median Earnings - 2nd Quarter After Exit	\$5,578	109.37	\$5,100
Employment Rate - 4th Qtr After Exit	60.50	94.24	64.20

Color Key
Not Met (less than 90% of negotiated)
Met (90-100% of negotiated)
Exceeded (greater than 100% of negotiated)

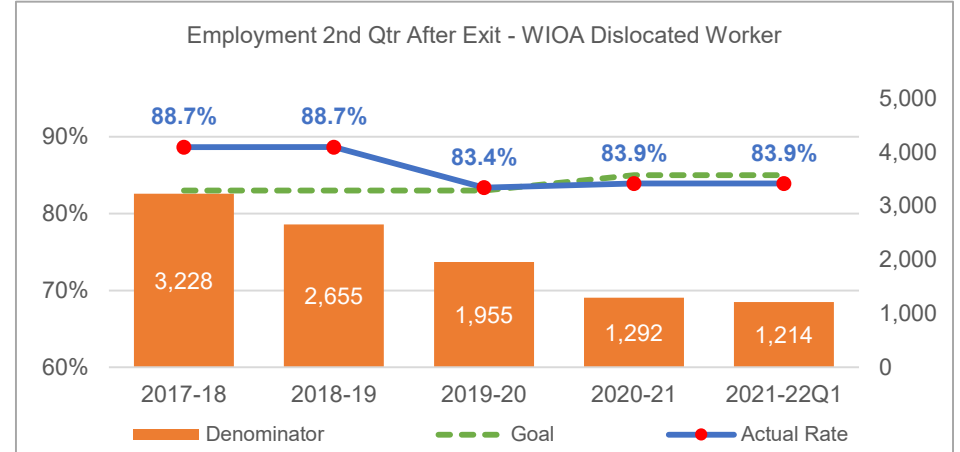
Employment Rate - 2nd Quarter After Exit

Program Year (PY) 2021-2022 Q1 Report

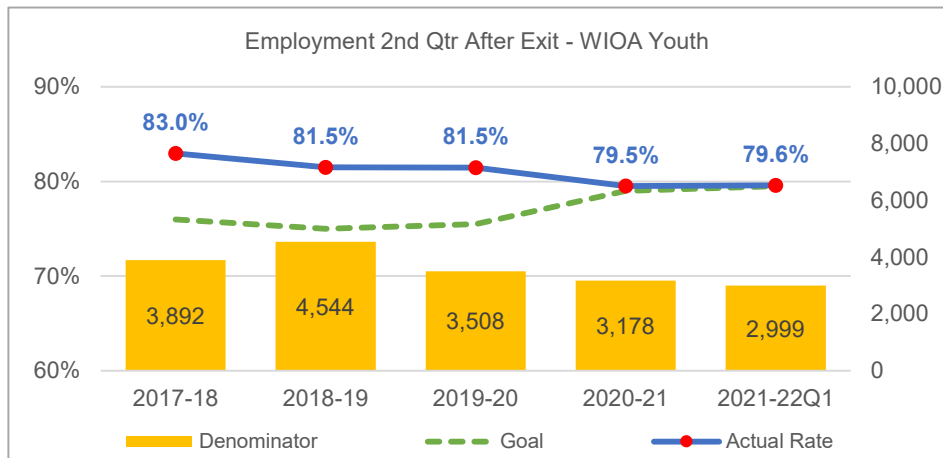
PY (July 1 - June 30)



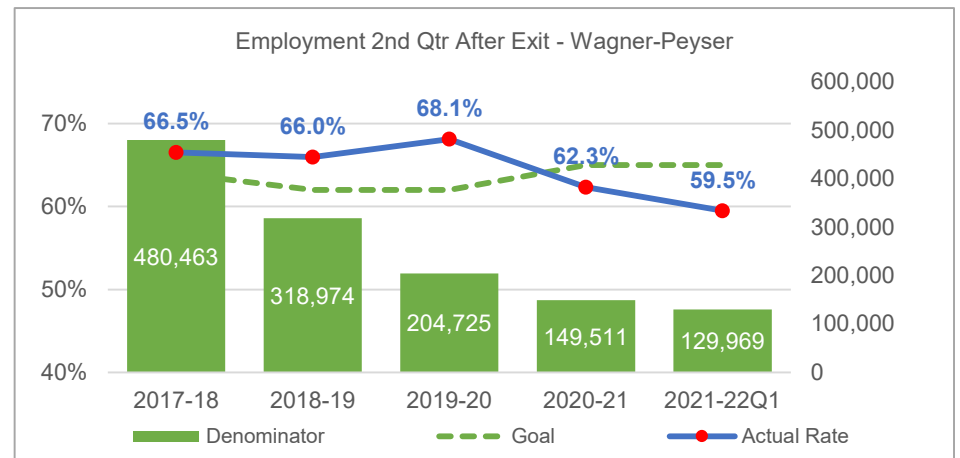
PY	2017-18	2018-19	2019-20	2020-21	2021-22Q1
Numerator	12,065	8,453	7,721	5,724	5,369
Denominator	13,650	9,859	8,978	6,772	7,305
Actual Rate	88.4%	85.7%	86.0%	84.5%	84.2%
Success (>=90% of Goal)	80.1%	76.5%	76.7%	77.0%	77.0%



PY	2017-18	2018-19	2019-20	2020-21	2021-22Q1
Numerator	2,862	2,354	1,630	1,084	1,561
Denominator	3,228	2,655	1,955	1,292	2,059
Actual Rate	88.7%	88.7%	83.4%	83.9%	83.9%
Success (>=90% of Goal)	74.7%	74.7%	74.7%	76.5%	76.5%



PY	2017-18	2018-19	2019-20	2020-21	2021-22Q1
Numerator	3,229	3,703	2,858	2,527	3,231
Denominator	3,892	4,544	3,508	3,178	5,824
Actual Rate	83.0%	81.5%	81.5%	79.5%	79.6%
Success (>=90% of Goal)	68.4%	67.5%	68.0%	71.1%	71.6%



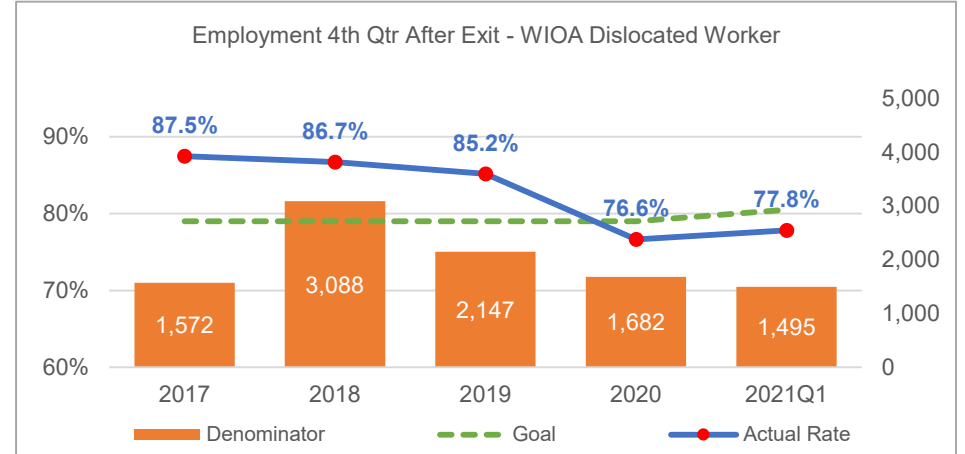
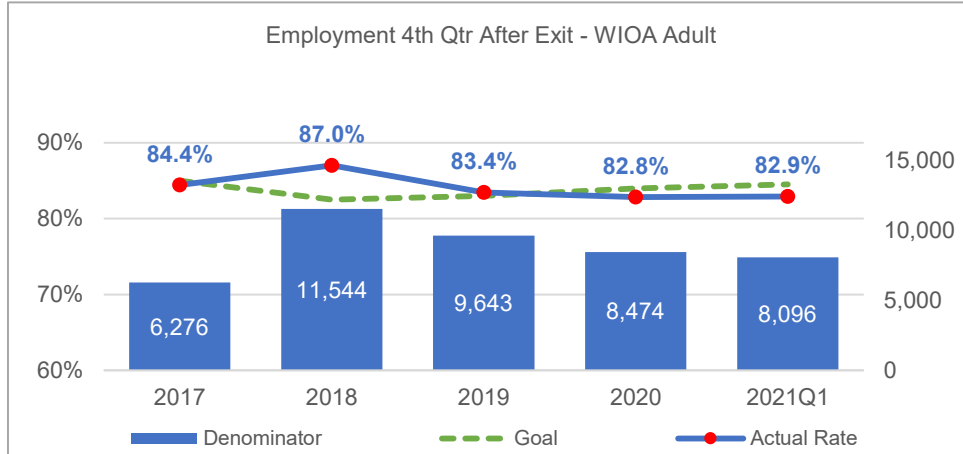
PY	2017-18	2018-19	2019-20	2020-21	2021-22Q1
Numerator	319,687	210,397	139,458	93,177	77,331
Denominator	480,463	318,974	204,725	149,511	129,969
Actual Rate	66.5%	66.0%	68.1%	62.3%	59.5%
Success (>=90% of Goal)	57.6%	55.8%	55.8%	58.5%	58.5%

Note: Cohorts for PY 2021-22Q1 are participants who received their last service between October 2019 and September 2020.

Employment Rate - 4th Quarter After Exit

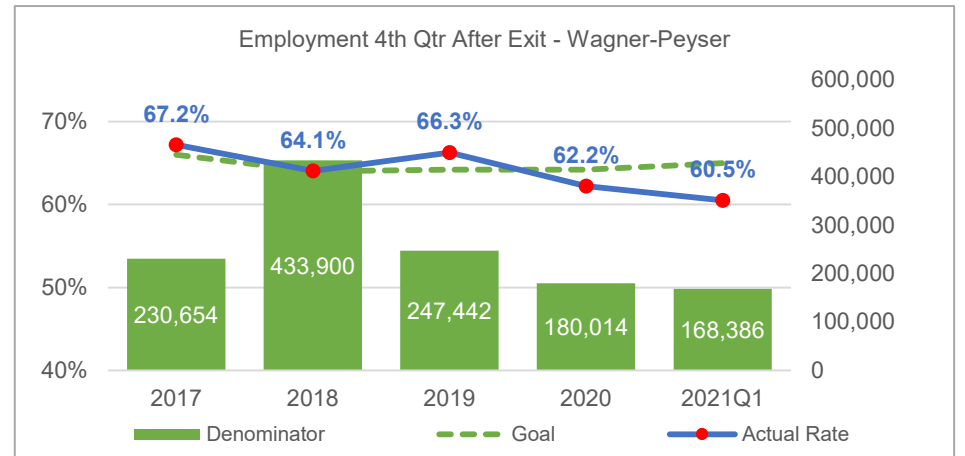
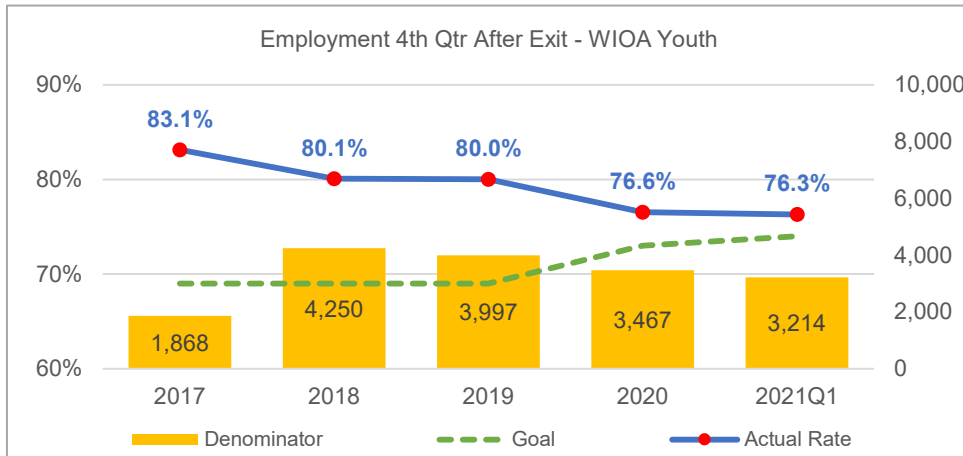
Program Year (PY) 2021-2022 Q1 Report

PY (July 1 - June 30)



PY	2017-18	2018-19	2019-20	2020-21	2021-22Q1
Numerator	5,299	10,046	8,045	7,020	6,712
Denominator	6,276	11,544	9,643	8,474	8,096
Actual Rate	84.4%	87.0%	83.4%	82.8%	82.9%
Success (>=90% of Goal)	76.5%	74.3%	74.7%	75.6%	76.1%

PY	2017-18	2018-19	2019-20	2020-21	2021-22Q1
Numerator	1,375	2,678	1,829	1,289	1,163
Denominator	1,572	3,088	2,147	1,682	1,495
Actual Rate	87.5%	86.7%	85.2%	76.6%	77.8%
Success (>=90% of Goal)	71.1%	71.1%	71.1%	71.1%	72.5%



PY	2017-18	2018-19	2019-20	2020-21	2021-22Q1
Numerator	1,553	3,403	3,199	2,654	2,452
Denominator	1,868	4,250	3,997	3,467	3,214
Actual Rate	83.1%	80.1%	80.0%	76.6%	76.3%
Success (>=90% of Goal)	62.1%	62.1%	62.1%	65.7%	66.6%

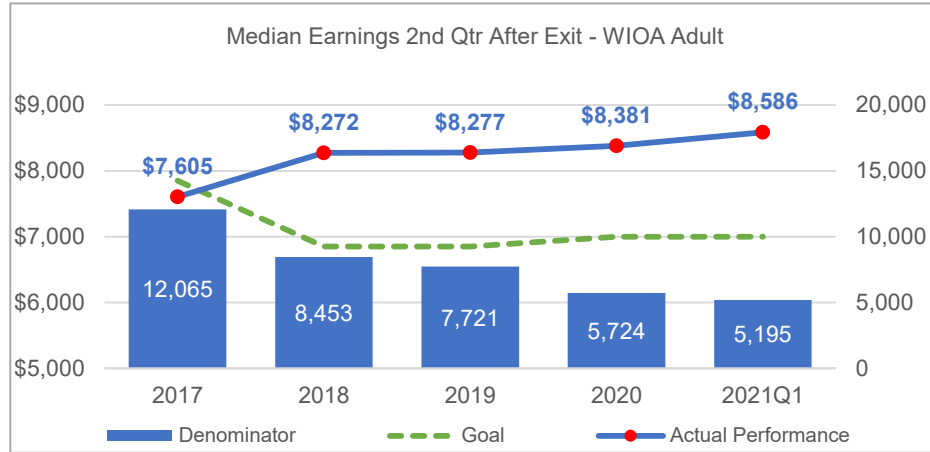
PY	2017-18	2018-19	2019-20	2020-21	2021-22Q1
Numerator	155,007	277,966	163,990	112,022	101,831
Denominator	230,654	433,900	247,442	180,014	168,386
Actual Rate	67.2%	64.1%	66.3%	62.2%	60.5%
Success (>=90% of Goal)	59.4%	57.6%	57.8%	57.8%	58.5%

Note: Cohorts for PY 2021-22 Q1 are participants who received their last service between October 2019 and September 2020.

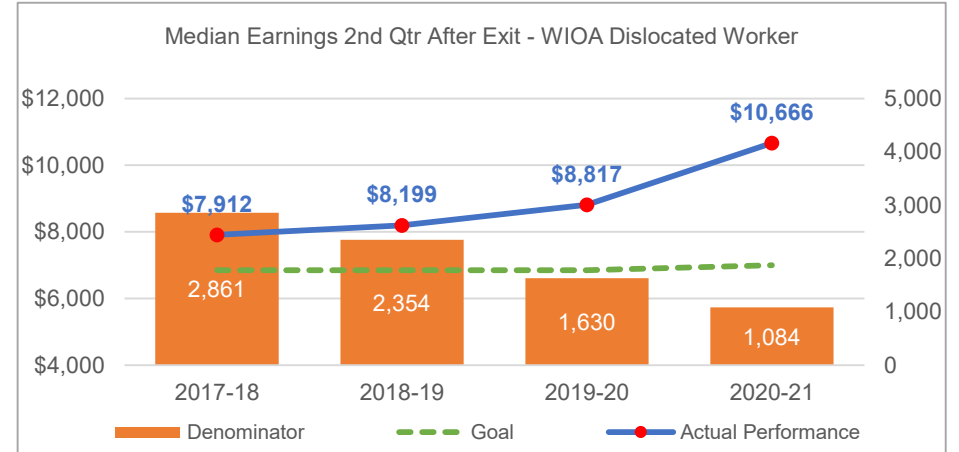
Median Earnings - 2nd Quarter After Exit

Program Year (PY) 2021-2022 Q1 Report

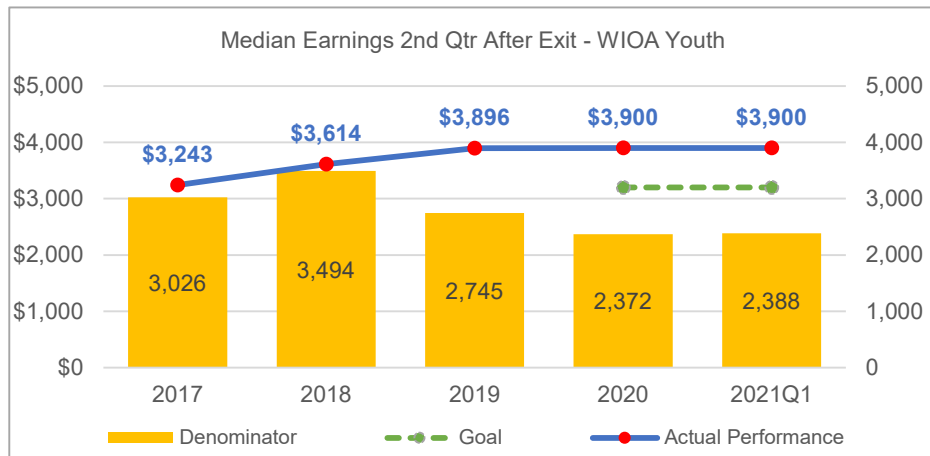
PY (July 1 - June 30)



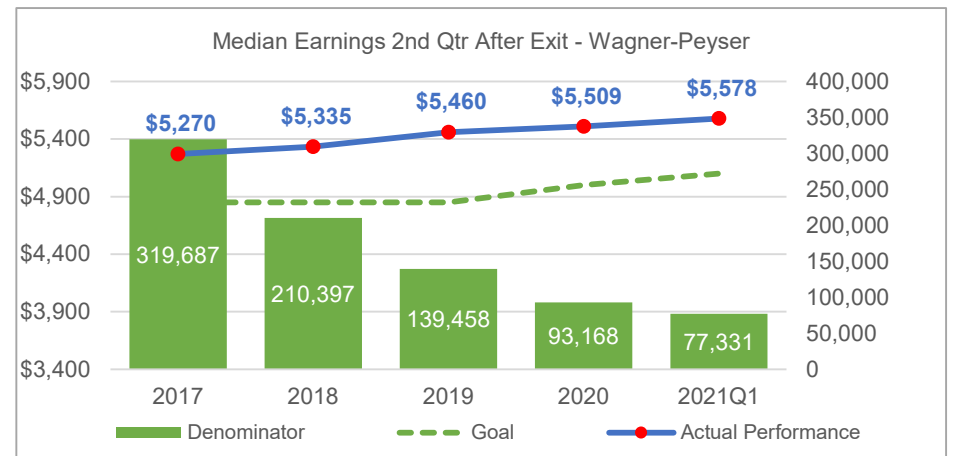
PY	2017-18	2018-19	2019-20	2020-21	2021-22Q1
Numerator	N/A	N/A	N/A	N/A	N/A
Denominator	12,065	8,453	7,721	5,724	5,195
Actual Performance	\$7,605	\$8,272	\$8,277	\$8,381	\$8,586
Success (>=90% of Goal)	\$7,065	\$6,165	\$6,165	\$6,300	\$6,300



PY	2017-18	2018-19	2019-20	2020-21	2021-22Q1
Numerator	N/A	N/A	N/A	N/A	N/A
Denominator	2,861	2,354	1,630	1,084	1,019
Actual Performance	\$7,912	\$8,199	\$8,817	\$10,666	\$10,529
Success (>=90% of Goal)	\$6,165	\$6,165	\$6,165	\$6,300	\$6,390



PY	2017-18	2018-19	2019-20	2020-21	2021-22Q1
Numerator	N/A	N/A	N/A	N/A	N/A
Denominator	3,026	3,494	2,745	2,527	2,388
Actual Performance	\$3,243	\$3,614	\$3,896	\$3,900	\$3,900
Success (>=90% of Goal) *	N/A	N/A	N/A	\$2,880	\$2,880



PY	2017-18	2018-19	2019-20	2020-21	2021-22Q1
Numerator	N/A	N/A	N/A	N/A	N/A
Denominator	319,687	210,397	139,458	93,168	77,331
Actual Performance	\$5,270	\$5,335	\$5,460	\$5,509	\$5,578
Success (>=90% of Goal)	\$4,365	\$4,365	\$4,365	\$4,500	\$4,590

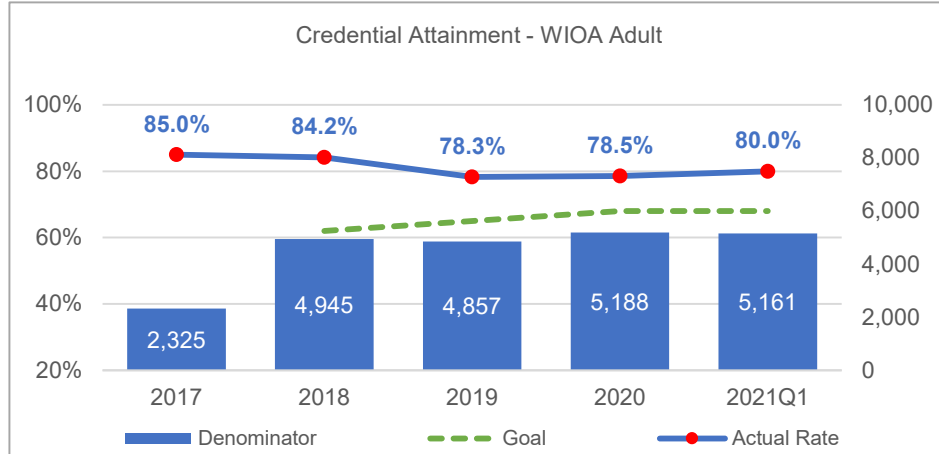
* Goal setting for the Median Earnings 2nd Quarter After Exit metric for WIOA Youth began in PY 2020-2021.

Note: Cohorts for PY 2021-22 Q1 are participants who received their last service between October 2019 and September 2020.

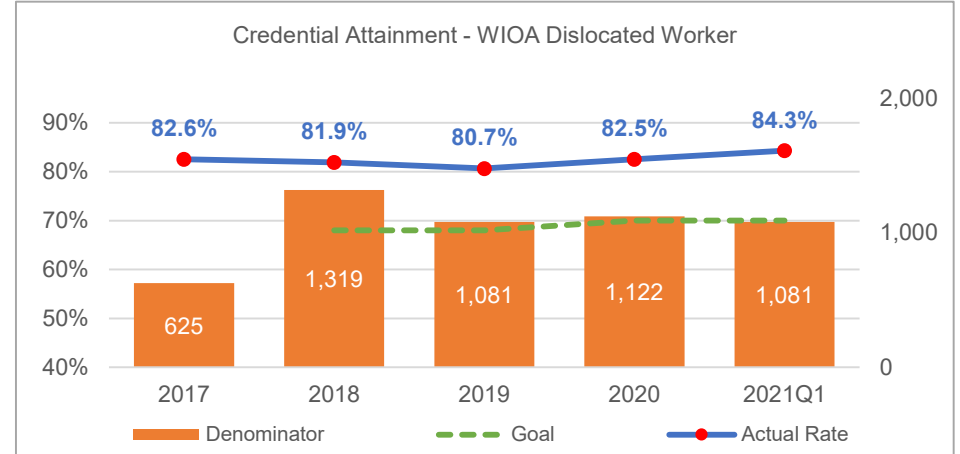
Credential Attainment Rate

Program Year (PY) 2021-2022 Q1 Report

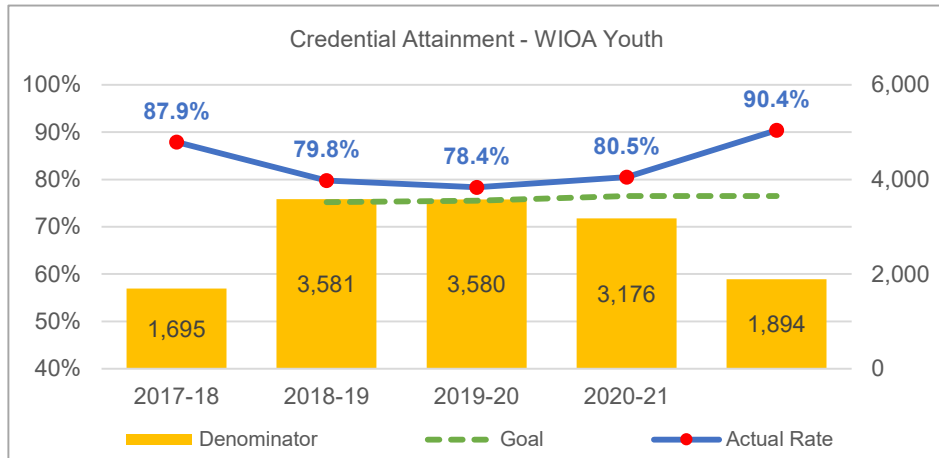
PY (July 1 - June 30)



PY	2017-18	2018-19	2019-20	2020-21	2021-22Q1
Numerator	1,976	4,164	3,802	4,074	4,127
Denominator	2,325	4,945	4,857	5,188	5,161
Actual Rate	85.0%	84.2%	78.3%	78.5%	80.0%
Success (>=90% of Goal)	N/A	55.8%	58.5%	61.2%	61.2%



PY	2017-18	2018-19	2019-20	2020-21	2021-22Q1
Numerator	516	1,080	872	926	911
Denominator	625	1,319	1,081	1,122	1,081
Actual Rate	82.6%	81.9%	80.7%	82.5%	84.3%
Success (>=90% of Goal)	N/A	61.2%	61.2%	63.0%	63.0%



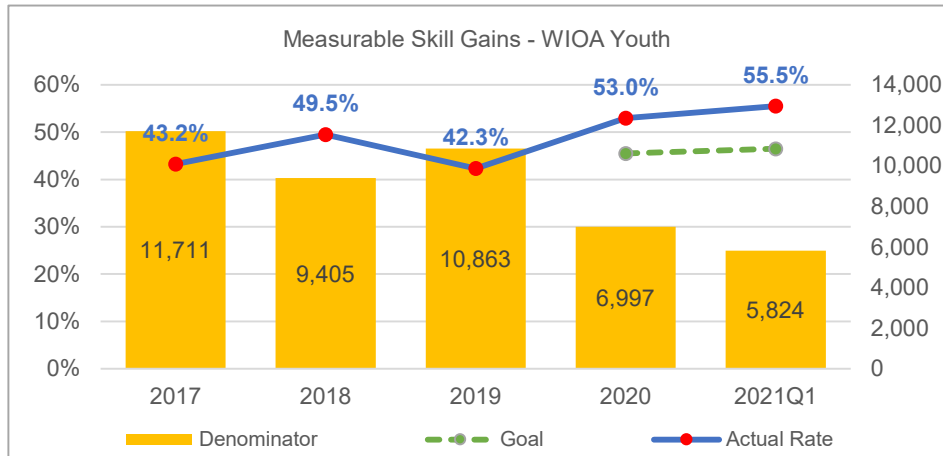
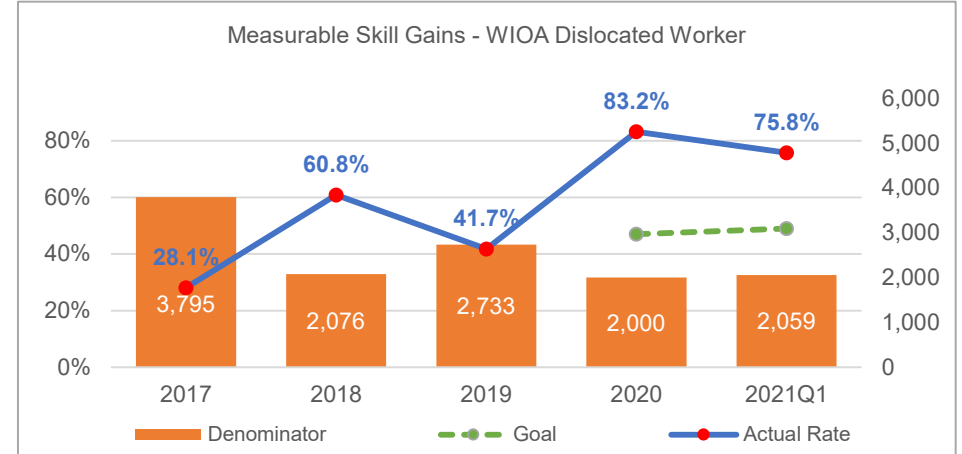
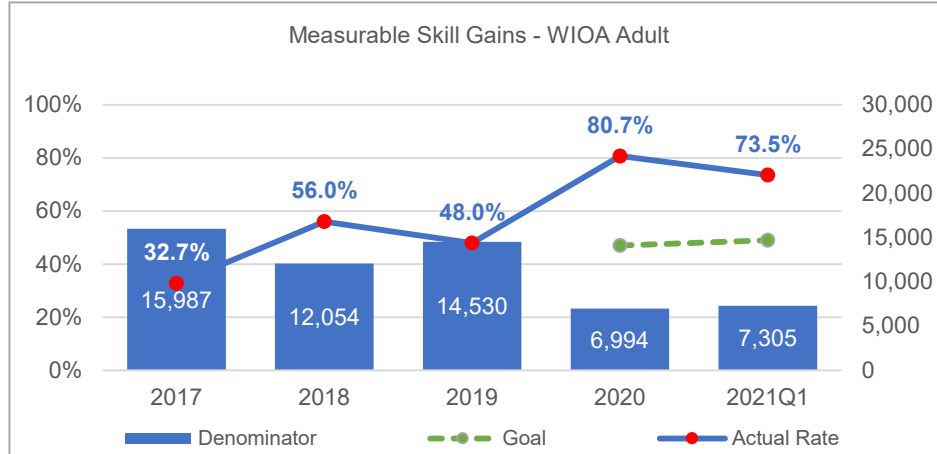
PY	2017-18	2018-19	2019-20	2020-21	2021-22Q1
Numerator	1,490	2,857	2,805	2,557	1,713
Denominator	1,695	3,581	3,580	3,176	1,894
Actual Rate	87.9%	79.8%	78.4%	80.5%	90.4%
Success (>=90% of Goal)	N/A	67.7%	68.0%	68.9%	68.9%

Note: Cohorts for PY 2021-22 Q1 are participants who received their last service between October 2019 and September 2020.

Measurable Skill Gains

Program Year (PY) 2021-2022 Q1 Report

PY (July 1 - June 30)



PY	2017-18	2018-19	2019-20	2020-21	2021-22Q1
Numerator	5,063	4,654	4,597	3,708	3,231
Denominator	11,711	9,405	10,863	6,997	5,824
Actual Rate	43.2%	49.5%	42.3%	53.0%	55.5%
Success (>=90% of Goal)	N/A	N/A	N/A	41.0%	41.9%

Note: Cohorts for PY 2021-22 Q1 are participants who received services between October 2020 and September 2021. Additionally, exits during PY 2020-21 Q4 resulting from Common Exit Guidance issued by the Department of Economic Opportunity may have impacted PY 2020-21 performance for this metric.

Continuous Improvement Performance Initiative: Fiscal Year 2020-2021 Quarterly Performance Report

December 2021 Update

INTRODUCTION

The CareerSource Florida Board of Directors authorized the development and implementation of the [Continuous Improvement Performance Initiative](#) in fiscal year 2019-2020. In that first year, the board allocated \$5 million from state set-aside funds to recognize local workforce development board performance on board-approved, mission-critical metrics. In fiscal year 2020-2021, the board allocated another \$5 million to recognize the performance of the local workforce development boards based on these metrics.

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

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

Local workforce development board performance is measured on a quarterly basis. The year-to-date performance for fiscal year 2020-2021 is provided on the pages that follow. Award payments for performance during this fiscal year will continue until February 2022 due to the availability of certified wage data by the state Department of Revenue, which is needed for the employment metric.

Local workforce development boards have received a total of \$2,669,892 (53% of the total amount available) in performance awards for fiscal year 2020-2021. This total represents awards for performance in the employment metric during the first three quarters of the fiscal year and in the training and business metrics during the full four quarters of the fiscal year.

QUARTER 1 (July – September 2020)

PERFORMANCE RESULTS SUMMARY

Metric	Performance Targets Met*		Quarterly Performance Awards		Participants	Barriers to Employment	Businesses Served (worksites)	Services to Targeted Industries
	# of LWDBs	%	Available	Awarded	Total	Total	Total	Total
Employment Rate 1 st Qtr After Exit**	12	50%	\$416,655	\$163,469	14,497	17,534		
Participant Training Rate***	12	50%	\$416,655	\$239,630	8,871	12,621		
Business Penetration***	19	79%	\$416,655	\$324,532			11,787	10,626
YTD Quarterly Total			\$1,249,965	\$727,631				

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

** Due to the lag in certified wage data from the Department of Revenue, Quarter 1 performance data for the employment metric were finalized in May 2021.

*** Quarter 1 performance data for the training and business metrics were finalized in November 2020.

PERFORMANCE HIGHLIGHTS

The top five barriers to employment identified in the Employment Rate First Quarter After Exit metric during Quarter 1 were: Reemployment Assistance claimants (5,790), older individuals age 55+ (2,800), low-income individuals (2,093), long-term unemployed (1,519) and individuals with disabilities (1,322).

The top five barriers to employment identified in the Participant Training Rate metric during Quarter 1 were: low income (6,638), single parents including single pregnant women (1,337), Reemployment Assistance claimants (1,185), long-term unemployed (867) and ex-offenders (647).

The top five staff-assisted, high-value services provided to business establishments in board-selected targeted industries were: job orders (2,814), candidate pre-screening (1,630), veteran services (1,393), human resource services (1,093) and detailed labor market study (904).

QUARTER 2 (October – December 2020)

PERFORMANCE RESULTS SUMMARY

Metric	Performance Targets Met *		Quarterly Performance Awards		Participants	Barriers to Employment	Businesses Served (worksites)	Services to Targeted Industries
	# of LWDBs	%	Available	Awarded	Total	Total	Total	Total
Employment Rate 1 st Qtr After Exit**	14	58%	\$416,655	\$194,328	14,326	17,844		
Participant Training Rate***	12	50%	\$416,655	\$247,983	8,922	12,737		
Business Penetration***	16	67%	\$416,655	\$240,374			9,885	9,566
Quarterly Total			\$1,249,965	\$682,685				

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

** Due to the lag in certified wage data from the Department of Revenue, Quarter 2 performance data for the employment metric were finalized in August 2021.

*** Quarter 2 performance data for the training and business metrics were finalized in March 2021.

PERFORMANCE HIGHLIGHTS

The top five barriers to employment identified in the Employment Rate First Quarter After Exit metric during Quarter 2 were: Reemployment Assistance claimants (5,827), older individuals age 55+ (2,472), low-income individuals (2,084), long-term unemployed (1,542) and individuals with disabilities (1,377).

The top five barriers to employment identified in the Participant Training Rate metric during Quarter 2 were: low income (6,660), Reemployment Assistance claimants (1,303), single parents including single pregnant women (1,249), long-term unemployed (911) and ex-offenders (677).

The top five staff-assisted, high-value services provided to business establishments in up to five targeted industries during Quarter 2 were: job orders (2,509), veteran services (1,406), human resource services (1,064), candidate prescreening (855) and detailed labor market study (714).

QUARTER 3 (January – March 2021)

PERFORMANCE RESULTS SUMMARY

Metric	Performance Targets Met*		Quarterly Performance Awards		Participants	Barriers to Employment	Businesses Served (worksites)	Services to Targeted Industries
	# of LWDBs	%	Available	Awarded	Total	Total	Total	Total
Employment Rate 1 st Qtr After Exit**	20	83	\$416,655	\$330,369	17,508	19,320		
Participant Training Rate***	13	54%	\$416,655	\$196,867	8,523	12,236		
Business Penetration***	19	79%	\$416,655	\$283,803			10,538	11,337
Quarterly Total			\$1,249,965	\$811,039				

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

** Due to the lag in certified wage data from the Department of Revenue, Quarter 3 performance data for the employment metric are scheduled to be finalized in November 2021.

*** Quarter 3 performance data for the training and business metrics were finalized in May 2021.

PERFORMANCE HIGHLIGHTS

The top five barriers to employment identified in the Employment Rate First Quarter After Exit metric during Quarter 3 were: Reemployment Assistance claimants (6,701), older individuals age 55+ (3,319), low-income individuals (2,097), long-term unemployed (1,761) and individuals with disabilities (1,361).

The top five barriers to employment identified in the Participant Training Rate metric during Quarter 3 were: low income (6,390), Reemployment Assistance claimants (1,271), single parents including single pregnant women (1,144), long-term unemployed (932) and ex-offenders (622).

The top five staff-assisted, high-value services provided to business establishments in up to five targeted industries during Quarter 3 were: job orders (3,016), veteran services (1,639), human resource services (1,483), candidate prescreening (870) and employer outreach visits for veterans or migrant seasonal farm workers (842).

QUARTER 4 (April – June 2021)

PERFORMANCE RESULTS SUMMARY

Metric	Performance Targets Met*		Quarterly Performance Awards		Participants	Barriers to Employment	Businesses Served (worksites)	Services to Targeted Industries
	# of LWDBs	%	Available	Awarded	Total	Total	Total	Total
Employment Rate 1 st Qtr After Exit**	-	-	-	-	-	-		
Participant Training Rate***	14	58%	\$416,655	\$200,172	8,041	11,752		
Business Penetration***	16	67%	\$416,655	\$248,365			10,222	10,510
Quarterly Total			\$833,310	\$448,537				

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

** Due to the lag in certified wage data from the Department of Revenue, Quarter 4 performance data for the employment metric are scheduled to be finalized in February 2022.

*** Quarter 4 performance data for the training and business metrics were finalized in August 2021.

PERFORMANCE HIGHLIGHTS

The top five barriers to employment identified in the Participant Training Rate metric during Quarter 4 were: low income (6,033), Reemployment Assistance claimants (1,174), single parents including single pregnant women (1,111), long-term unemployed (924) and individuals with disabilities (606).

The top five staff-assisted, high-value services provided to business establishments in up to five targeted industries during Quarter 4 were: job orders (2,738), human resource services (1,373), veteran services (1,146), detailed labor market study (1,053) and candidate prescreening (856).



Administrative Policies Summary

Consistent with the agreement between the Florida Department of Economic Opportunity and CareerSource Florida, Inc., the CareerSource Florida professional team provides administrative support for the state workforce development board. As described in [Strategic Policy 2021.06.09.A.1: Statewide Workforce Development Board Policymaking Authority and Delegation](#), CareerSource Florida administrative policies and operational guidance are developed by the Department of Economic Opportunity Bureau of One Stop and Program Support in consultation with the CareerSource Florida professional team using best practices from the Policy Development Framework. Administrative policies and operational guidance include business rules, requirements, processes and responsibilities that expand, explain or further specify federal and state legislative policies as well as board-approved strategic policies.

The following administrative policies were reviewed by the CareerSource Florida professional team, and it was determined these policies do not require approval by the state workforce development board:

[Administrative Policy 117: Employment and Advocacy Services](#) was revised to provide updated guidance to local workforce development boards on the minimum requirements for providing employment and advocacy services to participants of the Jobs for Veterans State Grant program. The updated policy was published on Sept. 24, 2021.

[Administrative Policy 118: Adult and Dislocated Worker Funds Transfer Authority](#) provides local workforce development boards with the requirements to transfer funds between the federal Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker programs. WIOA grants local boards the authority to transfer funds between the Adult and Dislocated Worker programs, with the approval of the Governor, a function carried out by the Department of Economic Opportunity's Financial Management team. As directed by WIOA and the U.S. Department of Labor, states must establish the criteria by which these transfers may occur. This administrative policy was developed and published by the Department of Economic Opportunity on Sept. 27, 2021, to meet this requirement.

Speaker Bio

James Heckman



James “Jimmy” Heckman is an economist and Interim Director for Workforce Statistics & Economic Research at the Florida Department of Economic Opportunity, where he researches a variety of topics including reducing unemployment, long-term growth industries, and in-demand job skills.

Mr. Heckman is a Florida native and attended Florida State University where he earned a master’s degree in applied economics.