



Board of Directors Meeting

June 9, 2022

Chair's Welcome and Remarks



Stephanie Smith

Chair



Chair's Welcome and Remarks



Stephanie Smith

Chair

Mission Moment



Florida Department of Children and Families

Shevaun L. Harris, Secretary



Consent Agenda



Stephanie Smith
Chair

Consent Agenda

For Consideration:

- Approval of February 2022 Board Meeting Minutes, to include any modifications or changes noted by the board.
- Approval of Deputy Secretary Adrienne Johnston to serve as designee for the Florida Department of Economic Opportunity board seat.

U.S. Department of Labor Compliance Briefing



Adrienne Johnston

Deputy Secretary

Division of Workforce Services

Department of Economic Opportunity

Overview

- Provide background information on the U.S. Department of Labor's (USDOL) compliance reviews.
- Provide key information about USDOL's major findings in each review.
- Provide details on the subsequent corrective actions taken to address findings.
- Provide next steps needed to ensure stronger compliance at the state and local levels.

Timeline

2018-2019

- News media allegations.
- Compliance review by USDOL.
- 17 findings and three areas of concern.
- More than \$17M in questioned costs.

2020

- Compliance review by USDOL.
- 46 compliance findings and two areas of concern.

2020-2021

- Enhanced desk monitoring review conducted by USDOL.
- 21 compliance findings and five areas of concern.
- More than \$5M in questioned costs.

2020-2021

- Enhanced desk monitoring review conducted by USDOL.
- Six compliance findings.
- More than \$14M in questioned costs.

Major Finding Areas: 2019

Governance

Falsified Job Placements

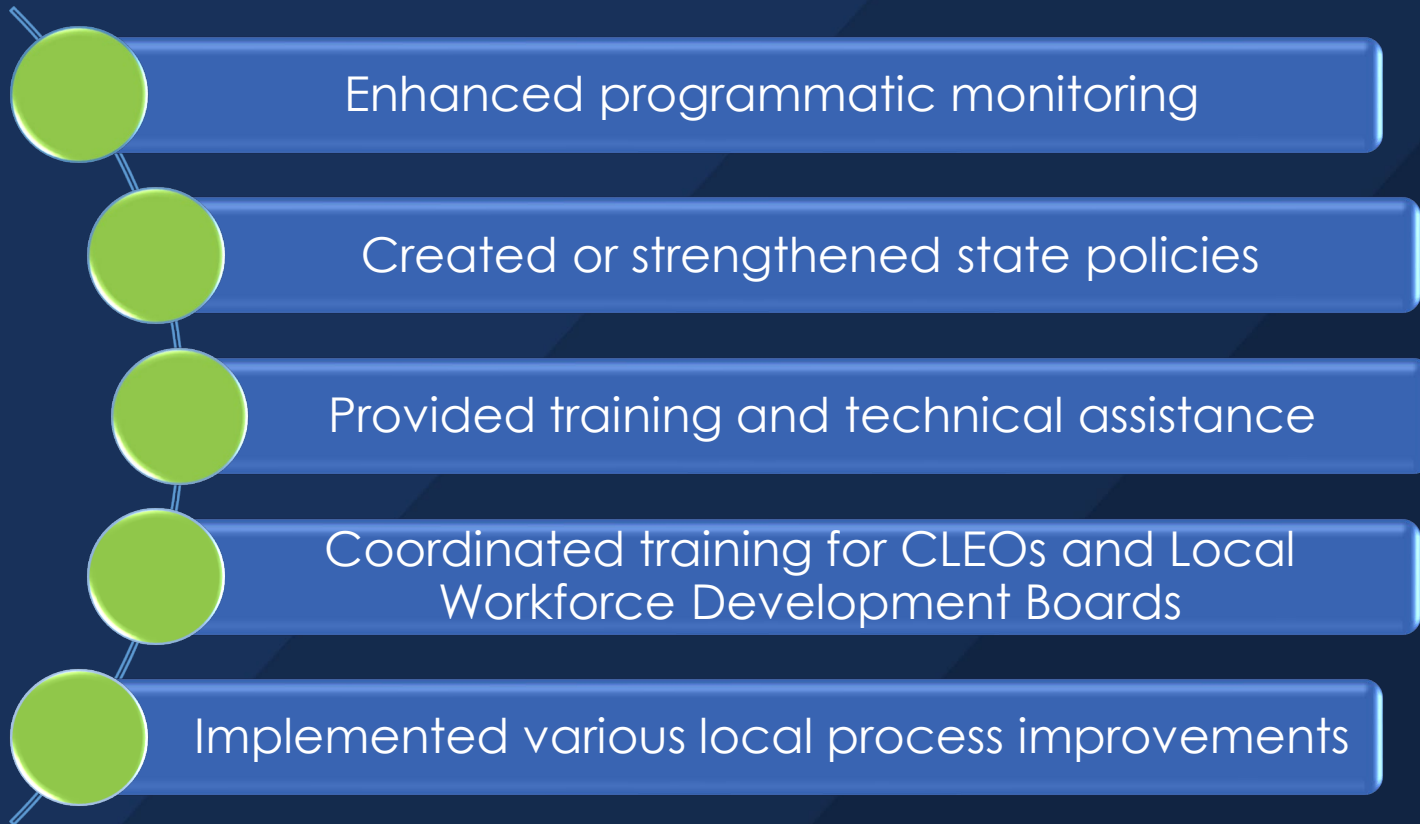
Misuse of On-the-Job Training (OJT) Funds

Supportive Services to Ineligible Participants

Noncompliance w/ Sunshine Provisions

Lack of Effective State Oversight

DEO Corrective Actions



Major Finding Areas: 2020

Noncompliance with Sunshine Provisions

Lack of Certain State Policies

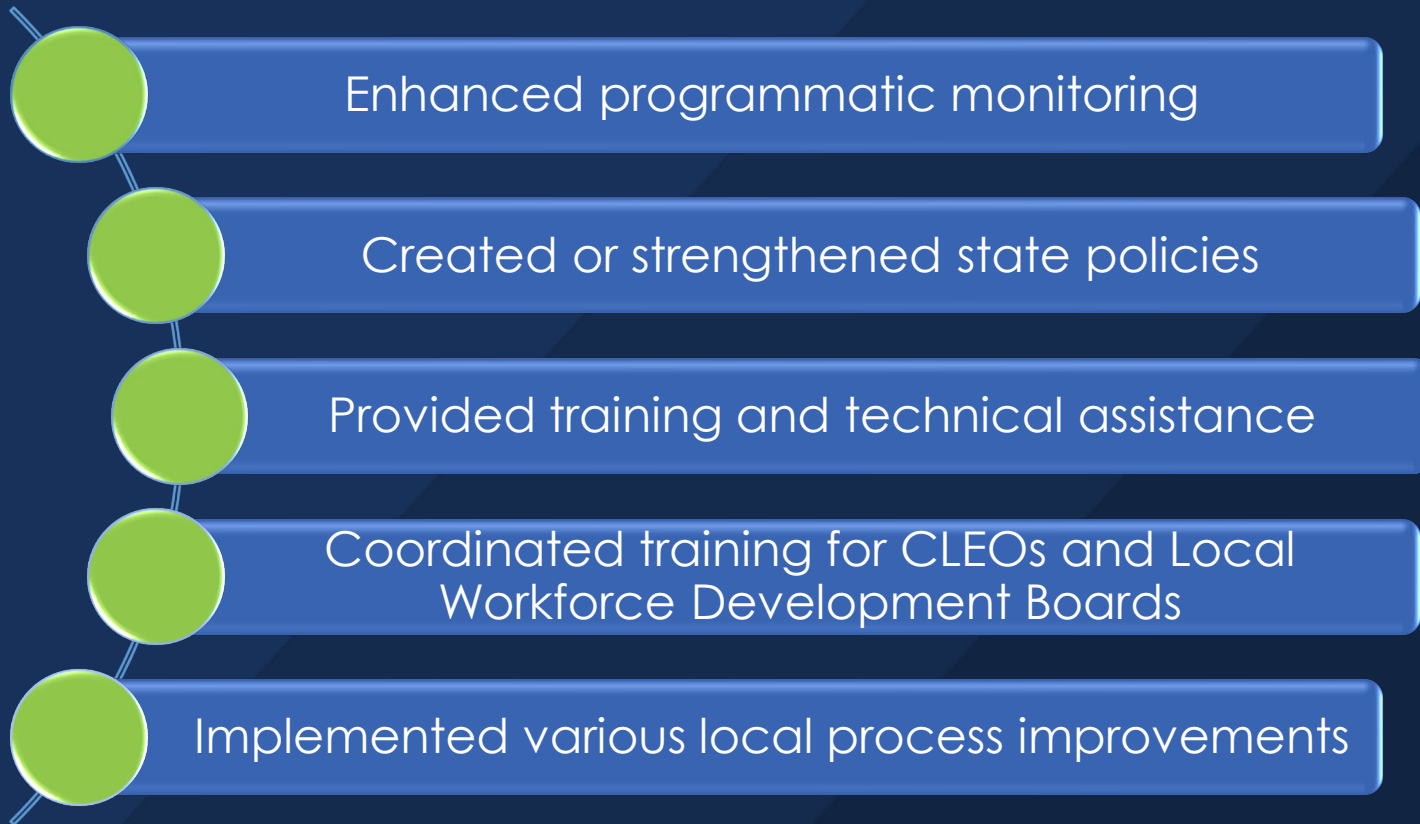
Lack of Certain Local Policies

Youth Program - Programmatic

Youth Program – Monitoring/Oversight

Improper Extension of Enrollment Dates

DEO Corrective Actions



Major Finding Areas: 2020 – 2021

Inadequate State Monitoring

Noncompliance with Sunshine Provisions

Inadequate Internal Controls

Youth Program - Programmatic

Falsified Job Placements

Faulty Contract Administration

DEO Corrective Actions



Next Steps

Continue creating and updating state and local policies.

Work closely with local boards as state implements corrective actions with statewide impact.

Continue providing training and technical assistance to ensure compliance.

Continue refining state-level monitoring processes to ensure effective oversight.



Q&A



REACH Act Letter Grades



Katie Crofoot
Director
REACH Office



Mark Baird
Deputy Director
REACH Office

The Reimagining Education and Career Help Act

Florida's 2021 Reimagining Education and Career Help Act, known as the REACH Act, is a comprehensive blueprint for enhancing **access**, **alignment** and **accountability** across the state's workforce development system.

The workforce development system spans Florida's education, workforce and social safety net systems.

The REACH Act positions Florida to better serve those with barriers to education and employment. Greater access to high-quality jobs and career options will put more Floridians on the pathway to economic prosperity and self-sufficiency.



The Reimagining Education and Career Help Office

Statutory Authority

Section 14.36(3)(h), *Florida Statutes* – Title IV, Executive Branch; Chapter 14, Governor; Reimagining Education and Career Help Act:

*Develop the criteria for assigning a letter grade for each local workforce development board under s. 445.004. The criteria shall, in part, be **based on local workforce development board performance accountability measures and return on investment**. The **majority** of the grade shall be based on the improvement by each local workforce development board in the long-term self-sufficiency of participants through outcome measures such as **reduction in long-term public assistance** and the **percentage of participants whose wages were higher after program completion compared to wages before participation in a program**.*

Section 445.004(8), *Florida Statutes* – CareerSource Florida, Inc., and the state board; creation; purpose; membership; duties and powers:

*Annually, beginning July 1, 2022, the **state board shall assign and make public a letter grade** for each local workforce development board using the criteria established by the Office of Reimagining Education and Career Help under s. 14.36.*



Development Timeline

November 2021 – Constituted a cross-sector collaborative work group and established bi-weekly meeting cadence.

December 2021 – Conducted listening session with local workforce development board representatives & added three local workforce development board representatives to work group.

January 2022 – Requested feedback from local workforce development boards to better understand unique local performance measures.

April 28, 2022 – Solicited feedback on draft measures from listening session participants.

May 23, 2022 – CareerSource Florida Virtual Partner Council meeting with local workforce development boards executive directors and CEOs.

June 10, 2022 – Circulate four years of historical data on measures to local workforce development boards and solicit comments.

June 17, 2022 – Feedback on measures and data due.

July 2022 – Finalize formula.

August 15, 2022 – Data from program year available.

Fall 2022 – Publish program year 2021 baseline grades.



Stakeholder Engagement

Letter Grade Work Group

Mark Baird, REACH Office

Dan McGrew, CareerSource Florida

Jacqueline Barreiros, CareerSource Florida

Jerome Salatino, CareerSource Pasco Hernando

Rick Beasley, CareerSource South Florida

Jennifer German, CareerSource Gulf Coast

Daniel Harper, Department of Economic Opportunity

Charles Williams, Department of Economic Opportunity

Shawna Reid, Department of Education

Kristopher Bice, Department of Education

Listening Session Group

Executive Directors

Rick Beasley, CareerSource South Florida

Donna Doubleday, CareerSource Heartland

Phyllis Marty, CareerSource North Central Florida

Jerome Salatino, CareerSource Pasco Hernando

Chief Operating Officers

Jennifer German, CareerSource Gulf Coast

Kelly Jordan, CareerSource Okaloosa Walton

Corey Weaver, CareerSource Citrus Levy Marion

Michelle Zieziula, CareerSource Tampa Bay



The Reimagining Education and Career Help Office

Measure Development

The cross-sector workgroup developed and agreed upon ten guiding principles for the development of measures across four categories of board activity to grade:

1. Employment Services.
2. Training Services.
3. Business Services.
4. Economic Self-Sufficiency.



Guiding Principles

1. Meet all statutory requirements for the new letter grade system so Floridians can know how well their local workforce development boards are performing in connecting job seekers to employment.
2. Maintain consistency with existing federal and state accountability mechanisms.
3. Leverage existing measures and data where possible and appropriate.
4. Include valid measures from within the program year wherever appropriate to minimize the time between services provided and the measured outcome.
5. Incentivize improvement.
6. Minimize perverse incentives and unintended consequences.
7. Ensure that local workforce development boards are not penalized for serving customers with the most significant barriers.
8. Assure quality of data through replication and/or systematic technical review.
9. Promote transparency by sharing documentation that describes all data and calculations in the formula.
10. Give local workforce development boards the opportunity to review draft formulas and provide feedback.



Formula Overview

Seven weighted measures totaling 100% and one “extra credit” measure worth up to five percentage points:

Measure #1 – 20%: Employment and Training Services (WIOA measures).

Measure #2 – 10%: Work-Related Training.

Measure #3 – 25%: Earning Increase for WIOA Adult, WIOA Dislocated Worker, and Wagner-Peyser Participants.

Measure #4 – 10%: Completion-to-Funding Ratio.

Measure #5 – 5%: Repeat Business.

Measure #6 – 5%: Business Penetration.

Measure #7 – 25%: Reduction in Public Assistance (not yet available).

Extra Credit Measure – up to additional five percentage points: Serving Individuals on Public Assistance (not yet available).



Measure #1

Employment and Training Services Outcomes

Comprises the local workforce development board's existing 18 federal accountability measures.

These measures include:

- Entered employment 2nd and 4th quarter after exit.
- Median earnings 2nd quarter after exit.
- Credential attainment rate.
- Measurable skill gains.

Category: Employment and Training Services
Weight: 20%



Measure #2

Work-Related Training

The percentage of all job seekers who received work-related training.

Work-Related Training includes:

- Occupational skills training.
- On-the-job training.
- Registered apprenticeship.
- Customized training for employers.

Category: Training Services
Weight: 10%



Measure #3

Earning Increases

The percentage of participants who earned more the second quarter after exit than before their engagement with the local workforce development board.

Participants include:

- WIOA Adult.
- WIOA Dislocated Worker.
- Wagner-Peyser.

Category: Employment and Training Services, Self-Sufficiency
Weight: 25%



Measure #4

Completion to Funding Ratio

Compares a local workforce development board's share of statewide WIOA and Wagner-Peyser exiters with the local workforce development board's share of statewide funding allocations.

Category: Employment and Training Services
Weight: 10%



The Reimagining Education and Career Help Office

Measure #5

Repeat Business

Percentage of employers served in prior three years that continued to be served in the current program year.

Category: Business Services
Weight: 5%



Measure #6

Business Penetration

Compares the percentage of employers served in the current year to the percentage served in the prior year.

Category: Business Services
Weight: 5%



Measure #7

Reduction in Public Assistance

The percentage of exiters who received SNAP or TANF benefits during their engagement with the local workforce development board who were no longer receiving SNAP or TANF benefits in the fourth quarter after exit.

NEW MEASURE IN PARTNERSHIP WITH DCF

Category: Employment and Training Services, Self-Sufficiency
Weight: 25%



The Reimagining Education and Career Help Office

Extra Credit Measure

Serving Individuals on Public Assistance

Awards up to five percentage points toward the total grade based on the percentage of customers receiving SNAP or TANF benefits.

NEW MEASURE IN PARTNERSHIP WITH DCF

Category: Employment and Training Services, Self-Sufficiency
Bonus: Up to five percentage points



The Reimagining Education and Career Help Office

Next Steps

June 10, 2022 – Distribute four years of historical data on measures to local workforce development boards and solicit feedback.

June 17, 2022 – Feedback from local workforce development boards due.

July 2022 – Formula finalized.

August 15, 2022 – Data for program year available.

Fall 2022 – Publish program year 2021 baseline grades.



Questions/Comments?

Measure #1: Employment and Training Services (WIOA measures).

Measure #2: Work-Related Training.

Measure #3: Earning Increase for WIOA Adult, WIOA Dislocated Worker, and Wagner-Peyser Participants.

Measure #4: Completion-to-Funding Ratio.

Measure #5: Repeat Business.

Measure #6: Business Penetration.

Measure #7: Reduction in Public Assistance.

Extra Credit Measure: Serving Individuals on Public Assistance.



REACH Act Alignment Evaluation Presentation to the Board of Directors

To-date findings from April-May 2022 baseline research



Amy Holloway

Principal and National Director

Economic Development Advisory Services

EY



Chris Ward

Principal

People Advisory Services

EY

Today's agenda

- **Purpose and process.**
- **To-date research findings.**
- **Discussion and questions.**

Purpose and process

Our starting point, our current status, and our destination

EY Project Team

Engagement Lead



Amy Holloway
Partner/Principal

Client Engagement and Quality



Dawn Woods
Quality Partner
Partner/Principal



Clint Fuhrman
Client Engagement
Senior Manager

Change Management SMR



Chris Ward
Partner/Principal

Project Coordination



Sarah Gosselin
Senior Consultant



AJ Temple
Associate Consultant

Research Support



Jennifer Burrington
Senior Consultant



AnnMarie Grason
Associate Consultant

Phase 1 Inputs: April – June 2022



To-date research findings

Initial discovery results

Context

Stakeholders perceive several dichotomies in the workforce development landscape, such as:

Local flexible approach tailored to region

- Autonomy, community involvement



Statewide standardized models

- Consistency, shared approach

User friendliness, ease and accessibility

- Intuitive, inviting interactions



Mandated Federal registration requirements

- Compliance, data collection, reporting

Participant focus

- Increased self sufficiency, connection to human/social service support, access to training, career advancement and jobs



Employer focus

- Job growth, filling vacancies, responding to layoffs, sharing market data, connection to training providers and educators

Local workforce development board leaders' listening session

Session background

- 22 local workforce development boards participated.
- Topics included the current state of the system, areas of excellence, opportunities to improve and their future vision.

Themes and highlights from participants:

- Local relationships and understanding of local needs helps local boards serve their local workforce development areas.
- Current local boards are customer-focused and accountable, often taking the “extra step” to serve their communities.
- Workforce shortages and low-unemployment create pressures on local boards.
- Desire the future system to be more flexible, continue to respond to local needs, and enhance services through improved technology and more streamlined data collection/sharing.
- Desire for greater involvement and localized engagement through this alignment process.

Employers' listening session

Session background

- 10 leaders from a variety of industries including aerospace, finance, healthcare, construction trades, manufacturing and transportation.
- Topics included workforce needs, experiences with the local workforce development system and their future vision.

Themes and highlights from participants:

- Florida employers are growing and demand for qualified talent is high, employers seek assistance in filling positions.
- Employers that operate across multiple local workforce development areas desire more consistency in interface/service/information.
- Business intelligence and labor market information is viewed as highly valuable.
- Desire for user experience to feel more like interfacing with private sector job boards.
- Concerns with current system but positive vision for the future state of what's possible.

State leaders' interviews

Session background

- Interviewed representatives from the Department of Economic Opportunity, Department of Education, Department of Children and Families, the Florida Legislature, the Florida Workforce Chairs Alliance and the Florida Workforce Development Association.
- Topics included operations, areas of excellence, challenges and future vision.

Themes and highlights from participants:

- Recognition that Florida is a large, diverse state with a broad variety of workforce needs.
- Opportunities to improve coordination of service delivery across Florida's workforce development system.
- Challenge with Workforce Innovation Opportunity Act-mandated key performance indicators influencing service delivery away from real needs and may not capture the entirety of local workforce boards' impact in Florida.
- Desire to enhance services through technology and more streamlined data collection/sharing.

Differing views of the current state...

Polling results from listening sessions

What one- or two-word description would you use to describe the current state of the workforce board system?

Local Workforce Board Leaders



Employers



... but a shared desired future

Polling results from listening sessions

What one- or two-word description would you use to describe the preferred future state of the workforce board system?

Local Workforce Board Leaders



A word cloud for Local Workforce Board Leaders. The words are arranged in a circular pattern. The most prominent words are 'flexible' in large yellow font, 'responsive' in large green font, and 'local' in large blue font. Other words include 'integrated', 'talent leaders', 'supporting gig workers', 'improve the system', 'adaptive to local needs', 'home or locality', 'agile', 'resilient', 'technology grounded', 'smarter platforms', 'innovative', 'locals serving locals', 'cutting edge', 'neutral convener', 'nimble', 'validation', 'collaborative', 'adaptive', 'seamless', 'services on demand', 'world class', 'prescriptive', and 'unified'.

Employers



A word cloud for Employers. The words are arranged in a circular pattern. The most prominent words are 'locally empowered', 'digital marketing', 'hands on training', 'easy to access', 'centralized documentation', 'single reporting method', 'universal', 'seamless', 'no boundaries', 'fast responsiveness', 'state-wide access', 'common language', 'streamlined', 'proactive', 'mobile optimized', 'uniform', 'integrated', 'consistent', 'interactive', 'creative', and 'unified'.

Future state sessions' themes and highlights

- Strengths of the current system include a commitment to **purpose and values**, strong **leadership and teamwork**, and an overall **tenacious mindset** to assist clients in time of need.
- Perceived weaknesses of the current system include the **technology experience of users** and the overall **process of delivering services** to clients.
- Participants desire a more client and customer-centered service delivery system – **seamless, flexible, no-wrong-door approach**.
- Key desired outcomes from the alignment process include more consistency across all local workforce development boards, **trust** in the collective system, an **inclusion of diverse populations** into the workforce and a **strong customer focus** in service delivery.

*Polling results from May 2022 Future State Workshop
(16 participants across state agencies and local boards)*

**As you think about the future state of the workforce system,
what one word describes that future state?**



Comparative states and leading practices – process and observations

Method and process

- Initial scan of Alabama, Iowa, Colorado, Pennsylvania, New Mexico, Tennessee and North Carolina for leading practices for the local workforce development board realignment process.
- Selected North Carolina, Tennessee, and Alabama to review statewide policy, studies and process for lessons learned. Interviewed a representative from each and conducted online research.

Key considerations shared by interviewees:

- Analyze data and engage stakeholders at the state and local level each step of the way.
- Engage in proactive communications throughout entire study and decision process.
- Consider the diversity of needs across the state when envisioning improved systems, e.g., rural versus urban communities.
- Keep customers and service delivery at the center.
- Keep in mind the goals of WIOA when considering change.
- Continue to invest and improve in strategy, technologies and other features of the system *after realignment process is complete* – e.g., technologies, data systems, state/local organizational enhancements.

North Carolina

- Year of realignment: 2022
- Alignment mirrors State's Prosperity Zones (7-8) down from 23 original local workforce boards.

Tennessee

- Year of realignment: 2018
- Alignment mirrors Job Base Camp regions of the Tennessee Dept. of Economic and Community Development, resulting in 9 local workforce boards from 13.

Alabama

- Year of realignment: 2017
- 3 local workforce boards originally – Jefferson, Mobile and other 65 counties; after realignment, Alabama now has 7 local workforce boards.

Observations from local workforce development boards familiarization research

- Varied data collection/sharing and technology platforms across local workforce development areas.
- Different messaging across marketing tools like websites, program names and vision/mission statements.
- Organizational structures and titles differ.
- Things in common among local workforce development boards: unified brand, in-person service delivery at career centers and through mobile units and co-located satellite offices, basic service offerings, local market information.
- Local boards' services may not always be tracked within the WIOA performance indicators, e.g., connecting job seekers to other support services and resources.

Discovery themes and guiding principles from this initial stage of research

- There are numerous dichotomies in the system that lead to varied viewpoints.
- Employers and the local workforce development board partners share differing views of the current state of the system, but similar desires for the future.
- Both local and state-level organizations in the system believe that required performance indicators/intake data collection/reporting structures add complexity and shifts focus from outcomes.
- Job seekers and businesses desire a more customer-centric experience, which includes streamlined and consistent paths to engage with the system no matter where they are located in Florida.

Guiding principles for the work ahead

- Prioritize implementation of the Reimaging Education and Career Help (REACH) Act.
- Identify considerations that are responsive to the needs of job seeker and business customer.
- Commit to open and transparent process.
- Engage in holistic listening and proactive communications.

Questions for you

Gathering your thoughts

Questions

- When you think about the **desired future state of Florida's workforce development system**, what comes to mind?
- What features of the current workforce development system are **areas of excellence** that should be included in the future state?
- What features of the current system should be **addressed or changed** when planning for the future?

Thank you!

Local Partners Report



Stacy Campbell-Domineck

President

Florida Workforce Development Association

President and CEO

CareerSource Polk

Council Meeting Update



Brittany Birken, Ph.D.

Chair

Strategic Policy & Performance Council

Action Item 1

Fiscal Year 2022-2023 CareerSource Network Funding



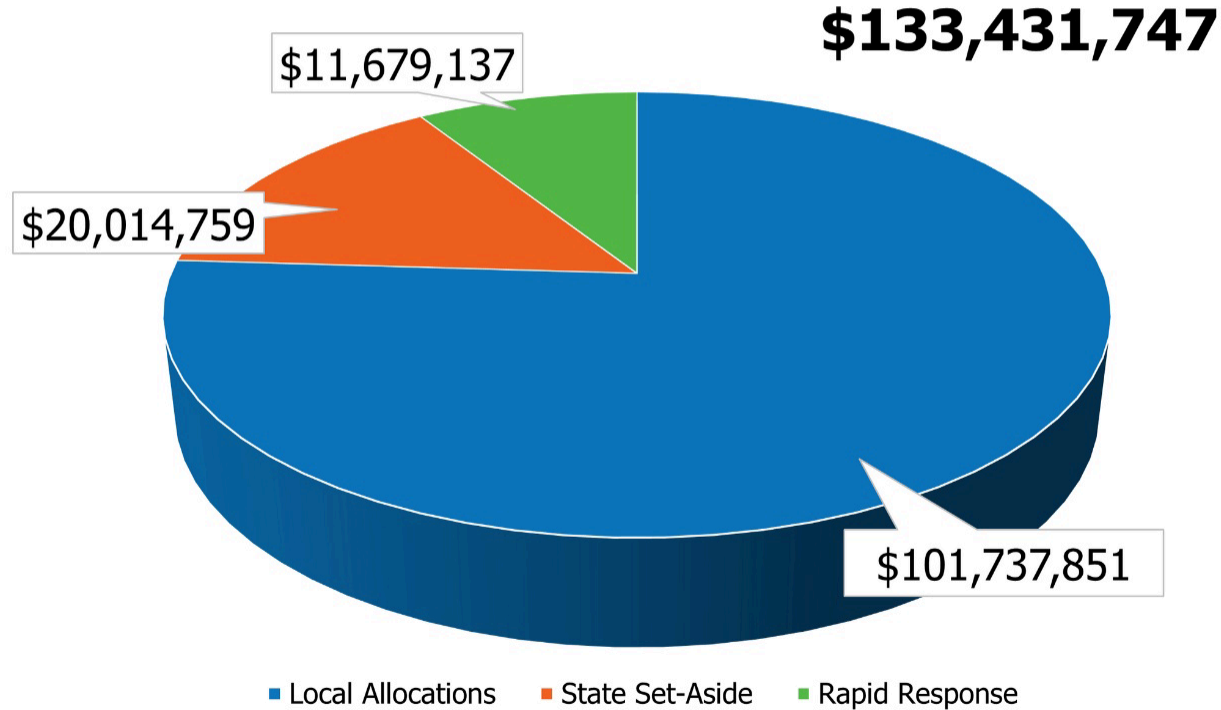
Andrew Collins

CFO/COO

Fiscal Year 2022-2023 Network Funding

	Fiscal Year 2022-2023	Fiscal Year 2021-2022	Difference
WIOA	\$133,431,747	\$140,847,913	\$-7,416,166
TANF	\$58,294,377	\$58,300,723	\$-6,346
Wagner-Peyser	\$38,879,016	\$38,157,663	\$721,353
QRT	\$7,500,000	\$7,500,000	\$0

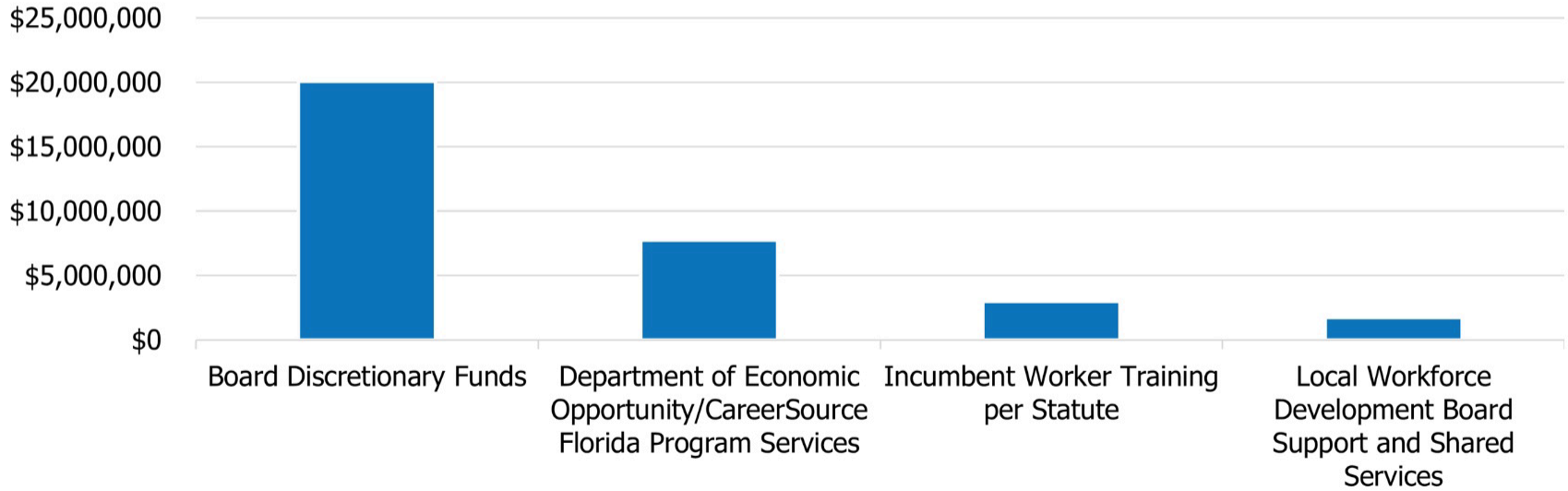
Total WIOA Grant Award



Total WIOA State Set-Aside Funds

\$29,599,829

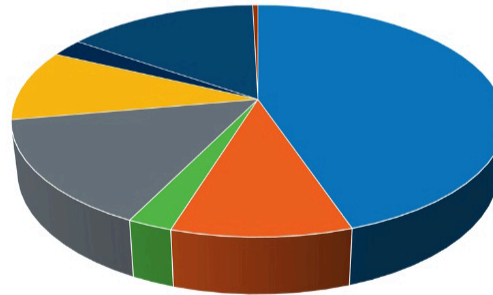
(Includes \$9,585,070 in Recaptured Funds)



WIOA Discretionary Board Allocations

- Supporting Aviation, Aerospace & Defense Manufacturing
- Demand Driven Expansion of Priority Commitments
- Direct Support to Single Pregnant Women
- Incumbent Worker Training
- Rural Initiatives
- Serving Priority Commitments through Business Engagement
- System Improvements & Reimagining Education and Career Help Act Implementation
- Balance - State Projects

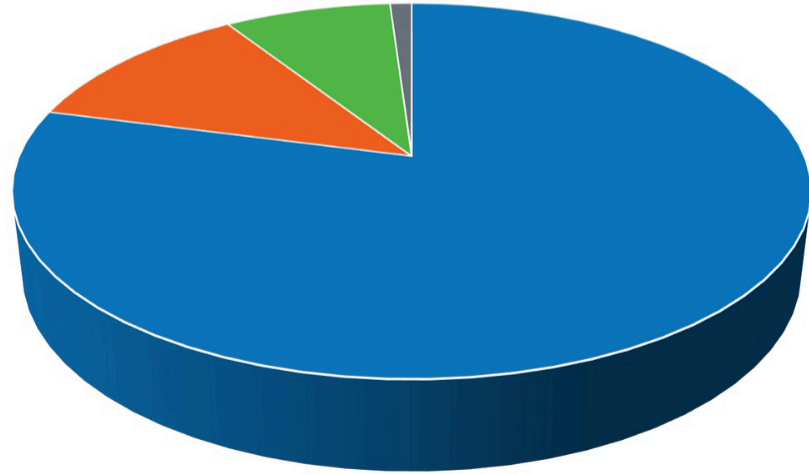
\$20,082,543



Wagner-Peyser 7(a) Funds

\$34,991,114

- Local Workforce Development Board Salaries/Pass-through
- Labor Exchange System (Employ Florida)
- State-Level Administration



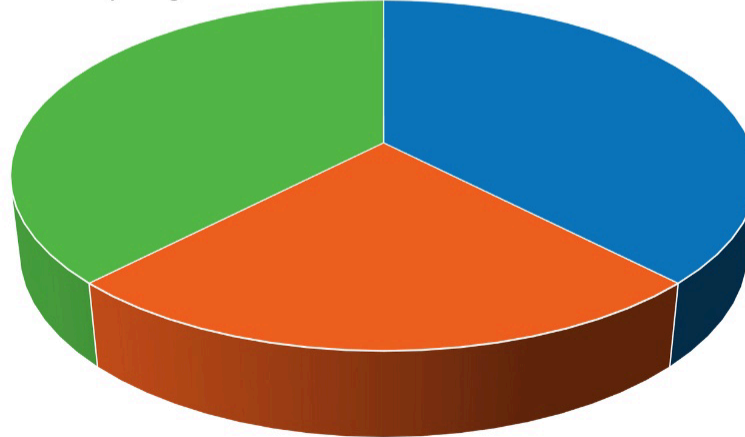
Wagner-Peyser 7(b) Funds

\$4,056,860

■ Statewide Outreach

■ Military Family Employment Advocacy Program

■ Apprenticeship Navigators



Consolidated Action Item 1

For Consideration:

1. Approval to establish the Program Year 2022 WIOA state-level projects.
2. Approval of the allocation methodology as proposed for the distribution of TANF funding for Fiscal Year 2022-2023.
3. Approval of the Program Year 2022 Wagner-Peyser 7(b) state-level activities.

Action Item 2

Workforce Innovation and Opportunity Act Deobligation and Reallocation of Funds Waiver



Adrienne Johnston

Deputy Secretary

Division of Workforce Services

Department of Economic Opportunity

Action Item 2

For Consideration:

- Authorize CareerSource Florida and the Department of Economic Opportunity to submit to USDOL a waiver requesting authority for DEO to recapture and reallocate WIOA funds among local areas using the state-defined criteria described herein.
- Once prepared, the waiver will be posted for public comment at careersourceflorida.com for 14 calendar days before submission to USDOL.

President's Report



Michelle Dennard

President & CEO

2021-2022 Priorities

- **CLIFF Dashboard**
- **Credentials Review Committee**
- **REACH Act**

WELCOME TO THE 2022 FLORIDA PROSPERITY & ECONOMIC OPPORTUNITY SOLUTION SUMMIT

FLORIDA
CHAMBER
Foundation

#ProsperitySummit
#ProsperityFL





Open Discussion | Public Comment



Chair's Closing Remarks



Stephanie Smith

Chair

Upcoming Meetings

- Board Meeting in conjunction with the Workforce Professional Development Summit – **September 12-13, Orlando**
- Board and Council Meetings – **December 15, virtual**