

**Findings Report:
Phase One Local Workforce
Development Board
Alignment Evaluation**

**Prepared for
CareerSource Florida**

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Executive summary

Phase One Local Workforce Development Board
Alignment Evaluation

Executive Summary

The Reimagining Education and Career Help Act (REACH Act) was passed by the Florida Legislature in 2021 as a “comprehensive blueprint for enhancing access, alignment, and accountability across the state’s workforce development system.” The REACH Act aims to assist individuals with barriers to education and employment achieve self-sufficiency through jobs and career pathways. The Act charges organizations throughout the workforce development system to create, as the Act states, a “no-wrong-door-entry” approach to workforce development services, improve coordination among one-stop center partners, and prepare a federal waiver allowing CareerSource Florida to fulfill the roles and responsibilities of local workforce development boards or reduce the number of local workforce development boards.

This report is the first deliverable in a multi-phased, research-backed approach to guide the reduction in the number of local workforce boards, supporting implementation of the REACH Act and continuing to comply with federal Workforce Innovation and Opportunity Act (WIOA) requirements. This report encompasses findings and observations from Phase One discovery research that occurred between April 2022 and June 2022 and included initial stakeholder engagement; research on other states’ alignment processes; and a review of the 24 local workforce development boards’ websites, WIOA 2020-2024 local plans, and other publicly accessible documents.

The Phase One research was guided through weekly meetings with representatives from CareerSource Florida, the Governor’s REACH Office, the Florida Department of Economic Opportunity, and other statewide WIOA partners. It is anticipated that additional phases of stakeholder engagement will take place through the end of 2022, including gathering in-depth data and input from local workforce development boards and local partners in each local workforce development area.



Executive Summary, continued

This report does not suggest any future local workforce development board model or changes needed to achieve the REACH Act. Instead, this report documents the research and input that has been collected thus far in the process. Suggested models or changes related to the structure and geographies of local workforce development areas will be developed in the future in accordance with WIOA and REACH Act requirements.

Takeaways

Below are five research themes emerging from the Phase One evaluation. The themes reflect input from stakeholder participants, lessons learned from studying other states' processes, the review of local workforce development board materials, and conversations with CareerSource Florida and WIOA partners.

- ▶ **Local workforce development board leaders value autonomy in service design.** Stakeholders indicated they value the flexibility and autonomy the current system provides, particularly related to the ability to respond to area-specific employer needs and collaborate with community organizations that work with individuals who experience obstacles to full employment.
- ▶ **Externally, employers and job seekers alike struggle with duplicative data entry and intake forms.** Stakeholders indicated job seekers and employers must share duplicative information for each local workforce development board program. Also, employers that operate across multiple local workforce development areas must contact each local workforce development board individually, fill out its specific intake forms, and comply with differing eligibility standards. These cumbersome processes discourage pursuing the full suite of CareerSource Florida network services.
- ▶ **Different stakeholders interpret different purposes for the workforce development system.** Some stakeholders perceived that the primary purpose of the workforce development system is to serve job seekers through the provision of supportive services, education, and resources to those with significant barriers to employment. Other stakeholders view the primary purpose of the local workforce development board as a service to businesses in need of talent and other support. While these are not mutually exclusive actions, the differing interpretations of mission and vision statements can contribute to divergent definitions of success.
- ▶ **Internally, within the system, data sharing and case management tools vary across local workforce development boards, which contribute to inefficiencies.** During review of each individual local workforce development board, it was observed that each board uses a variety of different platforms and software to track key information. Each board also operates with individual governance models relating to fiscal agents, vendors, and service provision. Stakeholders indicate that this contributes to system-wide incongruity, and inefficiency related to reporting and monitoring.
- ▶ **Employers and the local workforce development board leaders have different views of the current state, but a shared vision for the future.** Despite differing views of the current workforce system, employers and the local workforce development board leaders have a shared vision for the future looking for an aligned system centered around seamless customer service design and delivery of workforce services.

Executive Summary, continued

Highlights from stakeholder group input sessions are provided below. More detail is provided in the full report.

Future state sessions

- ▶ Participants in future state sessions identified the following areas of excellence in the current workforce system: purpose and values, leadership, teaming, and overall organizational mindset.
- ▶ Participants in future state sessions identified the following challenges in the current system: service delivery processes and technology tools/platforms.
- ▶ The group agreed that the desired future state of the system should place customers (Floridians and businesses) at the center of alignment.
- ▶ Participants expressed a desire to enhance current metrics to better measure performance of the local workforce development board.

Local workforce development board familiarization research

- ▶ Mission and vision statements vary across local workforce development boards. Stakeholders indicated that this may lead to different interpretations of the workforce development system.
- ▶ A review of local workforce development board websites and conversations with local workforce development board leaders showed that different boards use different platforms and software for data tracking and case management.
- ▶ The one-stop center structure entails coordination of core WIOA programs (e.g., Adult, Youth, Dislocated Worker, Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation) among other workforce development programs. This leads to various governance and operational structures across the state.

Workshops and interviews

- ▶ Local workforce development board leaders emphasized the value of relationships with core WIOA partners and other local organizations (such as faith-based organizations and other nonprofits), as well as the ability to tailor services to the needs of local markets.
- ▶ Employers and local workforce development board leaders recognized the value of streamlining customer service delivery, including making processes for accessing services more consistent and user-friendly.
- ▶ Many stakeholders believe that coordination of services among partners should be a goal of alignment.

State case studies

- ▶ A review of three other states' recent processes for local workforce development board alignment, along with interviews with leaders from those states, revealed that proactive, clear, and consistent communication with stakeholders is important to building trust and achieving goals.
- ▶ Interviewees from other states mentioned the importance of having an objective, data-backed plan for determining new boundaries for local workforce development areas.
- ▶ Interviewees stated that it is vital to retain local boards' agility to respond to local needs while also having statewide consistency of services, technologies, and data collection / management systems.



Findings report

Phase One Local Workforce Development Board
Alignment Evaluation

Introduction

The Reimagining Education and Career Help (REACH) Act was passed by the Florida Legislature in 2021 as a “comprehensive blueprint for enhancing access, alignment, and accountability across the state’s workforce development system.” The REACH Act aims to assist individuals who encounter barriers to education and employment achieve self-sufficiency through jobs and career pathways. The Act charges organizations throughout the workforce development system to create, as the Act states, a “no-wrong-door-entry” approach to workforce development services, improve coordination among one-stop center partners, and prepare a federal waiver allowing CareerSource Florida to fulfill the roles and responsibilities of local workforce development boards or reduce the number of local workforce development boards.

This report is the first deliverable in a multi-phased, research-backed approach to guide the reduction in the number of local workforce development boards and to support the implementation of the REACH Act. Among the goals of the REACH Act is to update local workforce development area designations to reduce the number of local workforce development boards. This report provides an initial baseline understanding of Florida’s workforce development system to help inform future study and options to continue complying with Workforce Innovation and Opportunity Act (WIOA) requirements while achieving the mandates of the REACH Act.

This report encompasses findings and observations from Phase One discovery research occurring between April 2022 and June 2022, which included initial stakeholder engagement, leading practice state research, and a review of the 24 local workforce development boards’ websites, WIOA 2020-2024 local plans, and other publicly accessible documents. The Phase One research was guided through weekly meetings with representatives from CareerSource Florida, the Governor’s REACH Office, the Florida Department of Economic Opportunity, and other statewide WIOA partners. It is anticipated that additional phases of stakeholder engagement will take place between July 2022 and December 2022 including gathering in-depth input from local workforce development boards, chief local elected officials, and local partners in each local workforce development area.

Additional phases of work will also include the development of potential options for the reduction of the number of local workforce development boards as outlined by the REACH Act to:

- Eliminate multiple layers of administrative entities to improve coordination of the workforce development system
- Establish consistent eligibility standards across the state to improve the accountability of workforce-related programs
- Provide greater flexibility in allocating resources to maximize the funds directed to training and business services

Introduction, continued

Future stakeholder engagement and data analysis will inform the CareerSource Florida Board of Directors on potential options for change. In addition to the REACH Act, future local workforce development area design considerations will also comply with WIOA requirements, including but not limited to collecting WIOA-mandated metrics and alignment with local labor market areas, economic development areas, education and training institutions, benefits to the customer, and additional factors. More information about WIOA is available [here](#).

This report does not suggest any future local workforce development board model or changes needed to achieve the REACH Act. Instead, this report documents the research and input that has been collected thus far in the process. Suggested models or changes related to the structure and geographies of local workforce development areas will be developed in the future in accordance with WIOA and REACH Act requirements.

Inherent system dichotomies

An overarching observation in this Phase One research is that inherent dichotomies exist in the workforce development system that create differing stakeholder perceptions of current strengths and opportunities for improvement. While numerous dichotomies are present, three in particular emerged during this initial Phase One research:

- ▶ **Local flexibility and statewide consistency:** Stakeholders engaged in the Phase One future state sessions and the local workforce development board workshop indicated that local service delivery and design, as well as relationships with local nonprofits, educators, and other WIOA partners, are strengths of the system. In parallel with the desire for local workforce development boards to continue to tailor actions to the needs of local areas is a feeling held by stakeholders that the system would benefit from greater statewide consistency in services and processes, particularly for those job seekers and employers who cross multiple local workforce development areas. This sentiment was echoed during comparative state examinations (see Appendix 1).
- ▶ **Ease of use and mandated federal requirements:** Stakeholders in all Phase One interviews and all workshops indicated a desire to streamline service delivery and increase ease of use for job seekers and employers alike. However, they also recognized requirements for data collection and reporting related to federal programs can create complexities in the system and detract from a user-friendly experience.

Introduction, continued

- ▶ Job seeker focus and employer focus: Participants in Phase One interviews and workshops were asked to share their viewpoints on the current workforce development system, including who the ultimate audience is for workforce development system services. Discussions revealed some stakeholders believe the system should ultimately serve employers, while others believe the system's top audience is job seekers. While the two customer groups are both important, differing perceptions of the ultimate audience have contributed to different definitions of success, messaging, partnerships, and approach. (See Appendix 2 for more details on each local workforce development board.)

These dichotomies are shared to introduce this report because they are important to keep in mind when considering each individual stakeholder group's perspectives. As stakeholders from both the state and local levels expressed, the future will most likely need to balance these seemingly opposite features of the system. As discovered during workshops with local workforce development board leaders, employers, and others, perceptions of the current system vary, but almost all stakeholders have similar visions for the future.

Methodology, process, and data sources

Phase One of the Local Workforce Development Board Alignment Evaluation entailed discovery research to better understand the current state of the workforce development system's operations, services, coordination activities, and structures. More specifically, this work sought to identify areas of excellence throughout the CareerSource Florida network, challenging areas, and visions for the potential future of the system. Phase One inputs included familiarization review of the 24 local workforce development boards, stakeholder engagement with state and local partners, and leading practice review of other states that have completed a local workforce development board alignment or re-alignment process in recent years. These research activities were guided and supported by weekly meetings with representatives from CareerSource Florida, the Governor's REACH Office, the Florida Department of Economic Opportunity, the Florida Department of Education, and other key statewide stakeholders. This report is the first deliverable in a multi-phased, research-backed approach to guide future local workforce development board alignment. The process, which occurred between April 2022 and June 2022, included:



Methodology, process, and data sources, continued



Local workforce development boards familiarization research

A baseline review of the 24 local workforce development boards' websites, 2020-2024 WIOA plans, published collateral, public disclosures, WIOA key performance indicators, and readily available information. The research focused upon the current state of the local workforce development board's structure, partnerships, service delivery models, mission/vision statements, size, funding, technology tools, and success stories. Local workforce development board research was supplemented by baseline population, industry, and unemployment statistics pertaining to the 24 local workforce development areas. The findings of this research are summarized in an appendix of this report.



Stakeholder engagement

Interviews with state leaders including representatives from the Florida Legislature, the Workforce Development Association, the Governor's REACH Office, the Florida Department of Economic Opportunity, the Florida Department of Education, and the Department of Children and Families were completed. A listening session was conducted with representatives from the local workforce development boards and employers from around the state to discuss areas of excellence, challenges, and opportunities for better alignment and efficiencies. Two future state sessions were convened with approximately 15 state leaders, local workforce development board executive directors, and other WIOA partners. The future state sessions encouraged interaction and participation to elicit input on megatrends impacting the workforce system, organizational activities within the CareerSource Florida network, areas of excellence, and opportunities for change moving forward. More than 50 individuals were consulted or reached out to during stakeholder engagement.



Leading practice states research and case studies

An initial scan of multiple states including Alabama, Iowa, Colorado, Pennsylvania, New Mexico, Tennessee, and North Carolina was conducted. These states were identified as states that recently underwent or are currently engaged in a process to adjust local workforce development areas and make system updates. Through conversations with CareerSource Florida and partners, North Carolina, Tennessee, and Alabama were selected for a deeper examination of each of the states' processes for alignment and lessons learned. These three states were selected based upon the recency of alignment, the stage in the alignment process, and readily available information. Interviews with state leaders familiar with the workforce development system were also a part of this research process. This report includes an appendix containing key observations and findings.

Methodology, process, and data sources, continued

The following documents and data sources were consulted during the Phase One discovery process. This list is non-exhaustive of all materials used during the research process. Those that are underlined are available via hyperlink.

- ▶ [2020-2021 CareerSource Florida Annual Report](#)
- ▶ [2020-2024 WIOA Local Workforce Plans for all 24 Local Workforce Development Boards](#)
- ▶ [Alabama Workforce Development: Accelerating the Transformation to Excellence - the Governor's Commission on 21st Century Workforce](#)
- ▶ [CareerSource Florida Organizational Chart](#)
- ▶ [CareerSource Florida Policy Number 110 \(Local Workforce Development Area and Local Workforce Development Board Governance\)](#)
- ▶ [EMSI Burning Glass Occupation Cluster data](#)
- ▶ [Florida Department of Economic Opportunity Local Workforce Development Board resources including governance, program monitoring reports, professional development resources, and policy guidance](#)
- ▶ [Florida Job Seeker Youth and Employers Profile of Attitudes and Behaviors, CareerSource Florida](#)
- ▶ [Florida Job Seekers 15-75 and Employers Profile of Attitudes and Behaviors, CareerSource Florida](#)
- ▶ [Florida Workforce Needs Study, Florida Chamber Foundation](#)
- ▶ [Institute for the Professional Development of Adult Educators \(IPDAE\) presentation: "Statewide Webinar: Collaborative Approaches to Adult Education Delivery](#)
- ▶ [Leading Practice State Interviews](#)
- ▶ [Local Workforce Development Area Designation Analysis Draft, Florida Department of Economic Opportunity](#)
- ▶ [North Carolina Economic Development Association Workforce Development Panel Presentation](#)
- ▶ [NCWorks Commission 2021 Strategic Action Plan](#)
- ▶ [North Carolina: Workforce Development System Alignment Memo](#)
- ▶ [One Workforce Strategy, US Department of Labor](#)
- ▶ [REACH Act \(legislation and background materials\)](#)
- ▶ [State and Local Efforts to Strengthen Workforce System Governance and Planning under WIOA, US Department of Labor](#)
- ▶ [Tennessee Governor's Realignment Letter](#)
- ▶ [Tennessee Local Workforce Development Area Assessment](#)
- ▶ [United States Census American Community Survey](#)
- ▶ [US Bureau of Labor Statistics](#)
- ▶ [Websites and publicly accessible online reports for all 24 Local Workforce Development Boards](#)
- ▶ [WIOA Indicators of Performance and associated trends](#)
- ▶ [Workforce Educational Attainment by County dataset, Department of Economic Opportunity](#)
- ▶ [WIOA Mandatory Partners Report](#)
- ▶ [WIOA materials and background information](#)

Findings and observations

Overarching Research Themes

Below are five research themes emerging from the Phase One evaluation. The themes reflect input from stakeholder participants, lessons learned from studying other states' processes, the review of local workforce development board materials, and conversations with CareerSource Florida and WIOA partners.

- ▶ **Local workforce development board leaders value autonomy in service design.** During the local workforce development board leader listening session, participants indicated that the current system of local service delivery and design offers local workforce development boards flexibility and autonomy to respond to specific community needs. Reported needs included the ability to assist certain groups of job seekers within local areas, responding to mass layoffs of area businesses, and reacting to natural disasters or emergencies. Board executives also reported relationships with local nonprofits, educators and trainers, faith-based organizations, and other community partners contribute to the success of supporting job seekers in the greatest need of receiving services to become self-sufficient and employed. Local workforce development board leaders perceive the local focus of the current system as an important feature of the state of Florida's workforce development system contributing to current successes. A participant in the listening session noted the value of experimentation among the local workforce development boards, as each is given some level of autonomy to test innovative programs at the local level. Stakeholders at all levels also noted the hard work local workforce development boards do to reach out to their immediate service areas.
- ▶ **Externally, employers and job seekers alike struggle with duplicative data entry and intake forms.** During the employer listening session and future state sessions, participants indicated a challenge for both job seeker and employers is the duplicative and sometimes cumbersome data-entry requirements associated with programs. Employers operating across multiple local workforce development areas stated navigating each board's different processes, intake forms, organizational nomenclature, staff, and contracts in order to access the same federal programs is challenging. Employers noted the varied formats and processes tend to disincentivize businesses from pursuing training resources for employees from the workforce development system. They pointed out this can create even greater challenges for smaller employers with limited human resource departments or legal teams to process these information requests or training contracts. Similar challenges exist for job seekers, particularly those enrolled in public benefit programs in which they are potentially engaging with multiple entities – local and state. According to stakeholders, this can result in administrative inefficiencies at the system-wide level. Increasing efficiencies while improving service to job seekers and employers was a desire of numerous stakeholders. That desire echoes the spirit of the REACH Act.

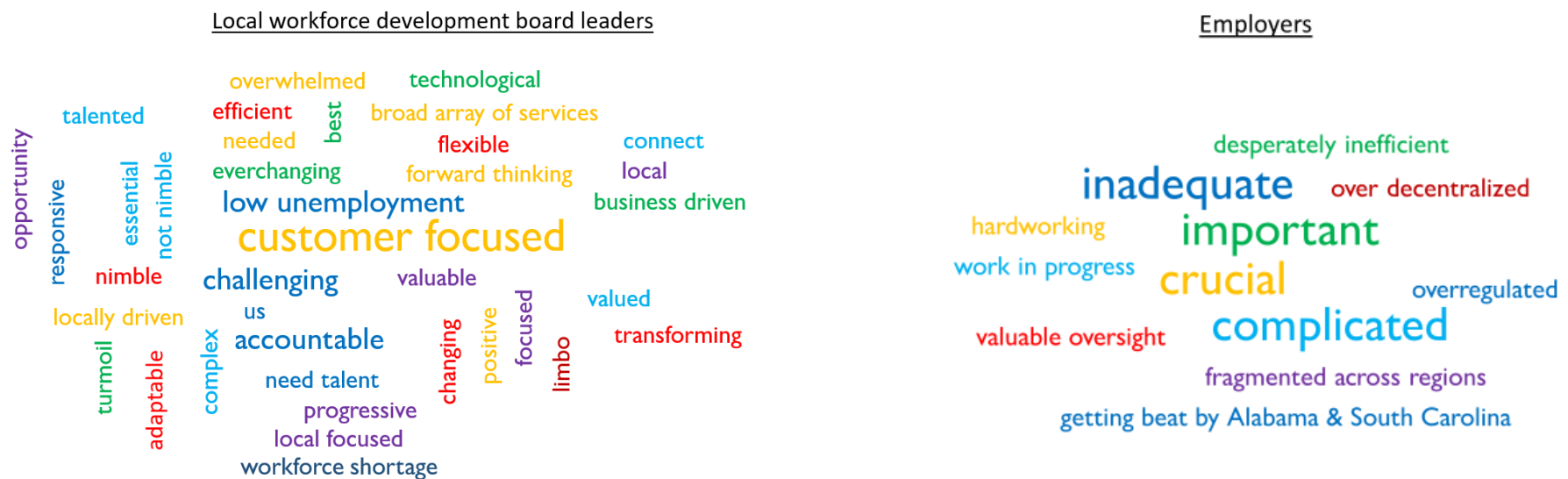
Findings and observations, continued

- ▶ **Different stakeholders interpret different purposes for the workforce development system.** Throughout the Phase One interviews, workshops and listening sessions, stakeholders reported a variety of missions or visions for the local workforce development boards and system as a whole. For example, each board has its own mission or vision statements, as well as different key services advertised on its website. (See Appendix 2 for examples.) Some stakeholders shared that they see the purpose of the workforce development system is to assist Floridians most in need of help to achieve self-sufficiency, access public benefits, and re-enter the workforce. Others reported the system's primary goal is to serve employers, fill open positions, and assist with expansions. Several mentioned an expectation for local workforce development boards to "create jobs," while others noted how that is an "unreasonable" expectation because they spend a large portion of time assisting individuals with gaining the necessary skills to reach self-sufficiency (interviews). Stakeholders recognized the two functions are complementary and not mutually exclusive, but require different operations, skillsets, and services.
- ▶ **Internally, data sharing and case management tools vary across local workforce development boards, which contribute to internal inefficiency.** Throughout the review of each of the 24 local workforce development boards' websites, materials, and 2020-2024 WIOA plans, it was observed that each local workforce development board utilizes a variety of case management, record keeping, and customer relationship management tools to track participants, customers, and outcomes. (See Appendix 2 for examples.) These tools serve the system through compliance monitoring, data sharing amongst key partners, case management, and tracking of a local workforce development board's performance. These varying technology systems can contribute to inefficiencies. For statewide partners that also assist job seekers through other means, managing cases across all partners is challenging. During future state sessions with state and local leaders, participants expressed the potential value of centralizing back-office features of the system such as benefits provision, contracts, outreach, and lease management, to name a few. Each local workforce development board also operates with individual governance models related to fiscal agents, vendors, and service provision models contributing to internal system-wide incongruency and inefficiency related to reporting and monitoring.
- ▶ **Employers and the local workforce development boards have different views of the current state, but a shared vision for the future.** During the employer listening session, participants reported that the current system is complicated, challenging to navigate, inefficient, and sometimes too decentralized - especially for those employers with a multi-area or statewide footprint. One of the largest issues cited is the requirement for employers to talk to multiple staff from each local workforce development board, navigate eligibility requirements for a program, and complete each of the training or apprenticeship agreements individually. Local workforce development board leaders participating in the workforce board leaders listening session expressed overall positivity about the current system, as illustrated on the following page. However, both groups - employers and local workforce development board leaders - communicated very similar aspirations for the more aligned system, with both groups using descriptors like responsive, adaptive, and streamlined to describe the desired future.

Findings and observations, continued

Employers and Local Workforce Development Board Leaders Listening Sessions

During Phase One listening sessions, local workforce development board leaders and employers were asked the following question: What one- or two-word description would you use to describe the **current** state of the workforce development system? The word clouds illustrated below are screenshots from this virtual facilitation exercise with both groups:



Evidenced by the results of the live poll, local workforce development board leaders categorized the current state of the system as customer focused, forward thinking, and local. Employers categorized the workforce development system as important and crucial, but also as inadequate, complicated, and inefficient. These different perspectives reflect a very different interpretation of the reality of the workforce development system's level of success, accessibility, and utility.

Findings and observations, continued

Despite the differing views of the current state of the system, employers and local workforce development board leaders provided a future state picture. The ideal future state of the workforce development system would be characterized by seamless and accessible customer-centered service delivery. In stakeholders' minds, the system would remain flexible and responsive to the needs of customers while centralizing or standardizing some processes to increase accessibility and operational efficiencies. A desire was also expressed to upgrade the technology platforms of the entire system to improve data sharing and the user experience.

During Phase One listening sessions, local workforce development board leaders and employers were asked the following question: What one- or two-word description would you use to describe the **future** state of the workforce development system? The word clouds illustrated below are screenshots from this virtual facilitation exercise with both groups:

Local workforce development board leaders



Employers



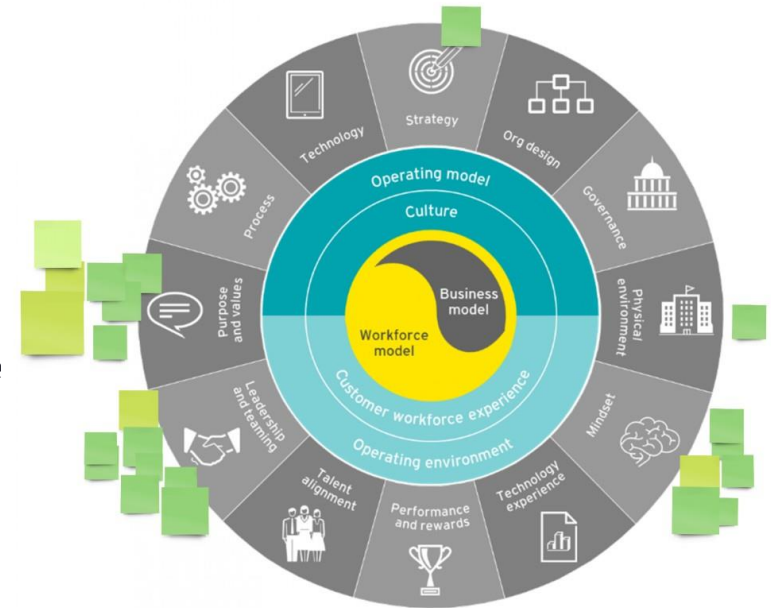
Findings and observations, continued

Future State Sessions

In addition to asking questions regarding the desired future at the employers and local workforce development board leaders listening sessions, a two-part future state workshop session was conducted with approximately 15 state and local leaders. Organizations represented during the future state workshop included the Governor's REACH Office, CareerSource Florida, the Florida Department of Education, the Florida Department of Children and Families, the Florida Department of Economic Opportunity, local workforce development boards, the Florida Economic Development Council, Veterans Florida, career and technical educators, and industry groups. Through the use of interactive facilitation tools, participants shared their thoughts regarding the art of the possible and their aspirations for the workforce development system. The conversations were led with a focus on human-centered design of the system. Input gathered during the session is summarized below.

- ▶ **Strengths of the current system include purpose and values, leadership, teaming, and overall organizational mindset.** During the workshop, participants were shown the graphic to the right depicting a variety of organizational attributes. Using an interactive tool, participants identified three of the features on the outermost ring that they consider to be current areas of excellence in Florida's workforce development system.

As seen by the placement of virtual green "tags" in the graphic to the right, respondents identified purpose & values, leadership & teaming, and overall organizational mindset as the top strengths of the current system. These are features participants identified as foundational to any future change and attributes that should be preserved throughout the alignment process. Stakeholders throughout the workforce development system recognize the mission-driven work being conducted by all core WIOA partners and other one-stop system partners. The one-stop system contributes to teaming and coordination amongst these partners. Participants also noted the tenacious mindset and a "can-do" attitude with which workforce development system partners approach their work.



Screenshot from future state workshop when participants were asked to place three green tags next to features of the current system that are areas of excellence.

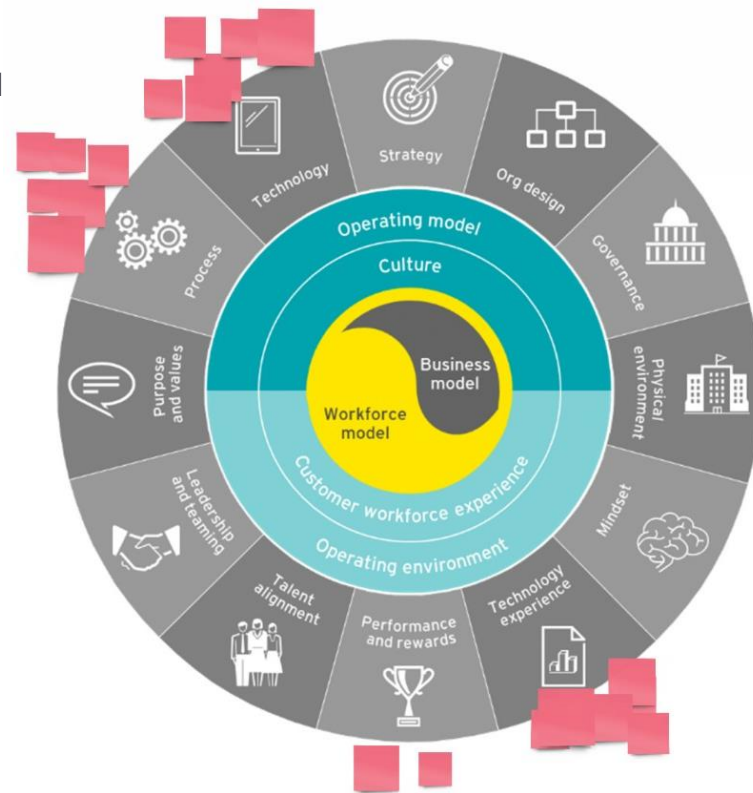
Topics include: Strategy, Org Design, Governance, Physical Environment, Mindset, Technology Experience, Performance and Rewards, Talent Alignment, Leadership and Training, Purpose and Values, Process, and Technology

Findings and observations, continued

- **Challenges of the system include service delivery processes and technology tools & platform.** Participants also indicated the current system's challenges using red tags in the interactive tool. The results of that exercise are reflected in the image on the right. During this discussion, participants expressed that processes for providing services are currently cumbersome and contribute to employer or job seeker discontent with the system. Participants expressed their discontent with the processes is closely related to the current technology experience.

In a follow-up exercise, participants expressed a desire to better integrate data platform development and to reduce duplicative data entry by customers. There was an expressed desire to work towards a system in which creating an Employ Florida job-matching profile is as easy as registering for a private job board. Participants expressed the need to also improve technology platforms to simplify processes for CareerSource Florida staff and partners. They recognized that improved broadband access and digital literacy across the state is needed to support accessibility as technology platforms are enhanced. While organizational design was not specifically addressed by participants during the challenges portion of the conversation, organizational change through the reduction in the number of local workforce development boards is a goal of the REACH Act and CareerSource Florida will address the topic in future phases.

- **The future state should put customer experience at the center of alignment.** A common theme of the future state sessions was participants' desire to design a future system centered on customer experience. Participants felt customer experience should ultimately dictate the success, sustainability, and equity of the workforce development system. The ability for customers to access services through a streamlined, no-wrong-door-entry approach is a key goal of the REACH Act and was also reflected in conversations during the future state sessions. Many participants reflected that this should be one of the highest priorities of the alignment process, as there was an understanding it would lead to directly positive outcomes.



Screenshot from future state workshop when participants were asked to place three red tags next to features of the current system that are areas of excellence.

Topics include: Strategy, Org Design, Governance, Physical Environment, Mindset, Technology Experience, Performance and Rewards, Talent Alignment, Leadership and Training, Purpose and Values, Process, and Technology

Findings and observations, continued

- ▶ **A careful and thoughtful approach to metrics for the success of alignment.** Participants also expressed a desire to improve upon the current metrics, which measure performance for the local workforce development boards along with the system in its totality. The 18 WIOA indicators are the primary metrics used to measure the performance of the local workforce development boards. However, participants expressed these indicators are not always representative of all activities and services performed by the local workforce development boards. Participants expressed the future system should consider which metrics truly reflect success and outcomes in helping Floridians achieve self-sufficiency, not just activities.

Review of Other States' Alignment Processes

The following findings summarize takeaways from examination of other states' recent alignment processes:

Initial states scanned during the review included Alabama, Iowa, Colorado, Pennsylvania, New Mexico, Tennessee, and North Carolina to find relevant examples of leading practice work for the local workforce development board realignment process. The following criteria were considered to select three states for case study research:

- ▶ Local workforce development board realignment in the past five years
- ▶ States at varying stages in the realignment process
- ▶ Availability of information

Alabama, North Carolina, and Tennessee were identified as the three for more in-depth review. Additional findings on each is provided in an appendix of this report.

While the states differed in approach, timing, and ultimate outcomes, several themes surfaced across all three that could provide lessons for Florida's efforts going forward:

- ▶ **Unified, system-wide approach to alignment is critical to building collective trust. This also requires proactive, clear, and consistent communications from state partners to stakeholders at all levels.** State leaders consulted during this research expressed the importance of a system-wide approach to conducting alignment. Whether the process was initiated by an internal directive, a Governor's initiative, or from the ground up, it is critical that key pertinent stakeholders are

Findings and observations, continued

included during the process. Each state experienced some level of resistance to the process and recognized system-wide approaches to change require horizontal and vertical collaboration. Communicating with stakeholders across the entire state through regularly scheduled communications can contribute to a more efficient and effective process. Future state workshop participants highlighted trust in the collective system must be a key outcome from the alignment process. The state leaders interviewed for this portion of the research process reiterated this sentiment, noting trust can be built through the alignment process by encouraging participation and transparently communicating.

- ▶ **Data-backed strategy to determining local workforce development areas.** The REACH Act charges the Florida Department of Economic Opportunity with preparing a federal waiver to be submitted to the US Department of Labor, which reduces the number of local workforce development boards based upon population and commuting patterns. State leaders interviewed during this process recommended service delivery area changes should be based upon these two factors, as well as other factors like geographic barriers, statewide education system service delivery areas, economic development areas, historical trends, and local government consortiums. State leaders also pointed to the imperative to ensure any new designations for local workforce development areas address WIOA requirements including consistency with local labor market areas; common economic development areas; and adequate federal and non-federal resources, including education and training institutions, to address the employment and training needs of job seekers and workers.
- ▶ **Consistency of service and local autonomy is a critical fulcrum.** The three comparative states reported it is important to strive to achieve balance between consistent service delivery statewide and local autonomy. A reduction in the number of local workforce development boards can contribute to more unified service delivery and streamline system navigation for employers, job seekers, and education providers. Those interviewed recognized the value of greater consistency for the sake of the customer's experience, but also the importance of being agile to offer tailored services when the need arises.
- ▶ **Shared technology platforms as a challenge and goal for many states.** All three state alignment processes studied included goals to streamline data sharing and improve technology platforms for more efficient collaboration among state-wide WIOA partners, including administrators of Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) benefits. While data collection requirements vary among federal programs, the comparison states indicated plans to use an application programming interface (API) to verify, collect, and centralize system-wide data on customers across the entire workforce development system to reduce duplicative data entry.

Findings and observations, continued


- ▶ **Have patience.** The state leaders interviewed for this research shared a similar message of patience. They advised that once local workforce development areas are remapped, much work will be needed to integrate systems, invest in technologies, and attain the desired future state.

Next steps

This report reflects findings from an initial baseline research process conducted between April 2022 and June 2022 to document local and state leaders' current perceptions and hopes for the future. Following the report of these findings, a more in-depth exploration will take place in each of Florida's 24 local workforce development areas. The next input processes are anticipated to include one-on-one meetings with chief local elected officials, workshops with each local workforce development board, interviews and workshops with area employers, educators, and job seeker representatives, and continued planning exercises with Florida's WIOA partners such as CareerSource Florida, the Governor's REACH Office, the Department of Economic Opportunity, the Department of Education, and the Department of Children and Families.

The statewide input gathered will contribute to the development of several potential scenarios for achieving the objectives of the REACH Act. The REACH Act calls for a reduction in the number of local workforce development boards, while meeting WIOA requirements; investment in an improved workforce development system that positions Florida to continue its national leading practices in workforce development; and to promote a "no-wrong-door-entry" strategy to help Floridians access services from any workforce partner. Among other priorities and requirements, WIOA outlines the important roles of the Governor, state workforce development board, chief local elected officials, local workforce development boards, other critical workforce development system stakeholders, and the public in the process of designating local workforce development areas, which will continue to serve as a guide for further work and future decisions.

While the details of how the system will evolve are not known at this time, the next steps to determine them are clear: expand outreach across the state, be responsive to the needs of Florida job seekers and businesses, engage in accessible and transparent planning processes, and proactively communicate each step of the way. Future stakeholder engagement and research will inform the CareerSource Florida Board of Directors on potential options for structural updates to board areas. In addition to the REACH Act, future local workforce development area design will also comply with WIOA requirements including specific metrics to be collected as well as alignment of geographical footprints with local labor market areas, economic development areas, education and training institutions, benefits to the customer, and additional factors. State leaders have articulated that local workforce development area alignment will begin by adhering to all federal WIOA and state-required factors and then focus on updates to organizational structure, including optimizing area footprints to better serve Floridians and Florida businesses. After meeting federal and state laws, and updating structures, CareerSource Florida, local workforce development boards, and other WIOA partners will have an opportunity to enhance customer service approaches and platforms, advancing Florida toward its desired future state.



Appendix 1: State case studies

Phase One Local Workforce Development Board
Alignment Evaluation

Methodology and Approach

This appendix includes brief case studies of three states' approaches to local workforce development board alignment. The example states were chosen based on the following criteria:

- ▶ Local workforce development board realignment in the past five years, including adjusting local workforce development areas and making system updates
- ▶ States at varying stages in the realignment process
- ▶ Readily available information

After an initial scan of Alabama, Colorado, Iowa, New Mexico, North Carolina, Pennsylvania, and Tennessee, three states were selected for case studies in this Phase One research process. Those states were Alabama, North Carolina, and Tennessee. Information on each state's workforce development board dynamics before and after the realignment can be found in the subsequent pages.

Sources referred to during the case study process included:

- ▶ Alabama Workforce Development: Accelerating the Transformation to Excellence - the Governor's Commission on 21st Century Workforce
- ▶ Interviews with workforce development leaders in each state
- ▶ North Carolina Economic Development Association (NCEA) Workforce Development Panel Presentation
- ▶ NCWorks Commission 2021 Strategic Action Plan
- ▶ North Carolina: workforce development system Alignment Memo
- ▶ Tennessee Governor's Realignment Letter
- ▶ Tennessee Local Workforce Development Area Assessment

North Carolina

Information was compiled and analyzed through online research and one-on-one interviews with state leaders.



North Carolina

In 2021, North Carolina began the process to realign its local workforce development boards and system. The system includes a population of over 10.5 million residents, a labor force participation rate of more than 61%, an unemployment rate of 3.4%, and a robust education and workforce ecosystem. This ecosystem is supported by key partners such as local educational institutions, NCWorks Commission, the North Carolina Department of Commerce, and many more.

Source: Population and labor participation rate: US Census 2020 5-year data and Unemployment rate: US Bureau of Labor and Statistics, May 2022

BEFORE

North Carolina had 23 local workforce development boards. According to the state leader interviewed, the system was not as regionally supportive, collaborative, or consistent as desired. Each local workforce development board was a different size and had varying priorities and operational systems.

CURRENT

North Carolina's Governance and System Alignment Committee (a subset of NCWorks Commission) conducted a recent workforce study to evaluate the workforce development system and realignment possibilities. Following the study and as of June 2022, the state is currently undergoing the realignment process and considering aligning the local workforce development areas with economic development activity. State leaders are currently exploring a reduction from 23 to eight newly formed local workforce development boards. The new system, guided by foundational principals created through the most recent workforce study, also plans to align the local workforce development boards in accordance with federal and state guidelines and laws.

WHY?

One of North Carolina's priorities is to better support economic development statewide. The state felt efforts to align with economic development activities will enhance competitiveness for job expansion and talent attraction and retention. A more modernized, collaborative, and consistent workforce system is needed to further strengthen the state's economic development positioning. Research on the process also pointed out that state leaders recognize that federal and state laws encourage improved regional alignment across workforce and economic development, providing additional impetus to update the system.

North Carolina - Study Process

Over the past decade, North Carolina has completed three studies focused on improving the workforce development system. The reports identified similar challenges as the new findings. The Governance and System Alignment Committee (a subset of NCWorks Commission) conducted its most recent workforce study from November 2021 to February 2022 with the goal of answering the following questions:

1. Are there opportunities to better align the existing workforce system with economic development activity in the state?
2. If so, what guiding principles would best support this realignment?

The study process included collecting a variety of data on commuter, labor, and economic trends. In addition to quantitative data, the committee conducted an inclusive stakeholder engagement process with workforce, economic development, and education leaders across the state. Stakeholder engagement included interviews with individuals from the following organizations:

Education	Workforce	Economic Development	Government
<ul style="list-style-type: none">• Department of Public Instruction• myFutureNC• North Carolina Association of Community College Presidents• NC Community Colleges System Office• NC Independent Colleges & Universities• UNC System Office	<ul style="list-style-type: none">• Division of Workforce Solutions• Department of Commerce• Equus Workforce Solutions• NC Association of Workforce Development Boards• NCWorks Commission• Two Hawk Employment Services	<ul style="list-style-type: none">• Economic Development Partnership of NC• Carolinas Gateway Partnership• Charlotte Regional Business Alliance• City of Charlotte EDD• NC Chamber• NC East Alliance• NC EDA• North Carolina's Southeast• Wake County ED	<ul style="list-style-type: none">• NC Association of Regional Councils of Government

North Carolina – Takeaways to-date

After data collection and stakeholder engagement, in February 2022 the Governance and System Alignment Committee presented its findings in a memorandum to the NCWorks Commission Chair. Recommendations included a realignment of the existing service areas of local workforce development boards to promote alignment with economic development activities (such as North Carolina's designated Prosperity Zones). The memorandum also included eight guiding principles to inform local elected officials as they agree to future local workforce development areas. (In accordance with federal law, local elected officials will help determine the makeup and structure of the local boards.) Those principles are:

- 1. Seek to better the lives of North Carolinians through realignment:** Support changes to the local workforce development board system that will prioritize access to services for job seekers and employers, efficient use of available resources, and responsiveness to local and regional needs.
- 2. Expand local workforce development board access:** Reduce the number of single-county local workforce development boards to better reflect labor market and commuting patterns.
- 3. Decrease redundancy among local workforce development boards within economic development areas:** Minimize the overlap of local workforce development boards across multiple Prosperity Zones and, as applicable, Councils of Government (COG) to better promote alignment with economic development activities.
- 4. Better align state college and local workforce development board service areas:** Minimize the overlap of local workforce development boards across multiple state college service areas.
- 5. Match local workforce development board outreach to area job seeker and business customer needs:** Maximize the average percentage of individuals who live and work in the same area to be more reflective of current labor and commuter patterns.
- 6. Ensure consistent service, strong visibility, and sufficient capacity among local workforce development boards:** Support policies that will strengthen the visibility and capacity of local workforce development boards as well as partnerships between workforce and economic development entities to make certain that employers and jobs seekers receive consistent service and response across the state.
- 7. Allow flexibility for administrative entities:** Support existing administrative entities, including COGs, nonprofits, and city/county governments, to remain in the administrative role, even if newly redrawn workforce area boundaries are different from previous boundaries.
- 8. Consider further review of the broader workforce system:** While the role of local workforce development boards is central in workforce development, they are part of a broader system which may benefit from additional changes to further promote alignment and efficiency.

North Carolina – Challenges and successes to-date

CHALLENGES

The NCWorks Commission and the Governance and System Alignment Committee have received negative feedback from some of the areas and in the press due to the realignment potentially causing funding and staffing cuts after consolidation. For example, one county's governing board has raised a formal protest against the proposed realignment plan. This county has expressed concern about the proposed changes drowning out the voices of smaller counties and reducing the number of private sector representatives who can serve on the local workforce development boards. Other areas have expressed concern that having a smaller number of (larger) areas could risk the ability to effectively serve employers and job seekers, particularly because those individuals might be located farther away from the local workforce development board offices.

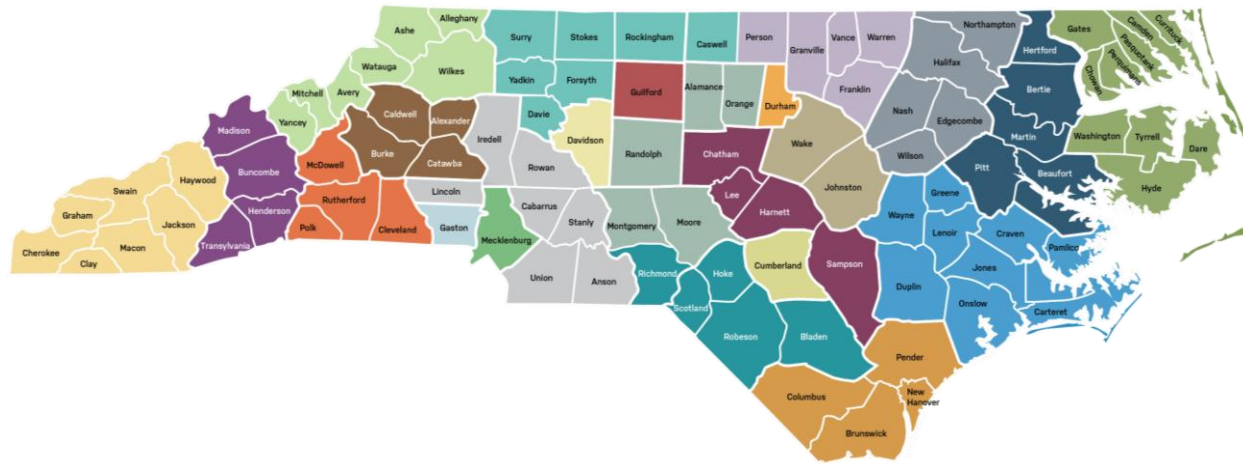
In addition, one interviewee expressed that communication was challenging. The process engaged one person to represent all local workforce development boards. On reflection, state leaders indicated that they would have been more inclusive and reduced barriers if they had included one person from each board.

SUCSESSES

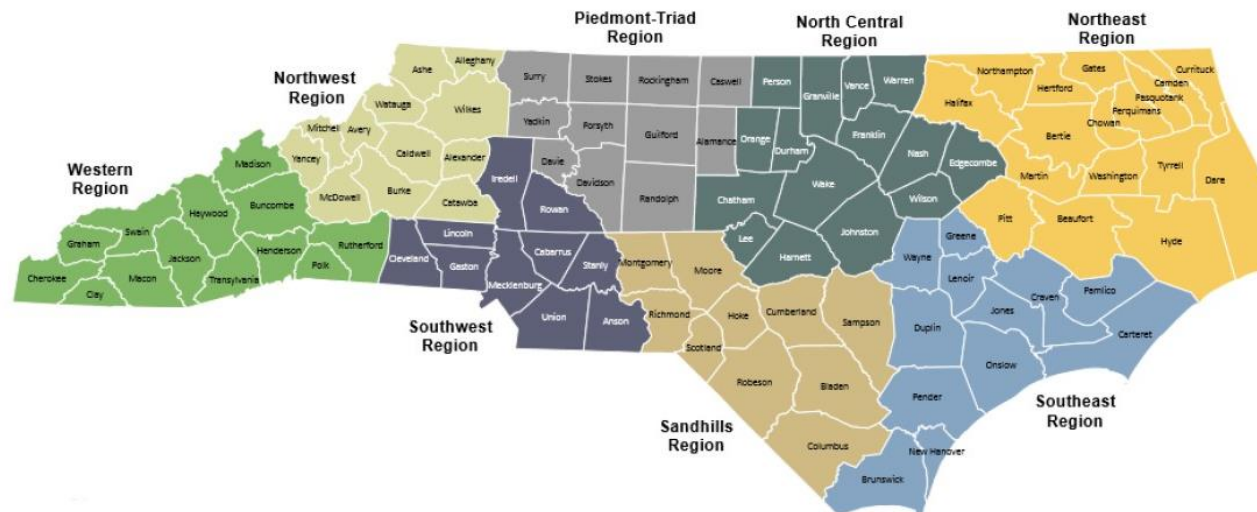
Although there is more work to do, North Carolina leaders believe that they have progressed in their realignment plans. It was noted that one of the early successes has been adopting a CRM platform to track employer activity and streamline data requests. In addition, they see the most recent alignment study as a positive experience because it allowed them to collect more information and insights on workforce and economic development leading practices elsewhere in the US.

North Carolina - Realignment maps

Map of North Carolina Local Workforce Development Board Areas Before 2022 Alignment Study: 23 Areas



Map Currently Under Consideration for Future North Carolina Local Workforce Development Board Areas: 8 Areas



Tennessee

Information was compiled and analyzed through online research and one-on-one interviews with state leaders.



Tennessee

In 2018, Tennessee began the process to realign its local workforce development boards and system. The system includes a population of over 6.9 million residents, a labor force participation rate of more than 61%, an unemployment rate of 3.3%, and a robust education and workforce system. This ecosystem is supported by key partners such as local education institutions, Jobs4TN, the Tennessee Department of Labor and Workforce Development, and many more.

Source: Population and labor participation rate: US Census 2020 5-year data and Unemployment rate: US Bureau of Labor and Statistics, May 2022

BEFORE

Before 2018, Tennessee had 13 local workforce development areas and although the state was performing well, it wanted to continue to strengthen the system by realigning the local workforce development boards.

AFTER

The local workforce development boards consolidated into nine boards to reflect the service areas of the Tennessee Department of Economic and Community Development. Prior to 2018, local areas in Tennessee had not been realigned since the 1990s. Desired outcomes from the realignment were to make more efficient use of resources and improve access for Tennesseans.

WHY?

The local workforce development boards were aligned in hopes to strengthen the workforce system to increase alignment across the education, workforce, and economic development sectors. The realignment process partially stemmed from one county requesting to change its local workforce development area to better match its economic and community development service areas. The State Workforce Development Board recommended that the county shift from its current local workforce development area into a neighboring local workforce development area. This sparked a desire to look at how well counties' local workforce development areas matched their economic development areas.

Tennessee - Study Process

The State Workforce Development Board (SWDB) completed an extensive analysis of the state's workforce development areas including federal and state resources and labor market data. The SWDB also examined Tennessee's operations and performance in serving residents in the areas of economic development, local workforce development, and access to higher education and training resources.

The SWDB sought out diverse input from county elected officials, local leaders, and partners across the state to gain insights and opinions on aligning the local workforce development area with the Economic and Community Development Base Camps. They conducted two focus groups in each area totaling 14 focus groups throughout the duration of the study.

Takeaways from the stakeholder engagement process included the need to further enhance regional development capacities and optimize opportunities to share and leverage resources in the areas of local workforce development partnerships while continuing to create access to services and opportunities in rural areas.

Tennessee - Challenges and successes to-date

CHALLENGES

State leaders recognize that Tennessee is a state with a diverse geography and workforce. Research indicates that balancing rural and urban needs was a challenge when trying to create a system that strives for consistency. Engaging the communities across the state in the planning process helped break down barriers and create a more collaborative environment.

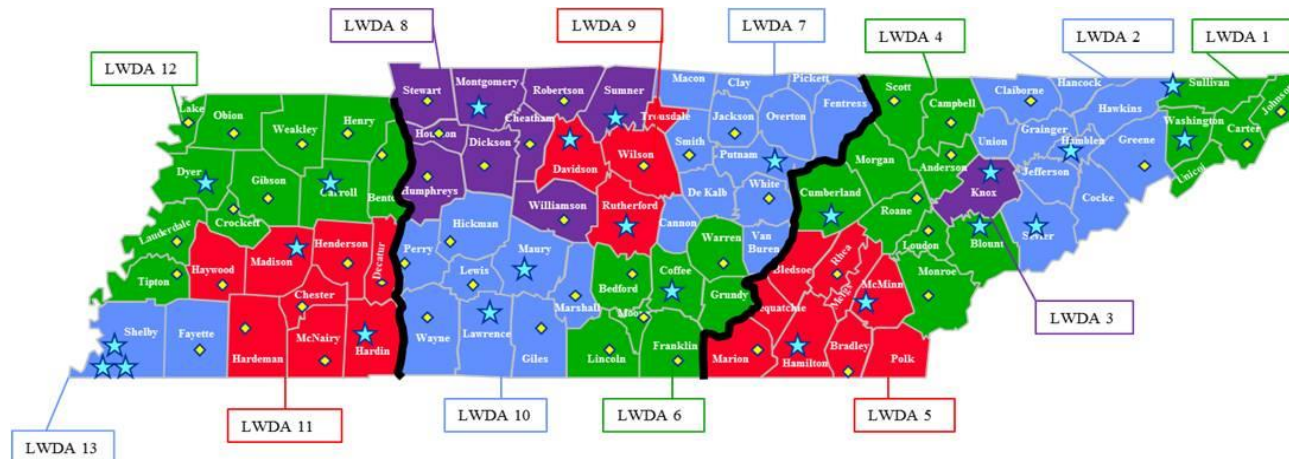
Another challenge faced throughout alignment and even today is achieving consistency across each local workforce development board. One alignment goal is for the processes, service offerings, and quality of service to be the same across all nine boards. To this day, there are still minor differences in each local workforce development board. The Tennessee Department of Labor and Workforce Development and local workforce development board leaders continue to work together to streamline and increase consistency.

SUCSESSES

Representatives from the Tennessee Department of Labor and Workforce Development noted the realignment process was a pivotal strategy for building the foundation for strengthening the workforce system to engage partners while eliminating redundancies across the state. The realignment process forced critical conversations with local leaders on industry and economic activity. The realignment process also gave local workforce development boards an opportunity to change to a non-profit board to increase funding opportunities. Given this new opportunity, five of the nine local workforce development boards are now designated as nonprofits.

Tennessee - Realignment maps

Map of Tennessee Local Workforce Development Areas Before Alignment



Map of Tennessee Local Workforce Development Areas After Alignment



Alabama

Information was compiled and analyzed through online research and one-on-one interviews with state leaders.



Alabama

In 2017, Alabama began the process to realign the local workforce development boards and system. The system includes a population of over 5 million residents, a labor participation rate of more than 57%, an unemployment rate of 2.7%, and a robust education and workforce system. This ecosystem is supported by key partners such as local education institutions, AlabamaWorks!, the Alabama Department of Labor, and many more.

Source: Population and labor participation rate: US Census 2020 5-year data and Unemployment rate: US Bureau of Labor and Statistics, May 2022

BEFORE

Before 2015, Alabama had 10 Regional Workforce Councils and three local workforce development boards.

AFTER

On October 1, 2015, the structure changed to seven local Regional Workforce Councils. This change allowed for all workforce and education resources to align and meet industry and business needs. The realignment of the Regional Workforce Councils transferred the Regional Workforce Councils to the Alabama Department of Commerce as a part of a comprehensive Workforce Development Plan. On July 1, 2017, the federal local workforce development boards realigned to match the seven geographic areas of the new Regional Workforce Councils.

WHY?

Why were the Regional Workforce Councils realigned?

The Regional Workforce Councils in Alabama were realigned so the councils could focus on the issues faced by the organizations within its own areas.

Why were the local workforce development boards realigned?

The local workforce development boards were aligned to provide consistency and match the Regional Workforce Councils to allow more local input on how funds are utilized for training through local Career Centers.

Alabama – Workforce development structure

In 2015, the structure changed to seven Regional Workforce Councils and in 2017, the federal WIOA workforce development boards realigned to match the seven geographic areas of the new Regional Workforce Councils. The table below describes the differences between Regional Workforce Councils and federal WIOA workforce development boards.

Regional Workforce Councils

Functions of the Regional Workforce Councils include:

- ▶ Be business driven and business led;
- ▶ Maintain a strategic plan to support the Governor's Success Plus initiative and Accelerate Alabama economic development plan;
- ▶ Establish a feedback loop for critical workforce development information to the Alabama Workforce Council; and
- ▶ Monitor business and industry satisfaction with federal- and state-funded projects and be the change agent if not satisfied.

Federal WIOA Workforce Development Boards

The federal WIOA workforce development boards assist the Governor, other key workforce partners, and stakeholders in obtaining two key outcomes:

- ▶ A properly prepared workforce to meet the current and future demands of Alabama's employers; and
- ▶ Innovative opportunities for Alabama's workforce to succeed in the 21st century.

The state workforce development board accomplishes these key outcomes by:

- ▶ Aligning state workforce policy and resources with education and economic development;
- ▶ Promoting a proactive, flexible, and innovative talent development system;
- ▶ Holding the workforce system accountable for results to ensure Alabamians develop the skills they need to sustain rewarding careers; and
- ▶ Ensuring Alabama's businesses have the talent they need to be competitive.

Alabama - Study process

The realignment study process was led by the Office of the Governor of Alabama. The study process included research and stakeholder engagement. The primary form of data used in informing the decisions was state commuting patterns.

Alabama hosted 14 focus groups across the state to educate and gather input from local leaders and local elected officials on the realignment process. The state hosted two in each of the seven areas. Throughout stakeholder engagement, Alabama leadership heard many opinions with competing interests. The state leader interviewed for this research process noted several times that having the messaging and recommendations come from the Office of the Governor helped resolve conflicting viewpoints on future alignment.

Alabama - Challenges and successes to-date

CHALLENGES

Alabama decided to host 14 stakeholder engagement sessions, two sessions in each proposed area, but primarily make the plan with a small group of key stakeholders. Although there were differing opinions on the process and plan identified through the stakeholder engagement process, the state found great success in its action plan and has seen continued success since the realignment.

Another valuable lesson from the state of Alabama is to be patient with the lengthy amount of time needed to make changes to the state's workforce development system. Structural system-wide change doesn't come quickly.

SUCSESSES

Alabama stated its greatest success from the process has been the new coding language they developed called Alabama Occupational Ontology. The system creates an alphanumeric number for each skill based on function and credential. The system aims to bridge gaps between job seekers and employers by better showcasing in-demand skills and education. This has been missing from connecting education to business and translating time-based versus credit-based learning to discrete skills. They are working on educating other states on this system so they can adopt it as well.

Alabama - Realignment maps

Before alignment

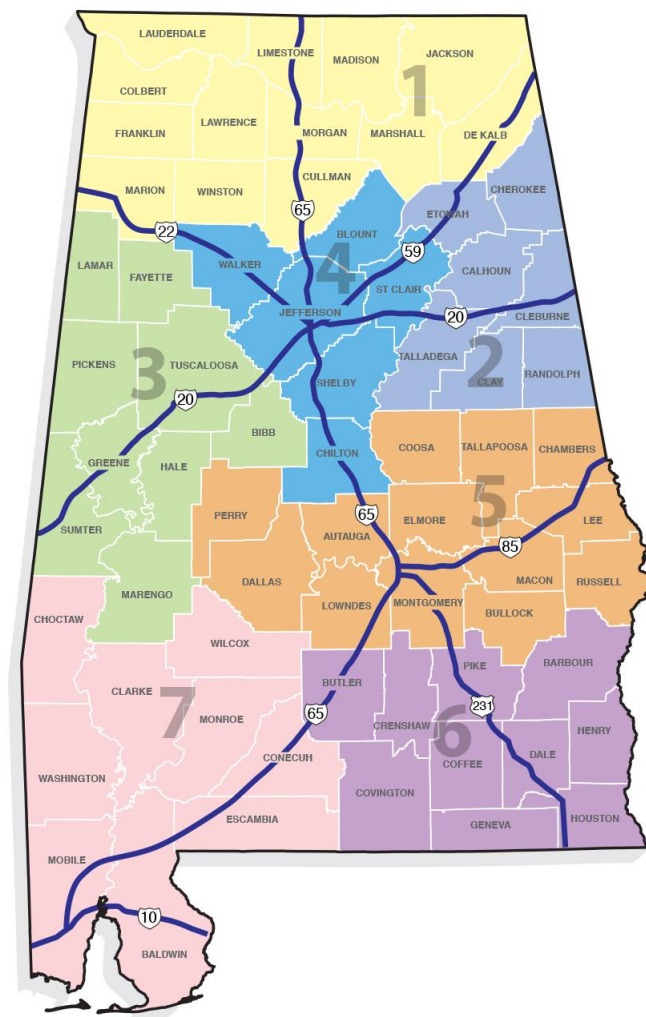
Before realignment, Alabama had three local workforce development boards serving the state.

Workforce Board 1: Jefferson County (Birmingham)

Workforce Board 2: Mobile County (Mobile)

Workforce Board 3: The remaining 65 counties

After alignment



A woman with glasses and a light blue top stands in front of a whiteboard, smiling and gesturing. She is presenting to a group of people seated around a wooden conference table. The whiteboard behind her contains handwritten notes and diagrams, including a flowchart with boxes labeled 'M', 'SA', and 'H'. The room has a rustic wooden wall.

Appendix 2: Local workforce development board overviews

Phase One Local Workforce Development Board
Alignment Evaluation

Methodology and Approach

This appendix contains the summary findings of a baseline review that was conducted in May 2022 of Florida's 24 local workforce development boards' websites, 2020-2024 WIOA plans, published collateral, public disclosures, WIOA key performance indicators, and readily available information. The research focused on the current state of the local workforce development boards' structure, partnerships, service delivery models, vision/mission, size, funding, technology tools, and success stories. Each local workforce development board examination also included research on baseline population, industry, and unemployment statistics utilizing data available through the US Census, US Bureau of Labor Statistics, and EMSI Burning Glass. The three-page overview of each local workforce development board includes a summary of geographic information, governance structure, a sample of service offerings, and a snapshot of economic conditions. The overviews are presented in numerical order, starting with local workforce development board 1.

This appendix also begins with a summary matrix encapsulating a variety of points regarding the local workforce development areas as well as the governance features and case management tools of the local workforce development boards. The matrix is then followed by a brief summary of observations from this research. Information included in this appendix was sourced from the below sources, with emphasis on the local workforce development area plans for 2020-2024. Information included in the following pages may not be reflective of potential dynamic, on the ground changes which have occurred from the time of publishing the 2020-2024 local area plans, or the posting of information on local workforce development board websites. The local workforce development board research provided a valuable baseline to understand the current organizational differences in approach, design, and structure of the local workforce development boards.

Sources referred to during the case study process included:

- ▶ Websites and publicly accessible online reports for all 24 local workforce development boards
- ▶ Local Workforce Development Area WIOA Plans for 2020-2024
- ▶ WIOA Indicators of Performance and associated trends
- ▶ Workforce Educational Attainment by County dataset, Florida Department of Economic Opportunity
- ▶ WIOA Mandatory Partners Report
- ▶ WIOA materials and background information
- ▶ US Census
- ▶ US Bureau of Labor Statistics
- ▶ EMSI Burning Glass

Summary matrix

This table, along with the profiles, was developed using 2020-2024 WIOA local area plans and local workforce development board websites as reference. DEO conducted a similar comparison and results are slightly different. A conclusion that can be drawn from this evaluation is that there are variations not only among the boards but also among the timing and information that is available on the local workforce development boards.

Local Workforce Development Board Summary Matrix										
Number	Local Workforce Development Board	Population served	Change in population (2015-2020)	Labor force participation rate (2020)	Counties	Fiscal agent?	One-stop operator?	Administrative entity?	Direct provider of career services?	Technology-enabled intake, case management information systems, and data sharing (plus OSST and Employ Florida)
1	CareerSource Escarosa	496,278	6.2%	65.5%	2	Yes	Yes	Yes	Yes	Electronic sign-in application and case management
2	CareerSource Okaloosa Walton	278,479	10.6%	67.2%	2	Yes	Yes	Yes	Yes	Automated Tracking, Linking, and Archiving Solution (ATLAS)
3	CareerSource Chipola	114,690	-1.2%	52.4%	5	Yes	No	Yes	Yes	Automated Tracking, Linking, and Archiving Solution (ATLAS)
4	CareerSource Gulf Coast	207,063	2.1%	67.8%	3	Yes	Yes	Yes	Yes	Began the process of going paperless with casefiles
5	CareerSource Capital Region	370,505	2.8%	71.4%	3	Yes	No	Yes	No (Exception of providing business services)	Automated Tracking, Linking, and Archiving Solution (ATLAS)
6	CareerSource North Florida	121,807	-0.5%	52.7%	6	Yes	No	Yes	Yes	Electronic case management service tracking system

Summary matrix, continued

Local Workforce Development Board Summary Matrix										
Number	Local Workforce Development Board	Population served	Change in population (2015-2020)	Labor force participation rate (2020)	Counties	Fiscal agent?	One-stop operator?	Administrative entity?	Direct provider of career services?	Technology-enabled intake, case management information systems, and data sharing (plus OSST and Employ Florida)
7	CareerSource Florida Crown	121,165	4.4%	56.0%	4	Yes	Yes	Yes	Yes	Unclear
8	CareerSource Northeast Florida	1,607,580	9.0%	72.0%	6	Yes	No	Yes	Yes	SUNTAX Portal Production System, SharePoint for partners, Internal Self-Referral Forms
9	CareerSource North Central Florida	295,828	5.1%	68.1%	2	Yes	No	Unclear (Interim AE)	No	Automated Tracking, Linking, and Archiving Solution (ATLAS)
10	CareerSource Citrus Levy Marion	549,127	6.4%	62.6%	3	Yes	No	Yes	Yes (Except WIOA Youth Program)	Automated Tracking, Linking, and Archiving Solution (ATLAS), Virtual One-Stop (VOS) greeter kiosk
11	CareerSource Flagler Volusia	658,961	9.0%	69.4%	2	Yes	No	Yes	No	Procured CRM, Content Central
12	CareerSource Central Florida	2,690,198	12.7%	74.1%	5	Yes	No	Yes	Yes	Internal customer management, Virtual One-Stop (VOS) greeter kiosk
13	CareerSource Brevard	594,001	7.3%	70.5%	1	Yes	No	Yes	No	Unclear

Summary matrix, continued

Local Workforce Development Board Summary Matrix										
Number	Local Workforce Development Board	Population served	Change in population (2015-2020)	Labor force participation rate (2020)	Counties	Fiscal agent?	One-stop operator?	Administrative entity?	Direct provider of career services?	Technology-enabled intake, case management information systems, and data sharing (plus OSST and Employ Florida)
14	CareerSource Pinellas	970,985	4.2%	73.9%	1	Yes	No	Yes	Yes	Automated Tracking, Linking, and Archiving Solution (ATLAS), e-Signature intake process
15	CareerSource Tampa Bay	1,451,358	11.4%	74.8%	1	Yes	No	Yes	No (Exception of providing WIOA Youth Program)	Electronic data management system (kiosk system), Net Promoter Score, online application for select programs
16	CareerSource Pasco Hernando	730,585	11.7%	67.9%	2	Yes	Yes	Yes	Yes	Web-based portal
17	CareerSource Polk	705,735	12.6%	69.3%	1	Yes	Yes	Yes	Yes	Paperless system for virtual services
18	CareerSource Suncoast	821,613	11.7%	71.3%	2	Yes	No	Yes	Yes	Technology platforms and internal automated data bases
19	CareerSource Heartland	210,583	5.3%	61.2%	4	Yes	Yes	Yes	Yes	Unclear
20	CareerSource Research Coast	638,298	9.6%	69.8%	3	Yes	Yes	Yes	Yes	Electronic kiosk, Google applications and databases, DocuSign

Summary matrix, continued

Local Workforce Development Board Summary Matrix										
Number	Local Workforce Development Board	Population served	Change in population (2015-2020)	Labor force participation rate (2020)	Counties	Fiscal agent?	One-stop operator?	Administrative entity?	Direct provider of career services?	Technology-enabled intake, case management information systems, and data sharing (plus OSST and Employ Florida)
21	CareerSource Palm Beach County	1,482,057	7.5%	74.7%	1	Yes	Yes	Yes	Yes	Unclear
22	CareerSource Broward	1,942,273	5.4%	76.3%	1	Yes	No	Yes	Yes (Except WIOA Youth Program)	Paperless system for case file document management
23	CareerSource South Florida	2,780,665	2.4%	74.5%	2	Yes	No	Yes	No	Automated Tracking, Linking, and Archiving Solution (ATLAS)
24	CareerSource Southwest Florida	1,377,090	12.7%	71.5%	5	Yes	No	Yes	Yes	Electronic document management, e-signature

Local workforce development board research summary

The following points are research observations to supplement findings in the main body of the report. These observations are non-exhaustive and reflect the review of the materials, publications, and plans of the 24 local workforce development boards. It is anticipated that additional data analysis and stakeholder engagement at the local workforce development area level will occur during Phase Two of this Board Alignment Evaluation.

- ▶ **Population and population growth of local workforce development areas:** The population of local workforce development area 23, served by CareerSource South Florida, was 2.78 million per Census estimates in 2020, which is the largest local workforce development area by population. The smallest local workforce development areas by population is local workforce development area 3, served by CareerSource Chipola, with approximately 114,000 residents as of 2020. CareerSource South Florida is currently serving approximately 24 times more residents than CareerSource Chipola. Local workforce development areas also exhibit a wide range of population growth rates. Local workforce development area 12, served by CareerSource Central Florida, exhibited a 12.7% population growth rate from 2015-2020. Local workforce development area 3, served by CareerSource Chipola, exhibited a population decline of 1.2% in that same time period.
- ▶ **Case management systems:** CareerSource Florida local workforce development boards utilize a variety of case management, customer relationship management (CRM), technology-enabled intake forms, and data-sharing platforms to manage their operations and collaborate with other core WIOA partners. The Department of Economic Opportunity offers Employ Florida and the MyFlorida (One-Stop Service Tracking tools) for all local workforce development boards to utilize. According to the WIOA 2020-2024 local area plans, The Automated Tracking, Linking, and Archiving (ATLAS) tool is used by at least seven of the local workforce development boards to support check-in procedures, monitor center traffic, and as a repository for customer files to be shared amongst WIOA partners. Other tools and systems utilized by the local workforce development boards across Florida include procured CRMs, and online databases, and internally designed and managed databases.
- ▶ **Governance and organizational structure:** Local workforce development boards structure and organize in individual ways. The previous summary matrix notes that local workforce development boards identify various organizations to act as the fiscal agent, the one-stop operator, the administrative entity, and the direct provider of career services (with some boards opting to contract for certain programs and provide direct services for other programs). Some local workforce delivery boards act in all four of those roles. Most local workforce development boards opt to procure a one-stop operator. Some boards provide all of their services directly, some opt for a mixed strategy of service delivery with contractors, and others may contract out the majority if not all career services.

1. CareerSource Escarosa

- ▶ **Area population (2020):** 496,278
- ▶ **Mission or Vision statement:** "CareerSource Escarosa is committed to providing valuable job seeker and employer services to meet your needs."
- ▶ **Key industry sectors:** IT, healthcare, manufacturing, transportation, construction, accommodation and food services, and retail trade
- ▶ **Number of career centers:** 3
- ▶ **Governance model:** CareerSource Escarosa is the fiscal agent, one-stop operator and administrative entity for the area.
- ▶ **Unique approaches to service delivery:** According to CareerSource Escarosa's website and WIOA Plan, unique services offered to job seekers at CareerSource Escarosa include, but are not limited to:
 - ▶ The Success in Occupational Achievement and **Reentry** (SOAR) program for returning citizens
 - ▶ Robust **veterans services** programs
 - ▶ **GED prep** courses offered to residents 16 and older



Partners/programs included in the full-service, one-stop center:

- Vocational Rehabilitation
- Providers of Adult Education services
- State College System
- Representatives of DEO Wagner-Peyser
- Veterans
- WIOA
- Private Colleges/Universities
- WIOA Youth Program Service Providers
- Children's Home Society
- Escambia County School District
- Santa Rosa County School District
- Community Action Program Committee

CareerSource Escarosa: Sample offerings

Employer Service Offerings

- Business Services team - recruiting, job posting, and applicant screening services
- Customized apprenticeship programs and the unique Employment and Training Opportunity Program through the Welfare Transition Program
- On-the-Job Training, Incumbent Worker Training, Quick Response Training, and Employed Worker Training
- Services for layoffs and resources on available tax credits for employers
- Information on Labor Market Information for the local service area

Job Seeker Service Offerings

- Job search via Employ Florida, resume assistance, interview assistance, educational workshops, career assessment information, in-demand job information, and training
- Re-Employment Assistance online and tobacco cessation resources
- Veteran services - the SkillBridge internship and the Get There Faster grant
- Success in Occupational Achievement and Reentry (SOAR) program for returning citizens

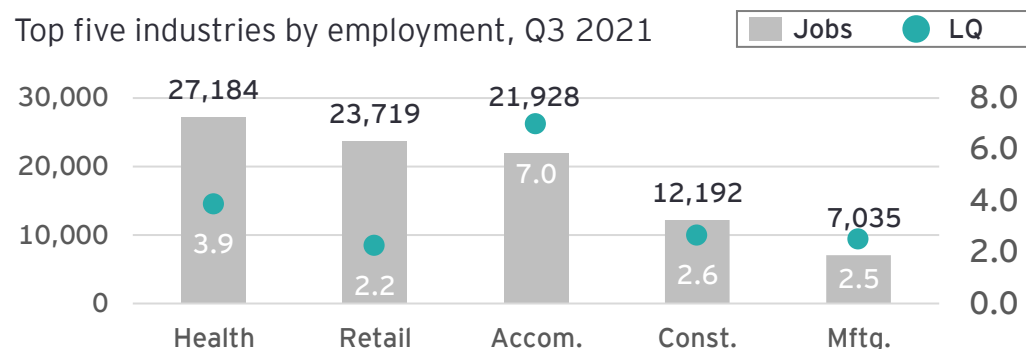
Adult Education Offerings

- GED Prep classes in partnership with George Stone Technical Center
- Test of Adult Basic Education (TABE) to determine suitability for post-secondary education or job training
- Existing relationships with providers of Adult Education/GED and Literacy
- Active participant with all recipients of Perkins Act funds and is integral to the area's planning for updating the shared application per the reauthorization of Perkins Act 5

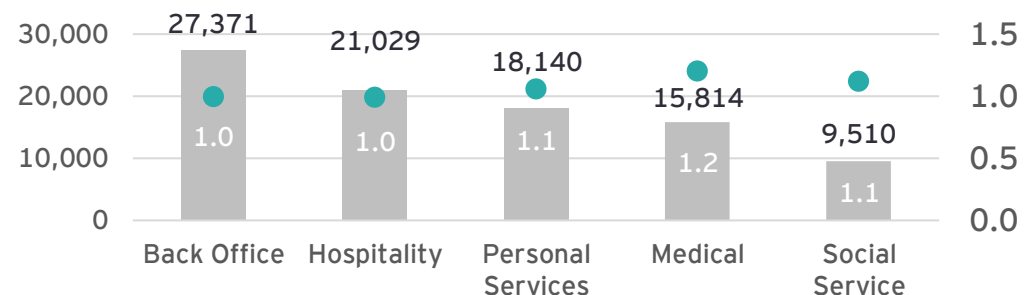
CareerSource Escarosa: Economic snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	225,046	3,535	1.6%
Unemployed	6,938	-1,570	-18.5%
Labor force	231,984	1,965	0.9%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	496,278	28,930	6.2%
Labor force participation rate (20 - 64 years)	65.5%	-----	-----

Top five industries by employment, Q3 2021

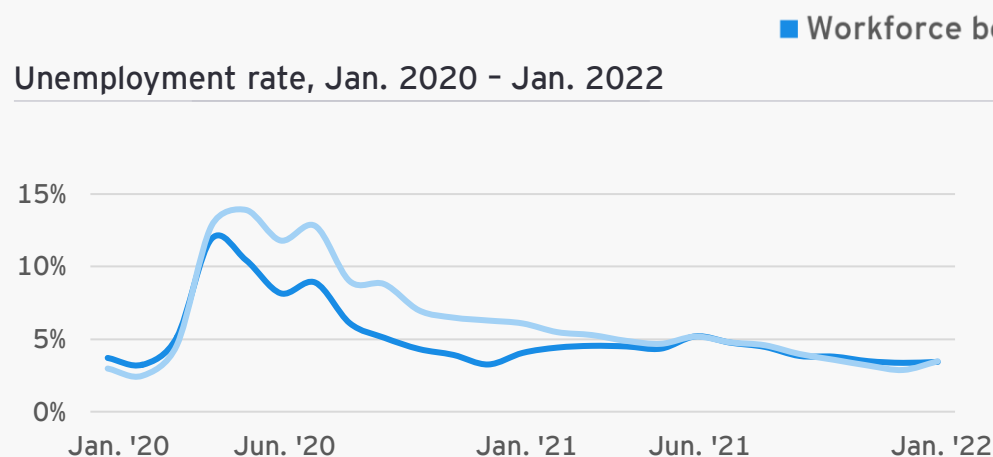


Top five occupational clusters by employment, 2022

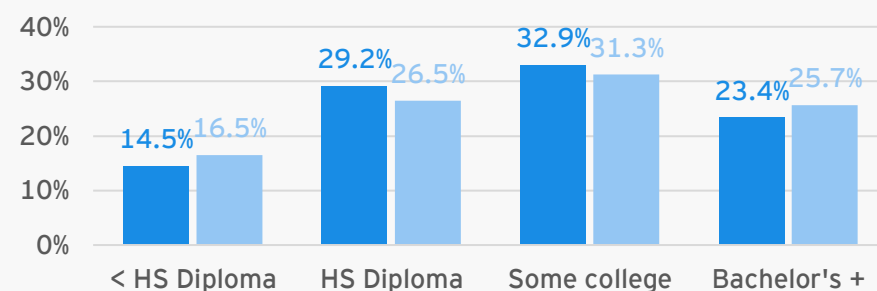


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

2. CareerSource Okaloosa Walton

- ▶ **Area population (2020):** 278,479
- ▶ **Mission or Vision statement:** “Ensure that every citizen has the opportunity and skills necessary to engage in meaningful employment throughout Okaloosa and Walton Counties, and that every business has access to educated and prepared employees that meet their needs.”
- ▶ **Key industry sectors:** Public administration, real estate, rental and leasing, and accommodation and food services
- ▶ **Number of career centers:** 6 and mobile unit
- ▶ **Governance model:** CareerSource Okaloosa Walton currently provides all direct career services within the one-stop centers and has done so since 2008. The local workforce development board serves as the fiscal agent and administrative entity.
- ▶ **Unique approaches to service delivery:** According to CareerSource Okaloosa Walton’s website and WIOA Plan, unique services offered to job seekers at CareerSource Okaloosa Walton include, but are not limited to:
 - ▶ **Veterans** and Eligible Spouses are entitled to **Priority of Service** at all CareerSource Okaloosa Walton centers. From the point of intake, the Veteran and Eligible Spouse are given priority access to a variety of services and programs designed to help them gain meaningful employment.



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated Workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- Career and Technical Education (Perkins IV)
- Community Services Block Grant (Tri-County Community Council)
- Florida Division of Blind Services
- Jobs for Veterans State Grants (JVSG)
- US Department of Labor Senior Community Service Employment Program (SCSEP)
- Temporary Assistance for Needy Families Trade Adjustment Assistance Programs (TAA)
- Unemployment Programs (RA and RESEA)
- Social Security Administration (Ticket to Work)
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)
- Disability Program Navigator
- Military Family Employment Advocacy Program

CareerSource Okaloosa Walton: Sample Service Offerings

Employer Service Offerings

- Post jobs, reduce recruitment cost by participating in job fairs and recruitment events, and use office space for in-person interviews or video conference technology
- Access to local and state labor market studies and trends to support staffing decisions to attract and retain talent
- Pre-employment assessment tools to identify the right candidates
- Receive financial assistance with a portion of your training expenses and connect with training providers to support your training project

Job Seeker Service Offerings

- Job search, workshops, job fairs, and update resume to increase exposure
- Connect with employers
- Education and work-based training opportunities

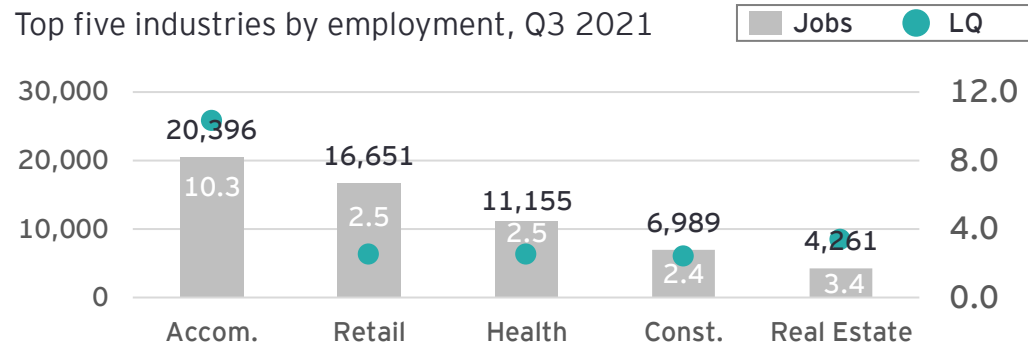
Adult Education Offerings

- Career success workshops, training, education, and certificates
- Assist students in developing their career pathway to transition into post-secondary education
- Job placement assistance for the program graduates
- Provide local, regional, and national workforce data
- Assist in the identification of high-skill/high-wage occupations within the community

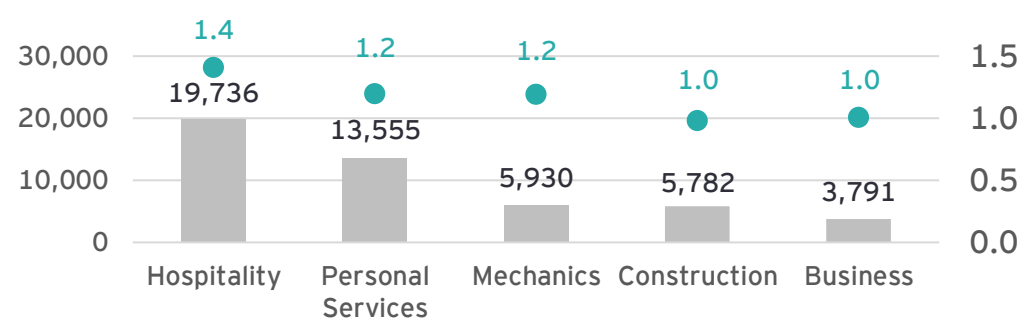
CareerSource Okaloosa Walton: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	129,424	5,956	4.8%
Unemployed	3,345	-860	-20.5%
Labor force	132,769	5,096	4.0%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	278,479	26,755	10.6%
Labor force participation rate (20 - 64 years)	67.2%	-----	-----

Top five industries by employment, Q3 2021

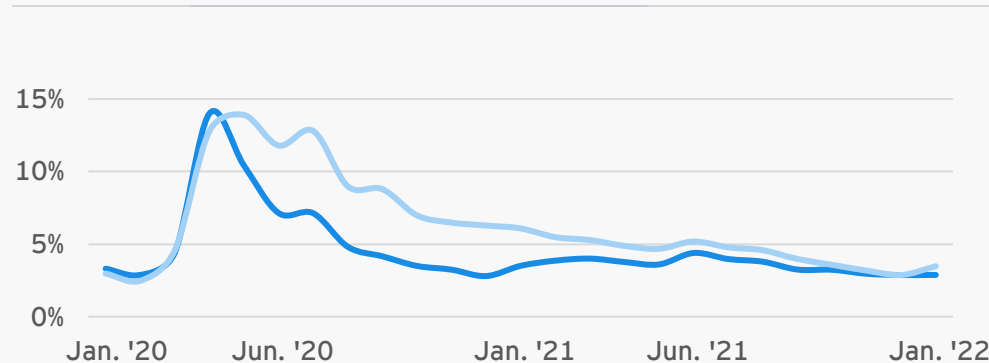


Top five occupational clusters by employment, 2022

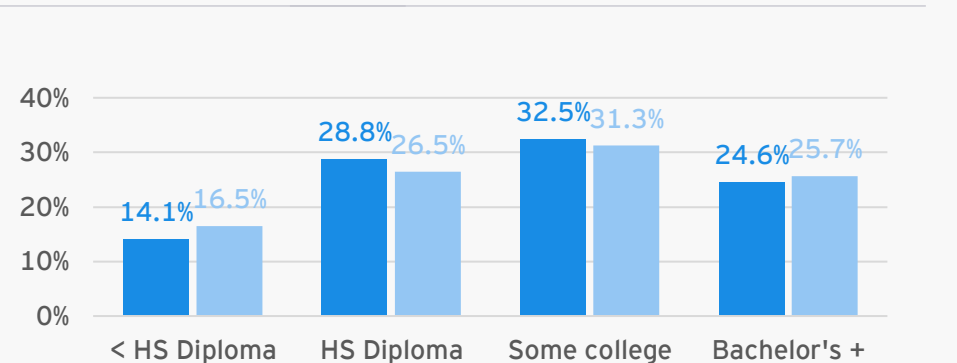


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



Educational attainment, 2020



Source: US Census Bureau

Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

3. CareerSource Chipola

- ▶ **Area population (2020):** 114,690
- ▶ **Mission or Vision statement:** "Committed to advancing Florida's workplace and economy. We can make a difference in your career or business."
- ▶ **Key industry sectors:** Construction, healthcare and assistance, manufacturing, transportation and warehousing, and public administration
- ▶ **Number of career centers:** 3
- ▶ **Governance model:** CareerSource Chipola has operated as the fiscal agent and administrative entity since 1996. The local workforce development board procures the one-stop operator.
- ▶ **Unique approaches to service delivery:** According to CareerSource Chipola's website and WIOA Plan, unique services offered to job seekers at CareerSource Chipola include, but are not limited to:
 - ▶ Internet access, phone, fax machines, copy machines, and printers



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated Workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- Local Veterans Employment Representative Disabled Veterans Outreach Program
- Welfare Transition
- Supplemental Nutrition Assistance Program (SNAP)
- Trade Adjustment Assistance (TAA)
- US Department of Labor Senior Community Service Employment Program (SCSEP)
- Opportunity Florida
- Social Security Administration Ticket to Work Program
- Early Learning Coalition of NW Florida
- Florida's Great Northwest
- Chambers of Commerce
- County School Boards
- Tobacco Free Florida
- Florida Panhandle Technical College

CareerSource Chipola: Sample Service Offerings

Employer Service Offerings

- Business incentives, enterprise zone incentives, and relocation benefits
- On-the-Job Training, Work Opportunity Tax Credit, Quick Response Training, and Incumbent Worker Training
- Welfare transition business bonus - cash-back bonus for employers who hire welfare recipients with fewer than six months of eligibility remaining at wages that preclude them from receiving cash benefits
- Welfare-to-work-tax credit

Job Seeker Service Offerings

- Internet access, phone, fax machines, copy machines, and printers
- Assistance with resume preparation
- Workshops designed to help you land your next job
- Skills identification and assessment
- Vocational and career counseling
- Labor market information
- Access to local, state and national job listings via Employ Florida
- Financial aid assistance

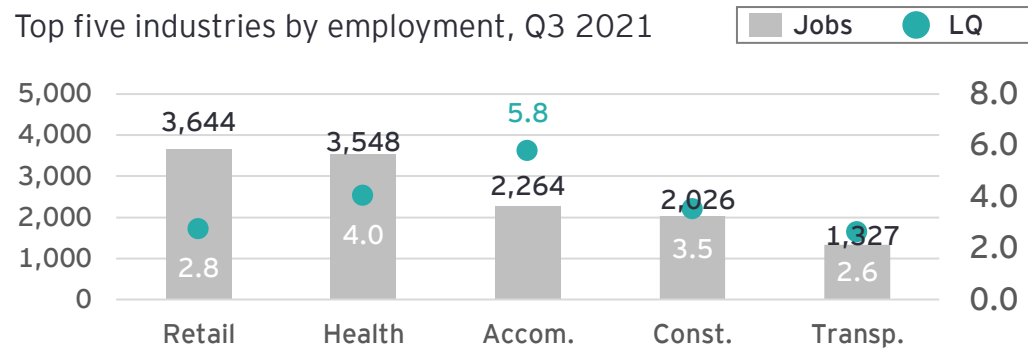
Adult Education Offerings

- Local processes and memorandums of understanding (MOUs) in place for cross-referrals and outcomes to maximize student access to adult education opportunities as much as possible
- Assessment tools include the Wonderlic GAIN test to judge necessity for adult education services

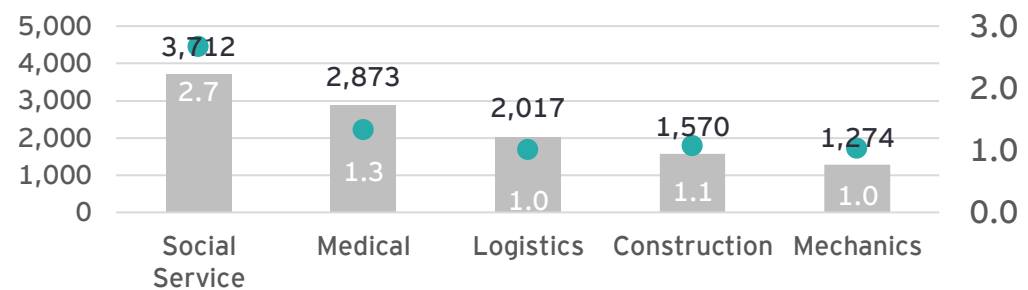
CareerSource Chipola: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	39,592	-312	-0.8%
Unemployed	1,319	-362	-21.5%
Labor force	40,911	-674	-1.6%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	114,690	-1,384	-1.2%
Labor force participation rate (20 - 64 years)	52.4%	-----	-----

Top five industries by employment, Q3 2021

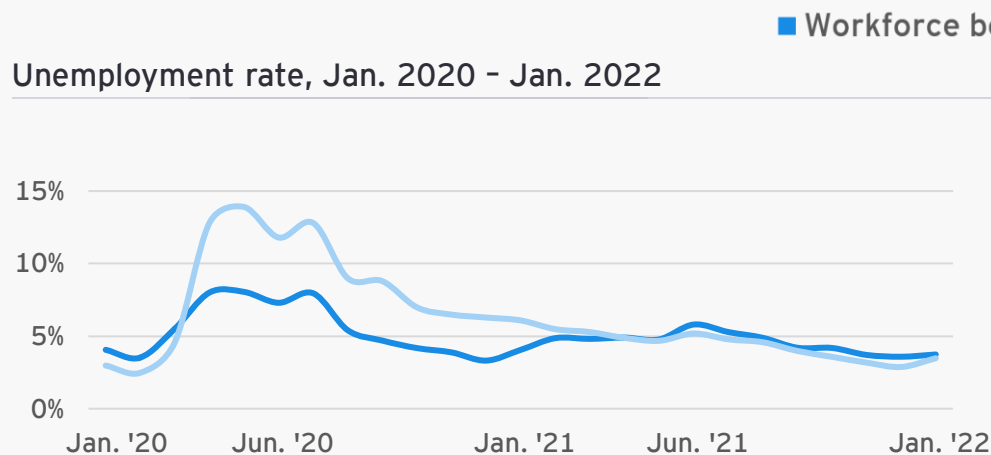


Top five occupational clusters by employment, 2022

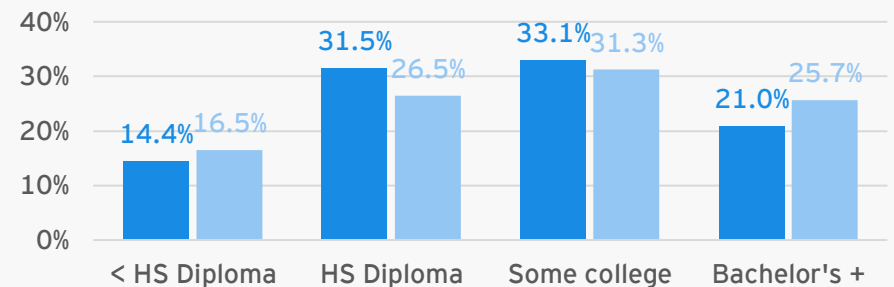


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

4. CareerSource Gulf Coast

- ▶ **Area population (2020):** 207,063
- ▶ **Mission or Vision statement:** “Provide customized employment and training solutions that facilitate economic prosperity in partnership with education, economic development, chambers of commerce, community-based organizations, local governments, and businesses.”
- ▶ **Key industry sectors:** Healthcare and social assistance, administration, waste management, manufacturing, professional, scientific, and technical services, and accommodation and food services
- ▶ **Number of career centers:** 6
- ▶ **Governance model:** Gulf Coast State College is the fiscal agent and one-stop operator for the area. CareerSource Gulf Coast provides direct career services and serves as the administrative entity.
- ▶ **Unique approaches to service delivery:** According to CareerSource Gulf Coast’s website and WIOA Plan, unique services offered to job seekers at CareerSource Gulf Coast include, but are not limited to:
 - ▶ **Military Family Employment Program** provides resume services and interview preparation.
 - ▶ **Cornerstone Program** provided through Gulf Coast State College
 - ▶ **Gulf County Summer Internship Program**
 - ▶ **Gulf Coast Federation for advanced manufacturing co-op partnership program**



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- Career and Technical Education (Perkins)
- Local Veterans’ Employment Representatives
- Disabled Veterans’ Outreach Program
- US Department of Labor Senior Community Service Employment Program (SCSEP)
- Temporary Assistance for Needy Families
- Trade Adjustment Assistance Program
- Unemployment Compensation Programs
- Social Security Administration Employment Network and Ticket to Work program
- Military Family Employment Advocate Program
- Summer Youth Leadership Program
- US Department of Commerce Apalachicola Bay Fishery Disaster Recovery Project
- Christian Community Development Fund
- Goodwill Industries
- Hurricane Michael Dislocated Worker Grant

CareerSource Gulf Coast: Sample Service Offerings

Employer Service Offerings

- Services to manage layoffs, job and community resource fairs, specialized recruitment for employers, job postings, applicant screenings, and workforce training programs
- Workforce training programs: Department of Defense SkillBridge Program and Incumbent Worker Training
- Resources on Federal Bonding Program for at-risk job applicants, FloridaFlex program for expanding businesses, and resources on Work Opportunity Tax Credits
- Access to regional economic information including unemployment, chamber of commerce contacts, and local wage data

Job Seeker Service Offerings

- Access to Employ Florida, one-on-one career guidance, resume assistance, job referrals, resource room access, hot jobs information, hiring events, training, and workshops
- Resources and links to other statewide and federal public assistance such as Reemployment Assistance and Supplemental Nutrition Assistance Program (SNAP)
- Military Family Employment, Cornerstone Program provided through Gulf Coast State College (WIOA), the Gulf County Summer Internship Program, and the Gulf Coast Federation for Advanced Manufacturing (FAME) Co-Op partnership program

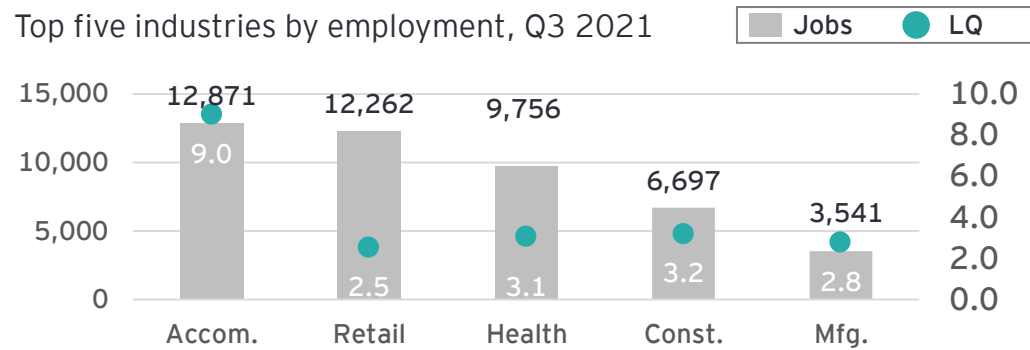
Adult Education Offerings

- Eligible training providers for CareerSource Gulf Coast include Gulf Coast State College, Tom P. Haney Technical Center (Co-location office), Florida Panhandle Technical College, and Northwest Florida State College
- Training areas: database administration, dental hygienist, electrician, machinist, registered nurse, web developer, and software developer

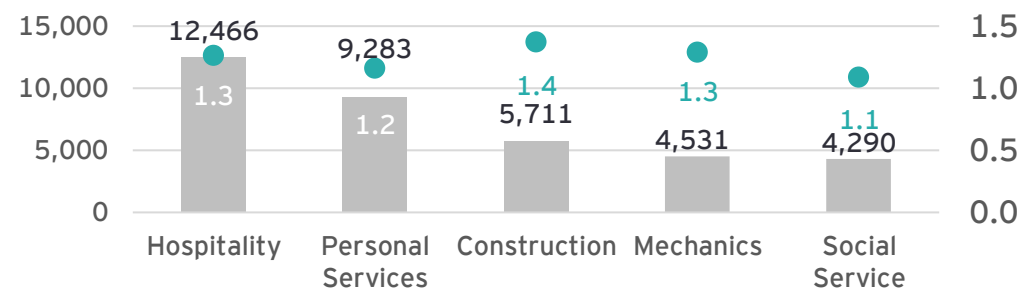
CareerSource Gulf Coast: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	93,029	3,563	4.0%
Unemployed	2,794	-821	-22.7%
Labor force	95,823	2,742	2.9%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	207,063	4,297	2.1%
Labor force participation rate (20 - 64 years)	67.8%	-----	-----

Top five industries by employment, Q3 2021

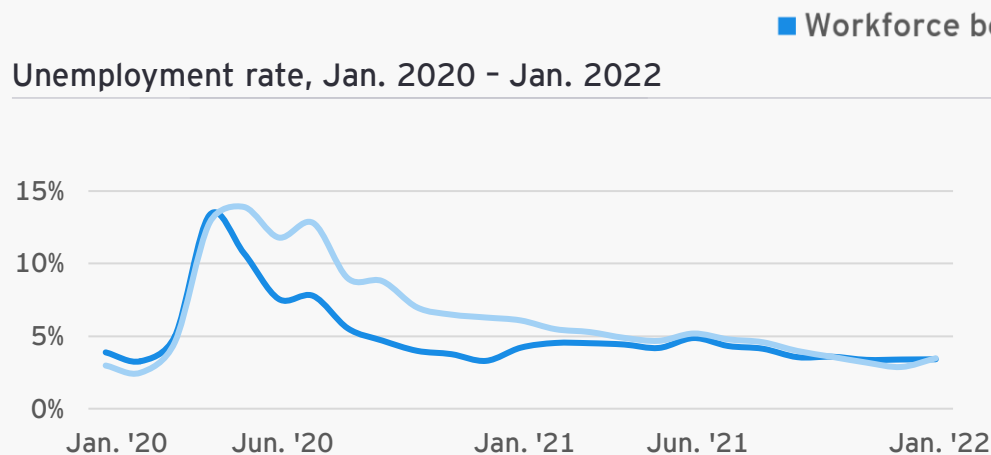


Top five occupational clusters by employment, 2022

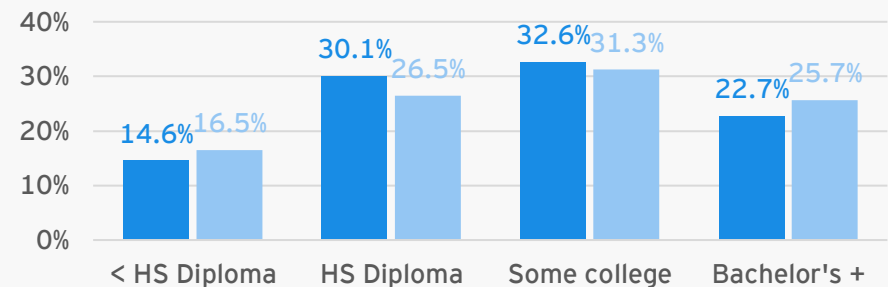


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



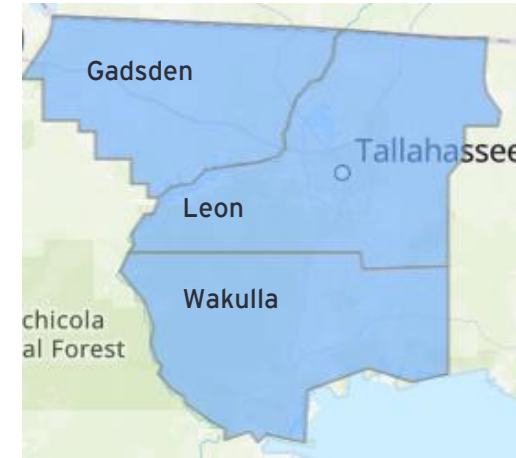
Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

5. CareerSource Capital Region

- ▶ **Area population (2020):** 370,505
- ▶ **Mission or Vision statement:** “Connect employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity.”
- ▶ **Key industry sectors:** IT, healthcare, manufacturing, transportation and logistics, and retail and hospitality
- ▶ **Number of career centers:** 3 and a mobile van
- ▶ **Governance model:** CareerSource Capital Region has opted to contract out the one-stop operator services to Educational Data Systems, Inc., for fiscal year 2022. Prior to 2022, Dynamic Workforce Solutions (DWFS) provided one-stop operator and workforce services. CareerSource Capital Region serves as the fiscal agent and administrative entity for the local workforce development area.
- ▶ **Unique approaches to service delivery:** According to CareerSource Capital Region’s website and WIOA Plan, unique services offered to job seekers at CareerSource Capital Region include, but are not limited to:
 - ▶ **Industry Scholars Certificate Program** introduces the basics of a career in specific sectors including advanced manufacturing, customer service, information technology, and life sciences.



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- Temporary Assistance for Needy Families
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)
- Reemployment Assistance
- Veterans Services
- Adult Basic Education (Leon County School System provider)
- Capital Area Community Action Agency
- National Caucus and Center on Black Aging
- AARP
- Early Learning Coalition

CareerSource Capital Region: Sample Service Offerings

Employer Service Offerings

- Recruitment services - job postings, applicant screenings, events, and hiring fairs
- Retainment services - assessments for companies struggling with high turnover, onboarding assistance, Professional Development Training Grant, Short-Time Compensation Program
- Lunch and learn events for local businesses to engage in professional development
- Leaders Evolve and Develop (LEAD) program for leadership development amongst businesses
- On-the-Job Training, Incumbent Worker Training, Quick Response Training, the Work Experience Program, and Apprenticeship programs

Job Seeker Service Offerings

- Job search opportunities, resources on public assistance/benefits, career counseling, in-person workshops, networking and recruitment events, and assessments for job seekers
- Training through WIOA programs and online Metrix Learning
- Youth services - summer employment opportunities, education services, adult mentoring, financial literacy education, and entrepreneurial skills training
- Industry Scholars Certificate Program

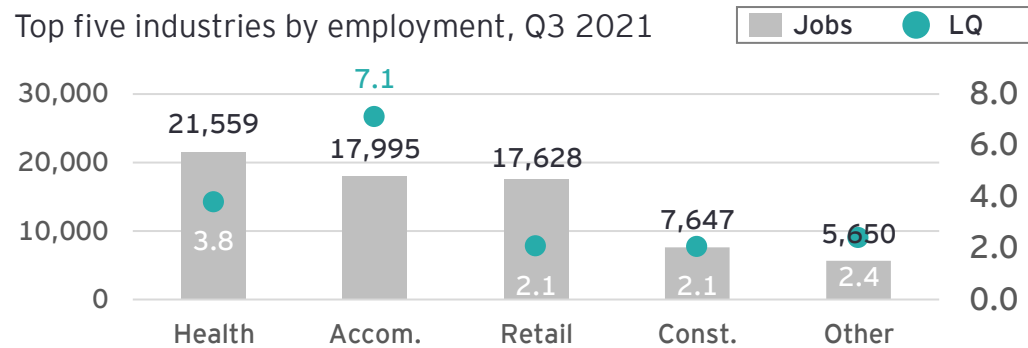
Adult Education Offerings

- Approved training providers - Tallahassee Community College, Lively Tech, Keiser University, Wakulla Adult/Community Education, Supplemental Training Area, Gadsden Tech, Truck Drivers School, Roadmaster Drivers School, National Training, Inc., Computer Coach Training, Academy of South Florida, Solutions of Substance Corp., and Florida Rural Water Association
- Training courses eligible for funding: nursing, dental care, pharmaceutical technician, automotive service, commercial truck driving, electrical, welding, industrial machinery, and many more

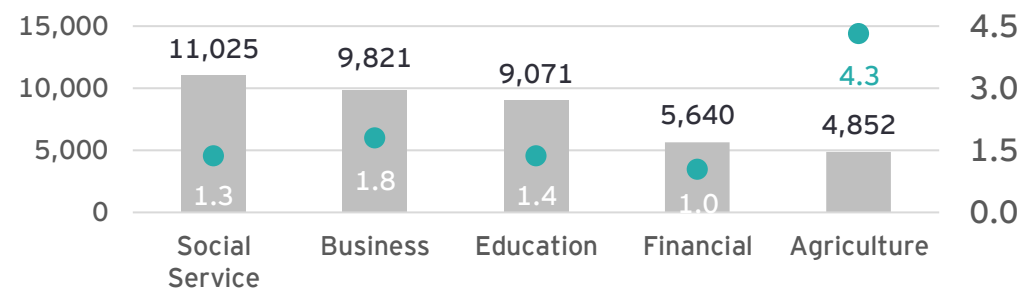
CareerSource Capital Region: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	187,190	3,224	1.8%
Unemployed	5,888	-1,030	-14.9%
Labor force	193,078	2,194	1.1%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	370,505	10,013	2.8%
Labor force participation rate (20 - 64 years)	71.4%	-----	-----

Top five industries by employment, Q3 2021

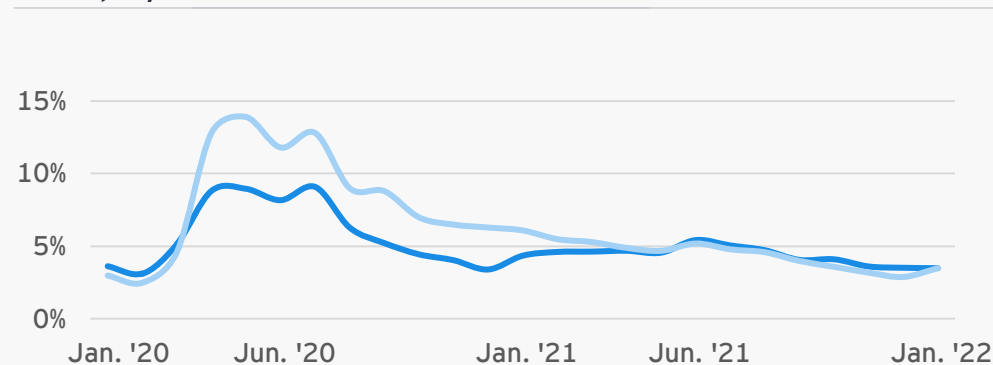


Top five occupational clusters by employment, 2022

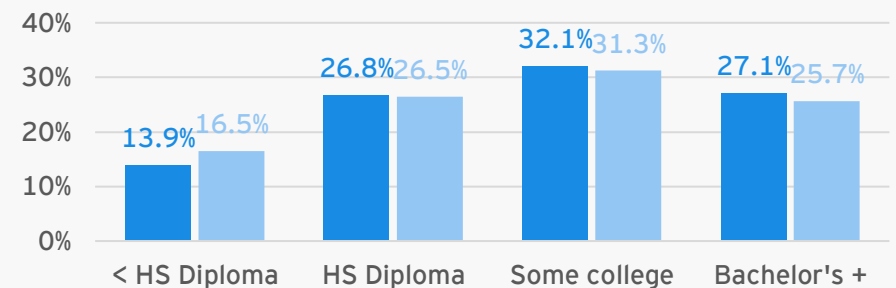


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



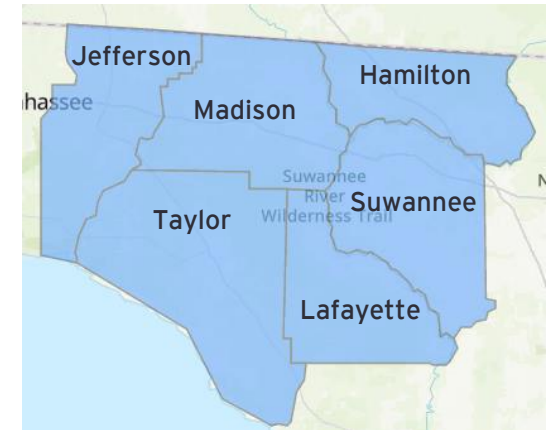
Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

6. CareerSource North Florida

- ▶ **Area population (2020):** 121,807
- ▶ **Mission or Vision statement:** “Provide businesses in the area with a well-trained workforce and to improve employability for workers in North Florida, to promote economic self-sufficiency, and to meet the changing demands of the labor market.”
- ▶ **Key industry sectors:** Manufacturing, transportation and logistics, healthcare, agriculture, mining, public administration, leisure and hospitality, and utilities
- ▶ **Number of career centers:** 2 and mobile labs
- ▶ **Governance model:** CareerSource North Florida is the direct provider of workforce services. However Educational Management and Services, LLC., serves as the one-stop operator but does not directly provide career services to any employers or job seekers. CareerSource North Florida is the fiscal agent and administrative entity for the local workforce development area.
- ▶ **Unique approaches to service delivery:** According to CareerSource North Florida’s website and WIOA Plan, unique services offered to job seekers at CareerSource North Florida include, but are not limited to:
 - ▶ **Veterans** are offered their own individual intake form to ensure **priority of service**.
 - ▶ The “Foundations” program is a unique program for youth within the local workforce development area. The program **assists youth** in earning their GED, skills development, preparing for interviews, internships, and apprenticeships within in-demand industries such as construction, manufacturing, and information technology.
 - ▶ Job seekers are served by **Career Development Specialists**.



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- National Caucus and Center on Black Aging
- US Department of Labor Senior Community Service Employment Program (SCSEP)
- Blind Services
- Community Service Block Grant (provided through SREC and CACAA)
- River Oak Technical College
- Big Bend Technical College
- North Florida College
- Department of Corrections Probation and Parole
- ARC of the Big Bend
- Department of Children and Families

CareerSource North Florida: Sample Service Offerings

Employer Service Offerings

- Recruit and grow services - job postings, candidate searches, training program information, labor market information, and assistance from Business Development Managers with the Employ Florida system
- Train services - training grants such as On-the-Job Training and Customized Employed Worker Training. The website offers links to guidelines, applications, and contracts for these two training grants
- Other - Provelt! Testing for prospective hires, mobile services, rapid response services to respond to layoffs, and Florida Ready to Work credentialing for candidates

Job Seeker Service Offerings

- Job search through Employ Florida, resume assistance, interview practice, skills assessment, career counseling, referral to other programs, and links to other resources available to assist in a job search
- Veterans priority of service
- CareerSource North Florida Foundations program, which is a unique program for youth within the local workforce development area
- Job seekers are served by Career Development Specialists

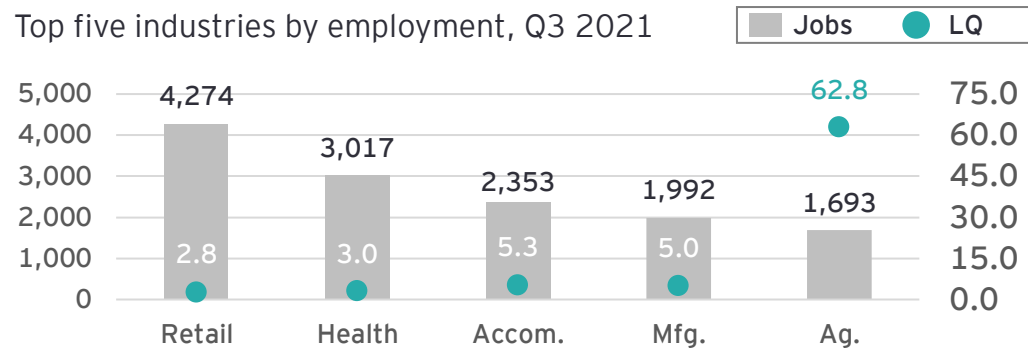
Adult Education Offerings

- Job seekers can apply for career and training services on the CareerSource North Florida website
- Training providers include Big Bend Technical College, Florida Gateway College, North Florida College, RiverOak Technical College, and Tallahassee Community College
- Programs include welding, electrical, nursing, patient care, paramedic, commercial vehicle driving, massage therapy, surgical technology, pharmacy technician, professional culinary arts, and firefighting, amongst others

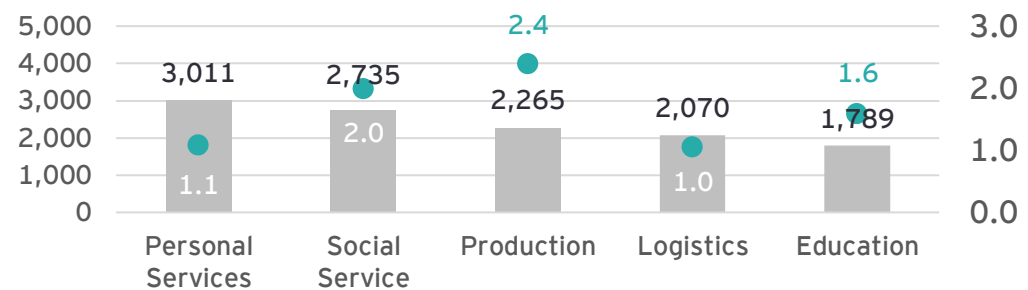
CareerSource North Florida: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	43,932	-1,040	-2.3%
Unemployed	1,555	-325	-17.3%
Labor force	45,487	-1,365	-2.9%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	121,807	-596	-0.5%
Labor force participation rate (20 - 64 years)	52.7%	-----	-----

Top five industries by employment, Q3 2021

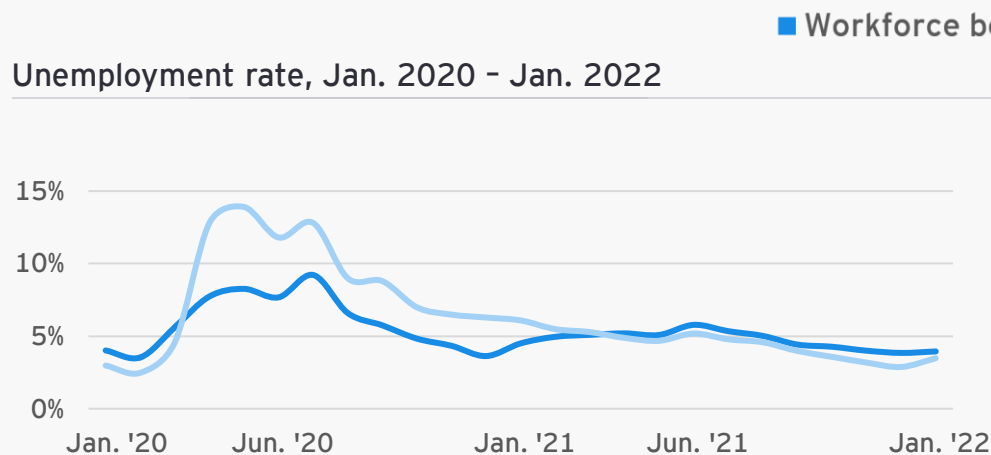


Top five occupational clusters by employment, 2022

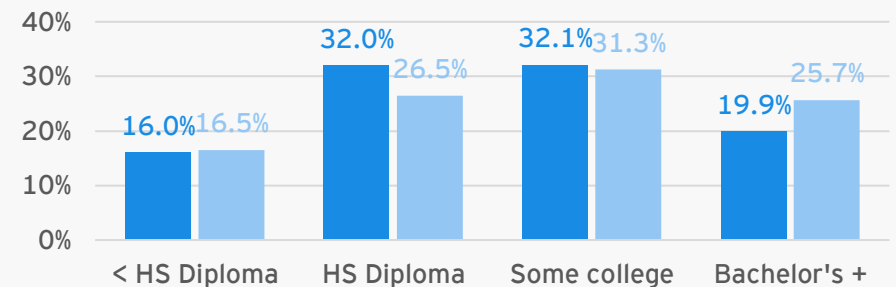


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

7. CareerSource Florida Crown

- ▶ **Area population (2020):** 121,165
- ▶ **Mission or Vision statement:** “Dedicated to a level of service that meets the highest private sector standards. We attain this measure by providing workforce service to improve the quality of skills and abilities of a job seeker and youth; and through enhancing the competitiveness of employers in our region.”
- ▶ **Key industry sectors:** Transportation and warehousing, healthcare, information, accommodation and food service, and public administration
- ▶ **Number of career centers:** 2
- ▶ **Governance model:** As of 2020, CareerSource Florida Crown directly operates the two one-stop centers and provides direct career services without the usage of a contracted vendor. The local workforce development board also serves as the fiscal agent and administrative entity.
- ▶ **Unique approaches to service delivery:** According to CareerSource Florida Crown’s website and WIOA Plan, unique services offered to job seekers at CareerSource Florida Crown include, but are not limited to:
 - ▶ The Able Trust High School program targets the **disabled youth population** to assist with high school graduation and transition to the workforce.
 - ▶ The On Eagles Wings program assists with operating a **transitional house** for male ex-offenders with substance abuse issues to return to the workforce.
 - ▶ The board also has **piloted youth employment programs** in the past.



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- Department of Children and Families
- Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF)
- US Department of Labor Senior Community Service Employment Program (SCSEP)
- Trade Adjustment Assistance
- Jobs for Veterans State Grants
- Unemployment Programs
- Second Chance Act
- Department of Juvenile Justice
- Able Trust
- Bridges of America
- Florida Gateway College
- Suwannee River Economic Council
- School Boards of Columbia and Union Counties

CareerSource Florida Crown: Sample Service Offerings

Employer Service Offerings

- Applicant pre-screening, career fairs, conference rooms, general recruitment events, liaison services for economic development needs, labor market information, retention, and expansion services, and a variety of workforce training grants
- Training programs include Employed Worker Training for individuals who need skills upgrades for self-sufficiency, Incumbent Worker Training for current workers, and Quick Response Training for expanding businesses in targeted industries
- Employers are served through the Business Services staff

Job Seeker Service Offerings

- Career counseling (resume assistance, interview preparation, and career assessment testing), skills development training for computer usage, Florida Ready to Work credentialing, a fully staffed resource room, and training opportunities
- The Able Trust High School program targets the disabled youth population to assist with high school graduation and transition to the workforce
- The On Eagles Wings program assists with operating a transitional house for male ex-offenders with substance abuse issues to return to the workforce

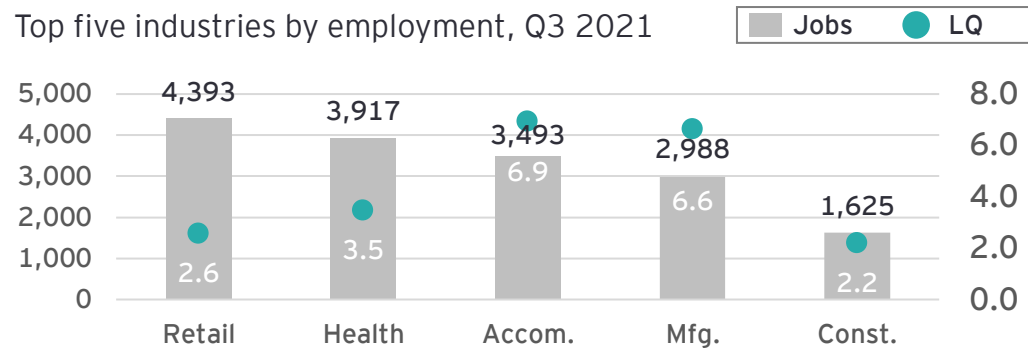
Adult Education Offerings

- Training Partnerships - Florida Gateway College, North Florida Technical Center, River Oak Technical College, and Bradford-Union Technical Center
- Programs - Licensed Practical Nurses, Registered Nurses, physical therapists, and commercial truck drivers

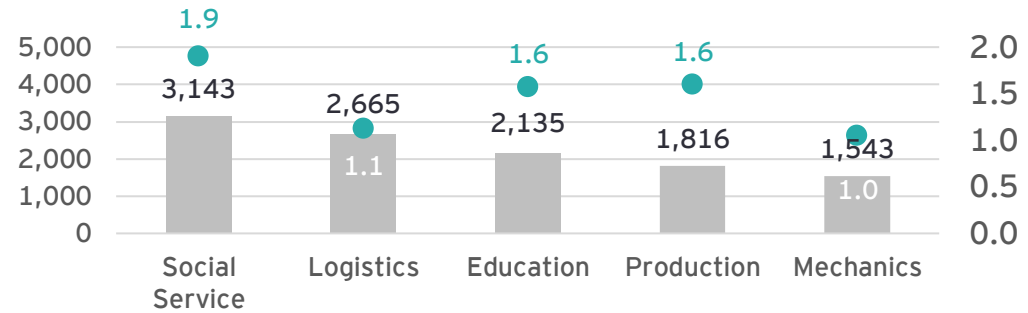
CareerSource Florida Crown: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	45,378	-789	-1.7%
Unemployed	1,518	-288	-15.9%
Labor force	46,896	-1,077	-2.2%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	121,165	5,085	4.4%
Labor force participation rate (20 - 64 years)	56.0%	-----	-----

Top five industries by employment, Q3 2021

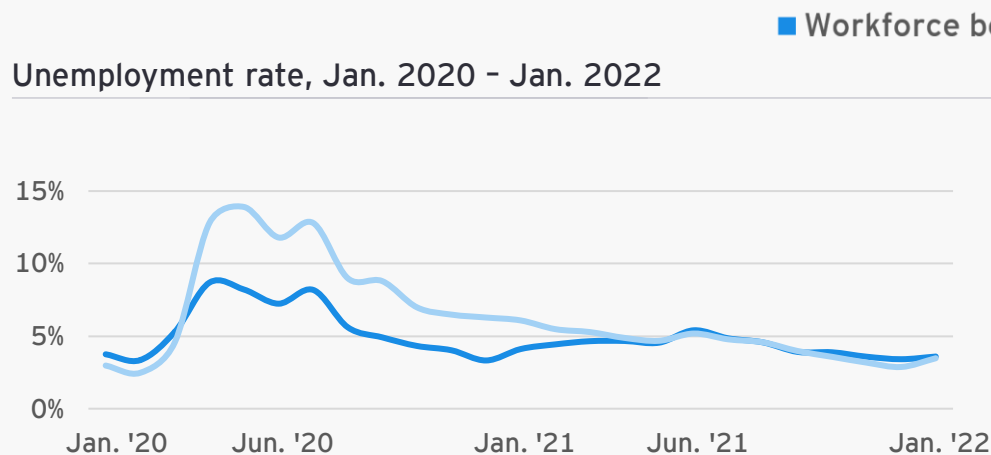


Top five occupational clusters by employment, 2022

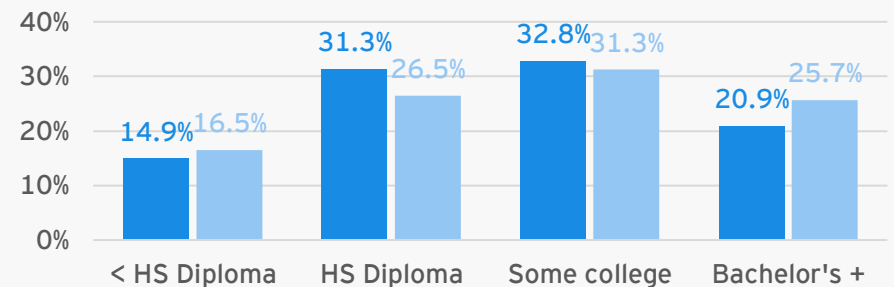


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



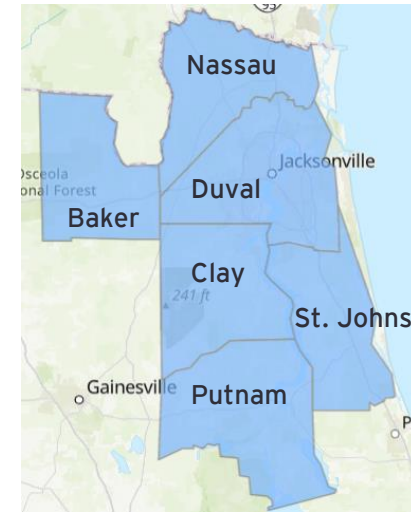
Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

8. CareerSource Northeast Florida

- ▶ **Area population (2020):** 1,607,580
- ▶ **Mission or Vision statement:** “Connect workers to the jobs and businesses to the talent they need to thrive.”
- ▶ **Key industry sectors:** Manufacturing (aviation and aerospace), healthcare, transportation and logistics, finance, and information technology
- ▶ **Number of career centers:** 8
- ▶ **Governance model:** CareerSource Northeast Florida is the local fiscal agent, provider of career services, and administrative entity, as designated by the First Coast Workforce Development Consortium. A one-stop operator is competitively procured.
- ▶ **Unique approaches to service delivery:** According to CareerSource Northeast Florida’s website and WIOA Plan, unique services offered to job seekers at CareerSource Northeast Florida include, but are not limited to:
 - ▶ Membership in a **professional network** of job seekers
 - ▶ In-person **career preparation workshops**
 - ▶ Earn Up is a unique **apprenticeship program** through JAXUSA which is supported by CareerSource Northeast Florida.



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- Jacksonville Job Corps
- US Department of Labor Senior Community Service Employment Program (SCSEP)
- Trade Adjustment Assistance
- Jobs for Veterans
- Unemployment Compensation
- Florida State College at Jacksonville - Adult Education and Family Literacy
- Division of Blind Services
- Jacksonville Housing Authority
- Northeast Florida Community Action Agency
- Operation New Hope (Second Chance Grant)
- National Caucus and Center on Black Aging

CareerSource Northeast Florida: Sample Service Offerings

Employer Service Offerings

- Layoff support/assistance, employee training programs, recruitment services (job postings, in-person recruitment, and events), hiring of targeted populations (veterans, disabled individuals, and youth), and apprenticeship support
- Customized training for in-demand industry sectors

Job Seeker Service Offerings

- Job search assistance (Employ Florida and FloridaShines), career assessments (CareerScope, Ready to Work, TABE, and Skill Check), skills upgrades, individualized career services (New Path to Success), mock interviews, resume reviews, social networking reviews, mobile access points, and training through individual scholarship accounts
- Services for youth, mature workers, veterans, and returning citizens who may require personalized services in order to secure self-sufficiency
- Membership in a professional network of job and in-person career preparation workshops
- Earn Up is a unique apprenticeship program through JAXUSA supported by the board

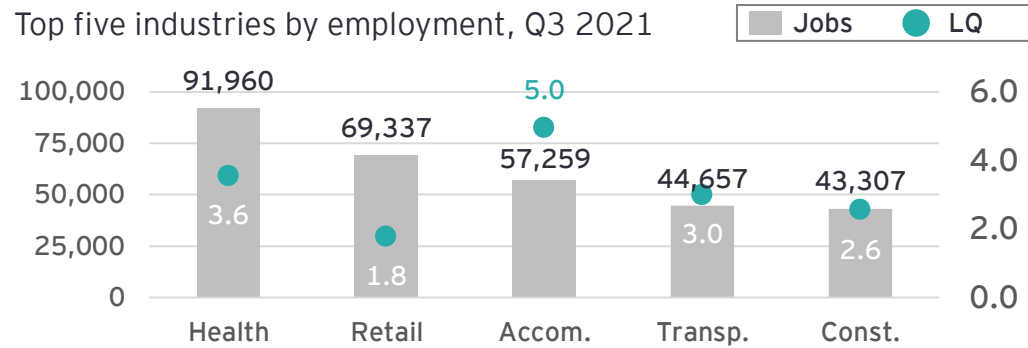
Adult Education Offerings

- Training providers - private training partners, industry alliances, industry specific technical training institutes, state colleges, and community colleges
- Industry-specific technical training available - information security, network support, nursing, dental, medical care, electrical, aviation maintenance, welding, firefighting, accounting, business management, culinary management, financial services, GIS, logistics, commercial truck driving, and many more

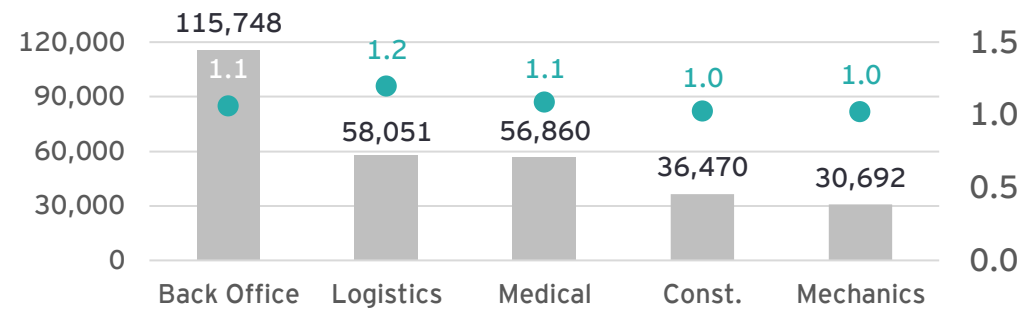
CareerSource Northeast Florida: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	816,856	27,353	3.5%
Unemployed	24,370	-5,044	-17.1%
Labor force	841,226	22,309	2.7%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	1,607,580	133,284	9.0%
Labor force participation rate (20 - 64 years)	72.0%	-----	-----

Top five industries by employment, Q3 2021

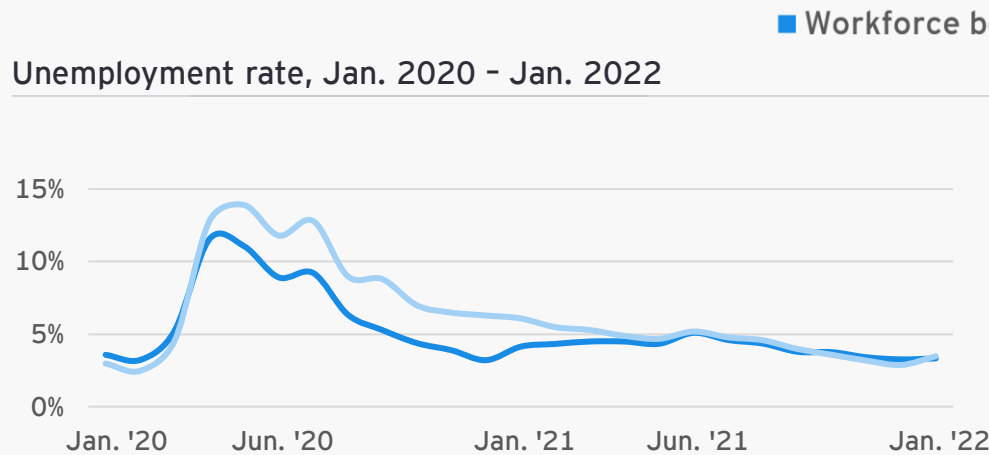


Top five occupational clusters by employment, 2022

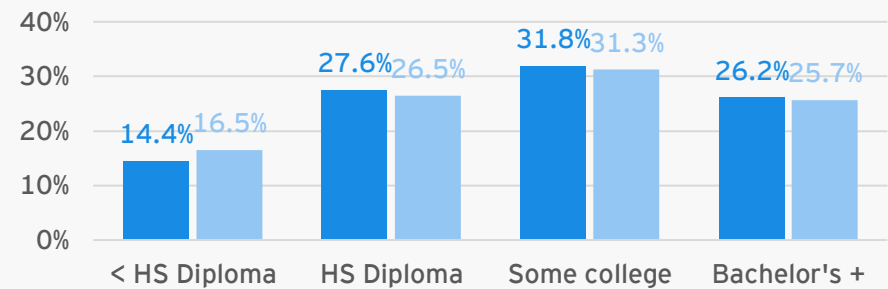


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

9. CareerSource North Central Florida

- ▶ **Area population (2020):** 295,828
- ▶ **Mission or Vision statement:** “To be a strategic hub of partners that provides advocacy and invests resources to spur economic growth through talent development with a goal of becoming a nationally recognized leader on collaboration among regional economic and workforce development partners.”
- ▶ **Key industry sectors:** Logistics, advanced manufacturing, construction, healthcare, technology, and leisure and hospitality
- ▶ **Number of career centers:** 2 one-stop locations and 2 locations serving area businesses
- ▶ **Governance model:** Dynamic Workforce Solutions was competitively procured and contracted in 2019 to be the one-stop operator and the direct provider of career services.
- ▶ **Unique approaches to service delivery:** According to CareerSource North Central Florida’s website and WIOA Plan, unique services offered to job seekers at CareerSource North Central Florida include, but are not limited to:
 - ▶ To maximize a WIOA-eligible/Individual Training Account participant’s freedom to choose an approved training provider, CareerSource North Central Florida **does not contract with any training providers.**
 - ▶ Decisions as to which provider to use is left up to individual informed customer choice. CareerSource North Central Florida uses training vouchers to provide training from Individual Training Accounts for individual participants.



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- Veterans Services
- Temporary Assistance to Needy Families/Welfare Transition Program
- Trade Adjustment Assistance
- Reemployment Services and Eligibility Assessment (RESEA)
- Supplemental Nutrition Assistance Program (SNAP)
- Federal H-1B grant programming
- US Department of Labor Senior Community Service Employment Program (SCSEP)
- Housing and Urban Development employment and assistance programs
- Community Development Block Grants

CareerSource North Central Florida: Sample Service Offerings

Employer Service Offerings

- Job fairs, virtual recruitment events, training grants including customized training, apprenticeships, and On-the-Job Training opportunities to grow talent
- The Gainesville Area Chamber of Commerce and the North Florida Regional Chamber of Commerce conduct outreach to business partners to determine business needs for workforce development services
- Flexibility in business services within its materials on its website, regularly prompting businesses to use contact forms to inquire regarding potential service offerings

Job Seeker Service Offerings

- Skills assessments, orientation, job search and placement, career counseling, referrals to other programs, labor market information, supportive service availability (childcare, housing, transportation), career planning, and training services
- Individual Training Accounts (ITAs) to fund occupational skills training, On-the-Job Training, Incumbent Worker Training, Customized Training, and other training opportunities
- Events calendar with workshops and in-person counseling opportunities for eligible participants

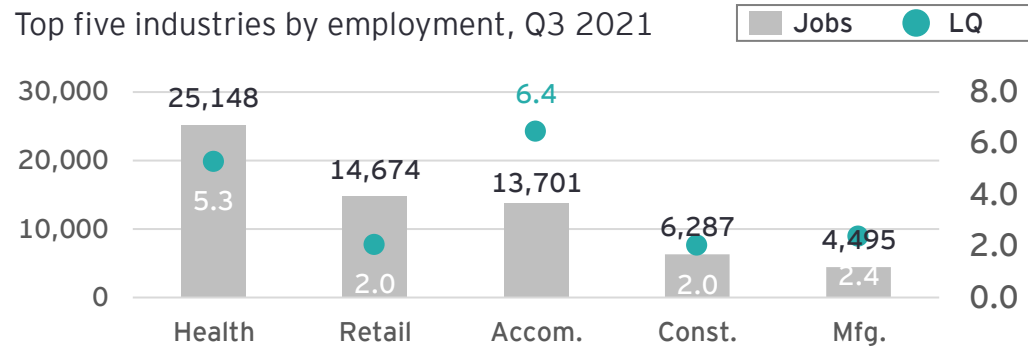
Adult Education Offerings

- CareerSource North Central Florida does not contract with any preferred training providers, but rather through ITAs providing job seekers and students with vouchers
- Eligible training providers - Florida Career College, Florida School of Massage, Gainesville Electrical J.A.T.C, Institute for Workforce Innovation, National Training Inc., North Florida Technical College, Santa Fe College, Rasmussen College, University of Florida, and University of Florida Office of Professional and Workforce Development
- Courses - physical therapy, culinary, cybersecurity, program management, nursing, accounting, business, skilled trades, coding, education, information technology, and healthcare

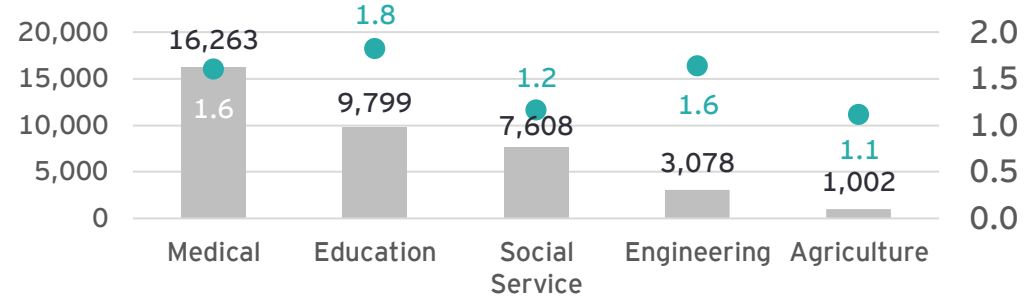
CareerSource North Central Florida: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	148,060	1,932	1.3%
Unemployed	4,158	-939	-18.4%
Labor force	152,218	993	0.7%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	295,828	14,387	5.1%
Labor force participation rate (20 - 64 years)	68.1%	-----	-----

Top five industries by employment, Q3 2021

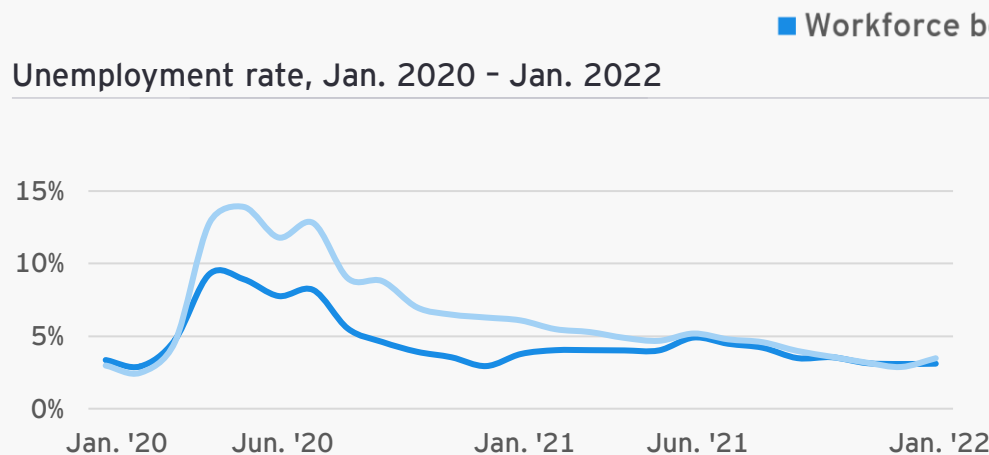


Top five occupational clusters by employment, 2022

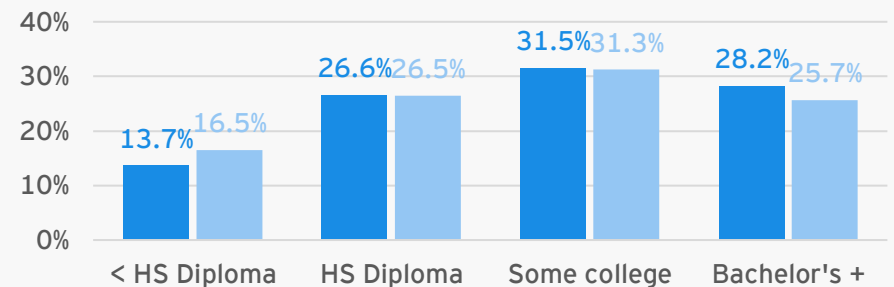


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



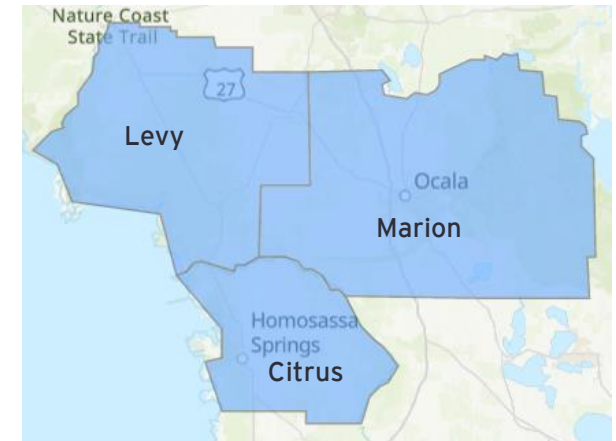
Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

10. CareerSource Citrus Levy Marion

- ▶ **Area population (2020):** 549,127
- ▶ **Mission or Vision statement:** “Bring together citizens, employers, and educational providers to develop programs to support high-quality education, training, and employment services to meet regional workforce needs.”
- ▶ **Key industry sectors:** Manufacturing, logistics and transportation, IT, healthcare, hospitality, and construction with emerging sectors of education and administration
- ▶ **Number of career centers:** 3 and mobile units
- ▶ **Governance model:** CareerSource Citrus Levy Marion directly provides workforce services and acts as the staff for the one-stop center that serves the workforce development area. Youth services are provided by Eckerd Connects. Thomas P. Miller & Associates was procured to perform one-stop operator functions for the area. The local workforce development board serves as the fiscal agent and administrative entity.
- ▶ **Unique approaches to service delivery:** According to CareerSource Citrus Levy Marion’s website and WIOA Plan, unique services offered to job seekers at CareerSource Citrus Levy Marion include, but are not limited to:
 - ▶ **Business & Career Resource Cooperative**, formed in partnership with the Small Business Development Center, CareerSource Citrus Levy Marion, the College of Central Florida, Marion Regional Manufacturers Association, and the Ocala Human Resource Management Association, provides a **toolbox of existing business, employment, and education training opportunities**.
 - ▶ Partners with a local area employer to conduct an **Electronic Associate Apprenticeship**



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy and Vocational Rehabilitation)
- Supplemental Nutrition Assistance Program (SNAP)
- Trade Adjustment Assistance
- Veteran services
- Job Corps referrals
- Community Action
- Older Worker services
- Social Security Administration Employment Network and Ticket to Work program
- College of Central Florida

CareerSource Citrus Levy Marion: Sample Service Offerings

Employer Service Offerings

- Outplacement services, job postings, candidate assessments, specialized youth career expos, resources on tax credits and other programs, and training grants
- Paid Internships, Work Experience Trainee Programs, and On-the-Job Training
- Business & Career Resource Cooperative provides a toolbox of existing business, employment, and education training opportunities

Job Seeker Service Offerings

- Job search assistance, candidate referrals, skills assessment and matching, resume assistance, practice interviews, support service referrals, and specialized services for veterans and candidates with disabilities
- Specialty training programs - Skillup Citrus Levy Marion, manufacturing careers training, Workforce Skills for 21st Century Success, and the Phoenix Rising YouthBuild Program
- Partners with a local area employer to conduct an Electronic Associate Apprenticeship

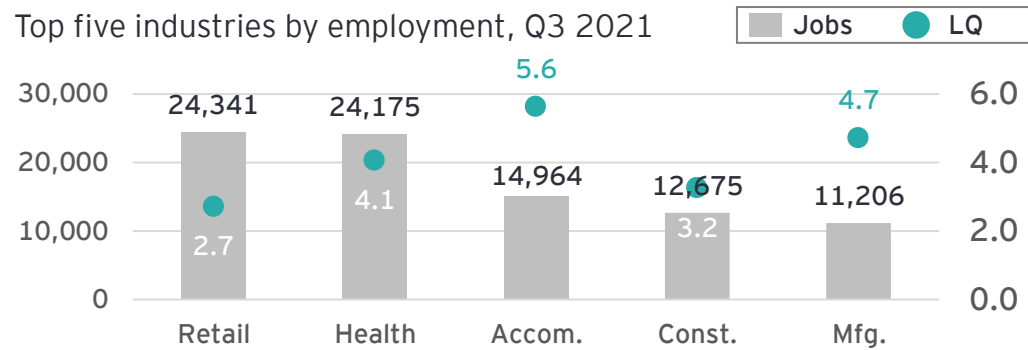
Adult Education Offerings

- Training providers - ATA Career Education, College of Central Florida, Marion Technical College, Grant Professional School of Nursing, Metropolitan Technical Career Institute, New Horizons Gulf Coast, Rasmussen University, Roadmaster Drivers School, STRAC Institute, Taylor College, the Truck Driver Institute, and Withlacoochee Technical College
- Eligible programs - cybersecurity, nursing, medical assistant, early childhood education, health sciences, network security, project management, trade skills, culinary arts, and others

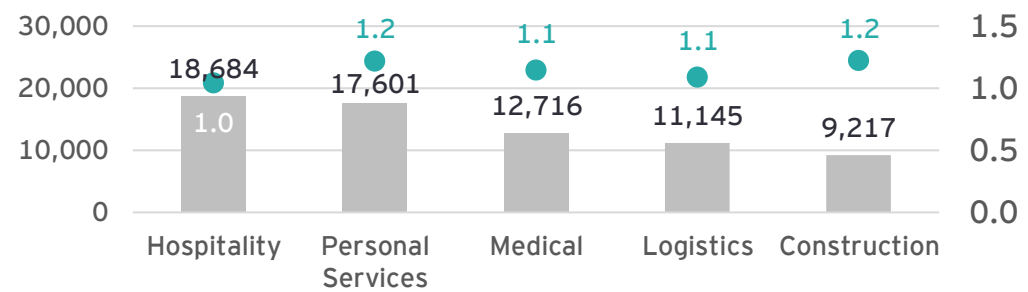
CareerSource Citrus Levy Marion: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	198,980	3,450	1.8%
Unemployed	7,787	-1,700	-17.9%
Labor force	206,767	1,750	0.9%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	549,127	32,841	6.4%
Labor force participation rate (20 - 64 years)	62.6%	-----	-----

Top five industries by employment, Q3 2021

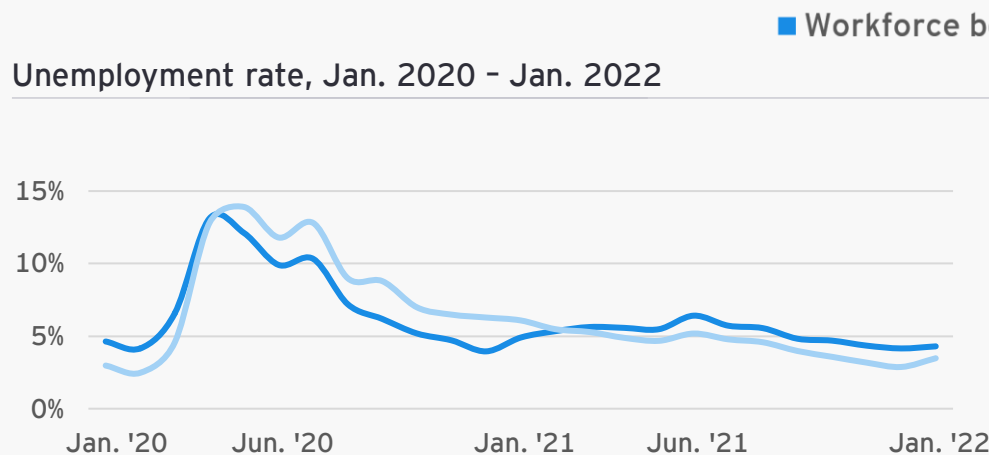


Top five occupational clusters by employment, 2022

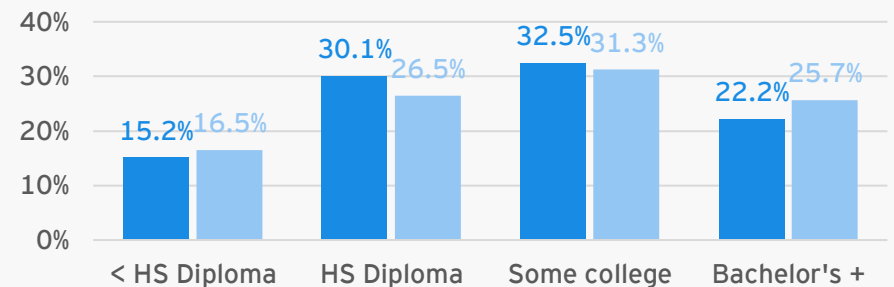


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



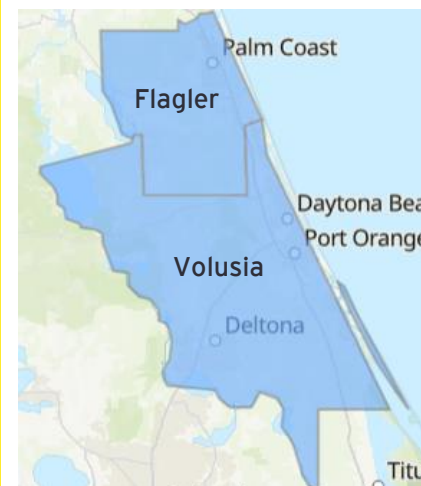
Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

11. CareerSource Flagler Volusia

- ▶ **Area population (2020):** 658,961
- ▶ **Mission or Vision statement:** “Provide innovative talent solutions for businesses and the workforce, through effective collaboration and partnerships, that drive the regional economy.”
- ▶ **Key industry sectors:** Healthcare, construction, manufacturing, business and professional services, retail, and leisure and hospitality
- ▶ **Number of career centers:** 3
- ▶ **Governance model:** CareerSource Flagler Volusia largely outsources its operations and has done so since 2016. Career Steps, Inc., provides services as the one-stop operator for the area. Case Management, Inc., provides direct services for Supplemental Nutrition Assistance Program (SNAP), Employment and Training, Welfare Transition Program, and WIOA case management and career planning. Youth services are provided through Eckerd Connects, Flagler County Schools, and the George Washington Carver Foundation. The local workforce development board serves as the fiscal agent and administrative entity.
- ▶ **Unique approaches to service delivery:** According to CareerSource Flagler Volusia’s website and WIOA Plan, unique services offered to job seekers at CareerSource Flagler Volusia include, but are not limited to:
 - ▶ Additional educational assistance for people for eligible for **Individual Training Accounts**



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- Trade Adjustment Assistance
- Jobs for Veterans State Grants
- Temporary Assistance for Needy Families (TANF)
- Supplemental Nutrition Assistance Program (SNAP)
- Agricultural and Labor Program
- Bethel African Methodist Episcopal Church
- Community Resource Center - DeLand
- Emmanuel Church
- Flagler Technical Institute
- Northeast Florida Community Action Agency
- Northwood Village Neighborhood Network Center
- Oak Hill Community Resources Center
- Palmetto Park Neighborhood Network Center
- Pine Haven Neighborhood Network Center
- Volusia County Community Assistance Division

CareerSource Flagler Volusia: Sample Service Offerings

Employer Service Offerings

- Recruiting assistance (the Talent Supply Dashboard and Talent Mapping Report), Employ Florida (job postings, resume data base search, job matching)
- Labor market statistics
- On-the-Job Training for existing employees, Short-term training through local educational entities to meet immediate needs, and Customized Training to upgrading employee skills for a period of up to 90 days

Job Seeker Service Offerings

- Initial skills assessments, job search and placement assistance, individualized career counseling, in-demand job information, referrals to supportive services, career planning, training, internships/work experiences, financial literacy training
- Individual Training Account (ITA) considerations
- If an individual is considered eligible for an Individual Training Account, he or she will be able to receive educational assistance
- CareerSource Flagler Volusia offers specialized services for veterans, disabled Floridians, and youth

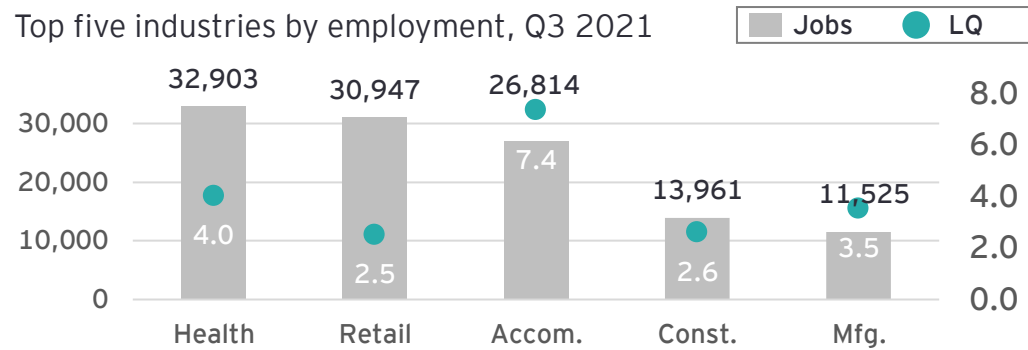
Adult Education Offerings

- Eligible training providers - the AAA School of Dental Assisting, ACI Learning, Daytona College, Daytona State College, Daytona Toyota, Electrical Training Alliance, Flagler Technical College, Hudson Technologies, Keiser University, Metra Electronics, Mid Florida Electrical, New Horizons Computer Learning Center, Northwest Linemen Center, the Tampa Truck Driving School, the Truck Driver Institute, UA Local 295, and Utilities Commission of New Smyrna Beach
- Variety of career training programs, associate degrees, and certifications

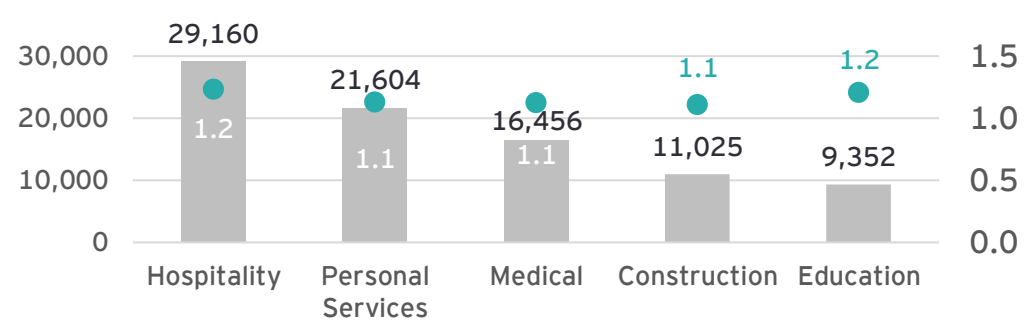
CareerSource Flagler Volusia: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	296,318	4,054	1.4%
Unemployed	10,307	-1,982	-16.1%
Labor force	306,625	2,072	0.7%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	658,961	54,459	9.0%
Labor force participation rate (20 - 64 years)	69.4%	-----	-----

Top five industries by employment, Q3 2021

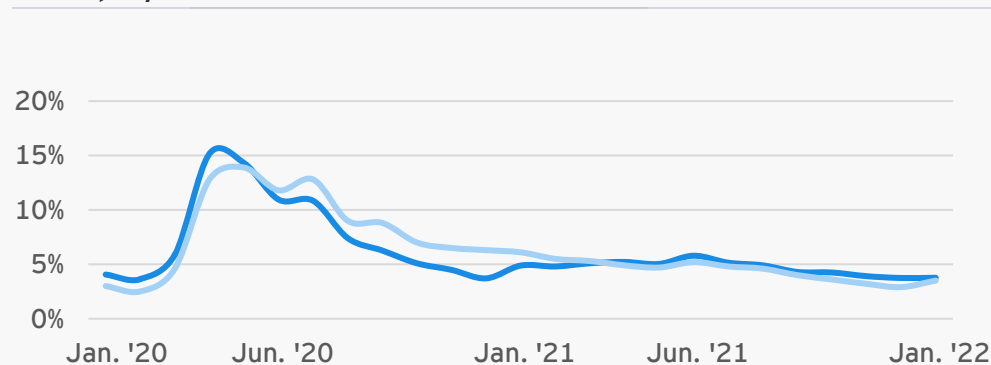


Top five occupational clusters by employment, 2022

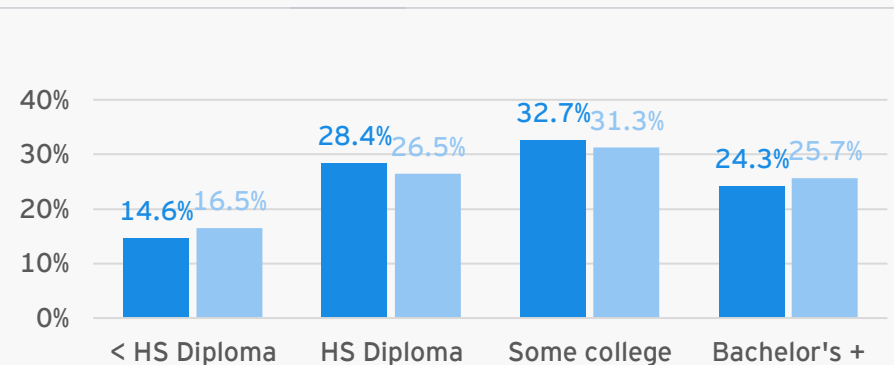


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



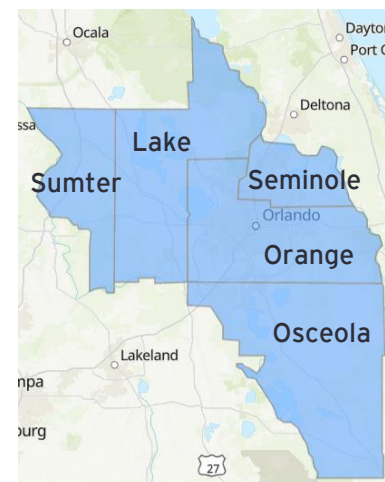
Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

12. CareerSource Central Florida

- ▶ **Area population (2020):** 2,690,198
- ▶ **Mission or Vision statement:** “Connect Central Floridians to careers and develop skilled talent for businesses.”
- ▶ **Key industry sectors:** Construction, healthcare, IT and finance, manufacturing, trade and logistics, and hospitality and tourism
- ▶ **Number of career centers:** 1 full-service and 4 affiliate centers
- ▶ **Governance model:** The Workforce Development Board of Central Florida (CareerSource Central Florida) serves as both the administrative and fiscal entity to receive and disburse funds. CareerSource Central Florida procures its one-stop operator. The local workforce development board is the direct provider of career services for the local workforce development area.
- ▶ **Unique approaches to service delivery:** According to CareerSource Central Florida’s website and WIOA Plan, unique services offered to job seekers at CareerSource Central Florida include, but are not limited to:
 - ▶ Summer Youth Program for ages 15-19 to pursue a **5-week paid internship** to explore careers, gain work experience, and career training
 - ▶ Fast Track program for residents who have **lost wages due to COVID-19** along with special Level Up Orange and Upskill Osceola programs
 - ▶ Fostering Opioid Recovery Through Training and Employment (FORTE) to engage businesses in **opioid recovery efforts**



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy and Vocational Rehabilitation)
- YouthBuild
- Migrant and Seasonal Farmworker
- US Department of Labor Senior Community Service Employment Program (SCSEP)
- Career and Technical Education
- Trade Adjustment Assistance
- Jobs for Veterans State Grants
- Community Services Block Grant
- Temporary Assistance for Needy Families (TANF)
- Social Security Administration (Ticket to Work, Self-Sufficiency)

CareerSource Central Florida: Sample Service Offerings

Employer Service Offerings

- Recruitment, applicant screening, job fairs, job listings, onboarding solutions, Customized Training, Incumbent Worker Training, On-the-Job Training, workforce reduction services, summer internships, and business intelligence
- The workforce board maintains relationships with chambers of commerce, industry associations, and nonprofits to continue to develop business relationships across the entirety of the local workforce development area
- Online tool for assistance from CareerSource Central Florida for hiring and training needs

Job Seeker Service Offerings

- Job search assistance, career coaching, resume enhancement services, workshops, interview assistance, skill advancement/job training, hiring events, education opportunities for in-demand careers, and specialized services for target populations (youth, veterans, disabled individuals)
- Summer Youth Program for ages 15-19
- Fast Track program for residents who have lost wages due to COVID-19 along with special Level Up Orange and Upskill Osceola programs
- Fostering Opioid Recovery Through Training and Employment (FORTE) to engage businesses in opioid recovery efforts

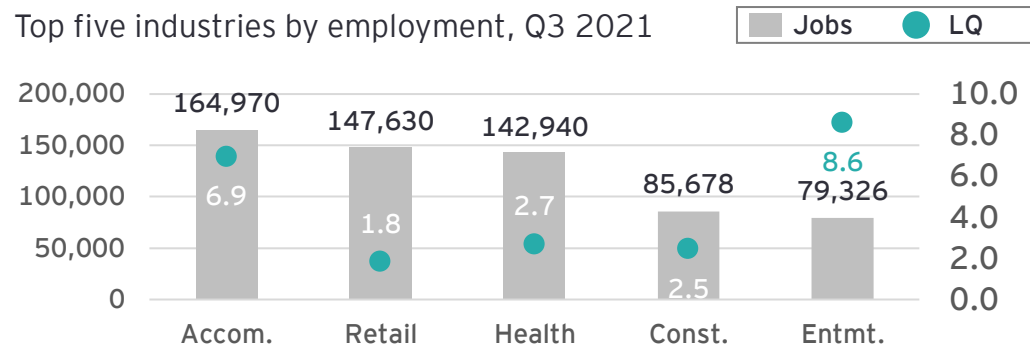
Adult Education Offerings

- Public and private educational institutions can be eligible for board funding to further individual's training within in-demand careers
- The eligible institutions provide career training across a variety of industry sectors including construction and utilities, healthcare, advanced manufacturing, business and management, hospitality and tourism, and IT & finance

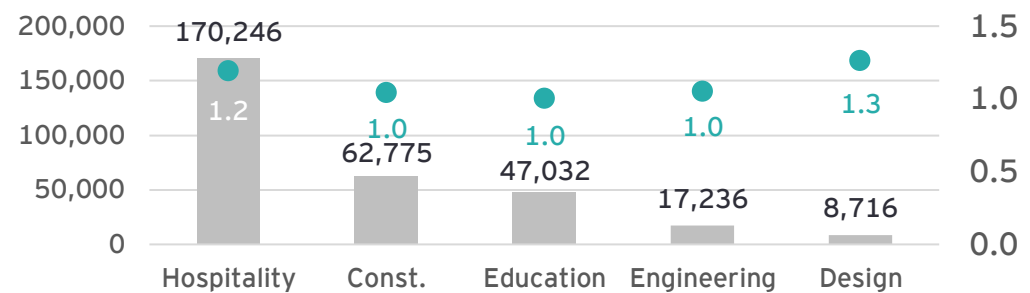
CareerSource Central Florida: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	1,355,826	-865	-0.1%
Unemployed	47,604	-1,379	-2.8%
Labor force	1,403,430	-2,244	-0.2%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	2,690,198	303,881	12.7%
Labor force participation rate (20 - 64 years)	74.1%	-----	-----

Top five industries by employment, Q3 2021

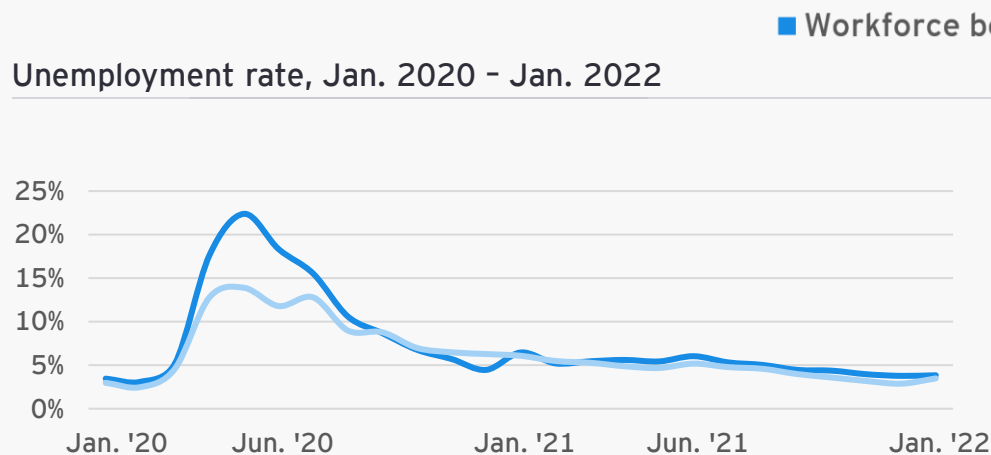


Top five occupational clusters by employment, 2022

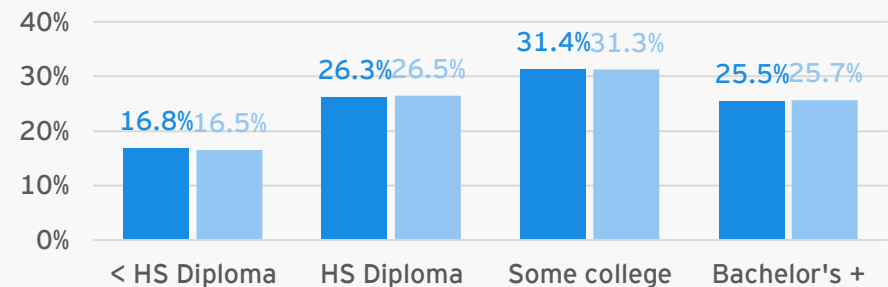


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

13. CareerSource Brevard

- ▶ **Area population (2020):** 594,001
- ▶ **Mission or Vision statement:** “Facilitate and be the catalyst for workforce development services that are responsive to the employment needs of Brevard County.”
- ▶ **Key industry sectors:** Aviation, aerospace, IT, manufacturing, logistics and distribution, maritime, construction, healthcare, professional and business service, and leisure and hospitality
- ▶ **Number of career centers:** 3
- ▶ **Governance model:** C2 Global Professional Services provides one-stop operator services along with career services within the physical locations. CareerSource Brevard staff are responsible for providing administrative, financial, and business services to the local workforce development area. The local workforce development board serves as the fiscal agent and administrative entity.
- ▶ **Unique approaches to service delivery:** According to CareerSource Brevard’s website and WIOA Plan, unique services offered to job seekers at CareerSource Brevard include, but are not limited to:
 - ▶ **Partner Placement Services** for spouses who move across the country because of military relocation
 - ▶ Brevard Recovery Works Program to assist those impacted by **substance abuse** who need assistance to restart their careers and get back to work
 - ▶ RISE program for those in need of **re-entry to the workforce** after any degree of involvement with the justice system
 - ▶ NextGen **program for young adults** to assist with job training, work experience, or completion of a GED



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- Career and Technical Education (Perkins V)
- Community Services Block Grant
- HUD Employment and Training Programs (as applicable)
- Local Veterans’ Employment Representatives
- Disabled Veterans’ Outreach Program
- US Department of Labor Senior Community Services Employment Program (SCSEP)
- Temporary Assistance for Needy Families (TANF)
- Trade Adjustment Assistance (TAA)
- Unemployment Compensation Programs
- Social Security Administration Employment Network and Ticket to Work
- AARP

CareerSource Brevard: Sample Service Offerings

Employer Service Offerings

- Recruiting (Employ Florida job postings), hiring events, job fairs, resources on new hire credits/incentives, targeting hidden talent pools (veterans, youth, disabled, and mature workers), workforce retention services, layoff prevention services (Short-Time Compensation services)
- Training grants - Incumbent Worker Training, FloridaFlex grants, Quick Response Training, On-the-Job Training, Soft Skills training

Job Seeker Service Offerings

- Job search, career exploration opportunities, resume building/enhancement, virtual training through an online tool, interviewing best practices
- Partner Placement Services for spouses who move across the country because of military relocation
- Brevard Recovery Works Program to assist those impacted by substance abuse who need assistance to restart their careers and get back to work
- RISE program for those in need of re-entry to the workforce after any degree of involvement with the justice system
- NextGen program to assist with job training, work experience, or completion of a GED

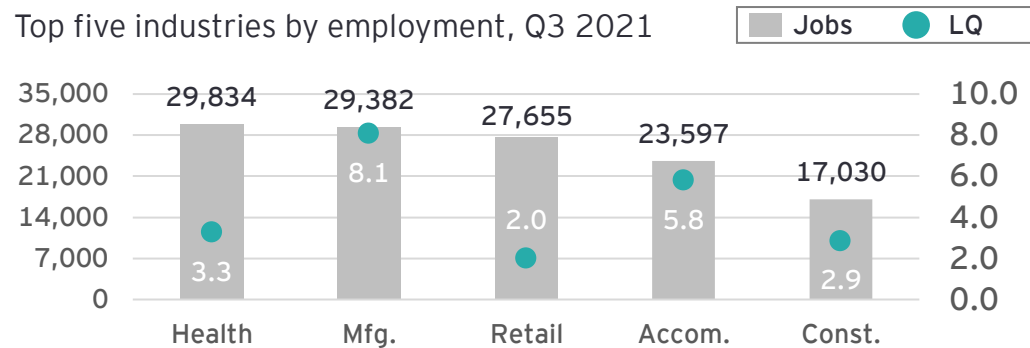
Adult Education Offerings

- Aero-Flex Pre-apprenticeship program which offers work readiness training and the ability to be hired as a pre-apprentice, an apprentice, or a work-based learner in the field
- Training providers - Brevard Nursing Academy, Doxa Academy, Eastern Florida State College, Florida Institute of Technology, Keiser University, New Horizons Computer Learning Centers, Orlando Medical Institute, Roadmaster Drivers School of Orlando, Stetson University, Truck Driver Institute of Florida, and University of Central Florida Continuing Education program

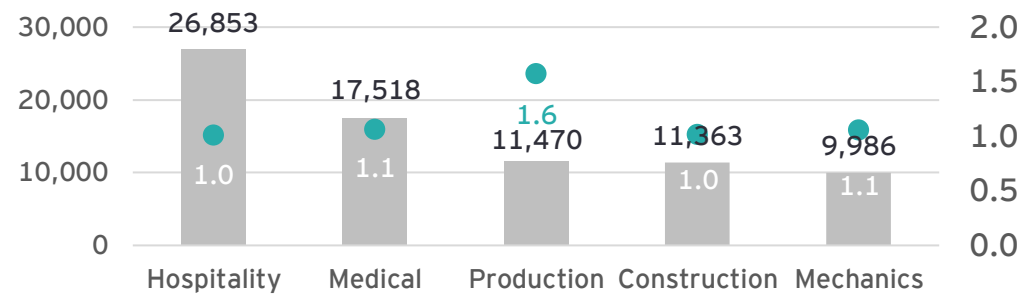
CareerSource Brevard: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	283,792	7,289	2.6%
Unemployed	8,476	-2,022	-19.3%
Labor force	292,268	5,267	1.8%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	594,001	40,410	7.3%
Labor force participation rate (20 - 64 years)	70.5%	-----	-----

Top five industries by employment, Q3 2021

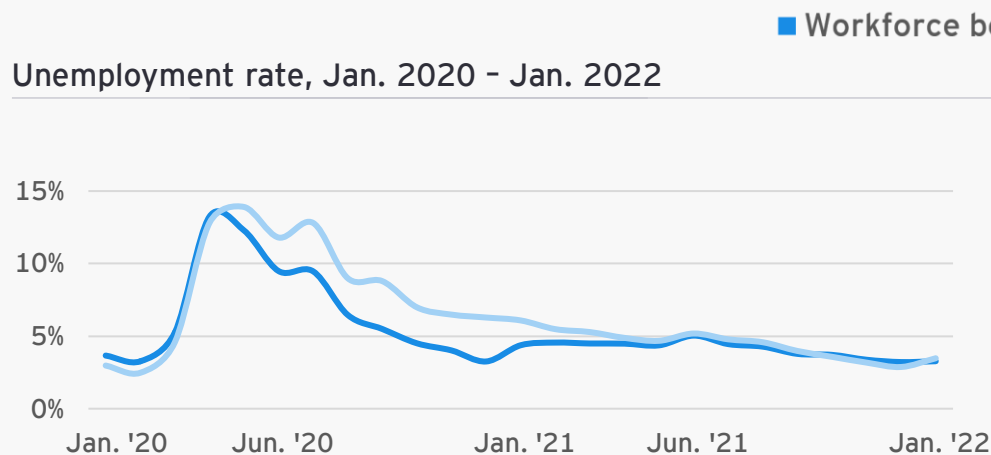


Top five occupational clusters by employment, 2022

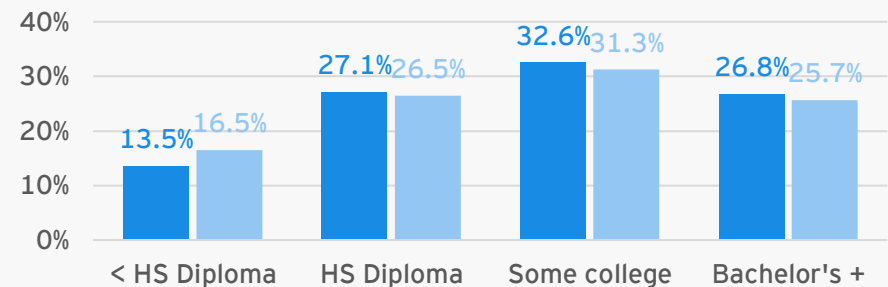


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



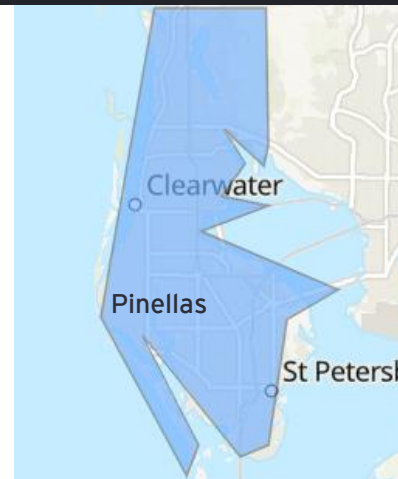
Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

14. CareerSource Pinellas

- ▶ **Area population (2020):** 970,985
- ▶ **Mission or Vision statement:** “Build the talent pipeline for today and the future by providing easy access to workforce solutions.”
- ▶ **Key industry sectors:** Finance and insurance, manufacturing, healthcare and social assistance, construction, and professional, scientific and technical services
- ▶ **Number of career centers:** 3
- ▶ **Governance model:** Dynamic Workforce Solutions have been procured as the one-stop operator, but CareerSource Pinellas provides direct career and business services within the local one-stop centers. CareerSource Pinellas is the fiscal agent and administrative entity.
- ▶ **Unique approaches to service delivery:** According to CareerSource Pinellas’ website and WIOA Plan, unique services offered to job seekers at CareerSource Pinellas include, but are not limited to:
 - ▶ The Business Services team is divided into multiple components including recruiters, lead recruiters, and veteran representatives. Veteran representatives are focused on assisting veterans and employers who have been deemed **veteran friendly** in their hiring practices.
 - ▶ **YouthBuild program** aims to “unleash the positive energy of **low-income** young people to rebuild their communities and their lives, breaking the cycle of poverty with a commitment to work, education, family, and community.” More than **70 students** were enrolled and served in the Pinellas cohort of YouthBuild.



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- Career and Technical Education (Perkins)
- Community Services Block Grant
- HUD Employment and Training Programs
- Job Corps
- Local Veterans Employment Representatives (LVER) and Disabled Veteran Outreach Program (DVOP)
- National Farmworker Jobs Program
- US Department of Labor Senior Community Service Employment Program (SCSEP)
- Temporary Assistance for Needy Families (TANF)
- Trade Adjustment Assistance (TAA) Programs
- Unemployment (UI) Compensation Programs
- YouthBuild
- Social Security Administration Employment Network and Ticket to Work Program

CareerSource Pinellas: Sample Service Offerings

Employer Service Offerings

- Recruitment services (Employ Florida), career fair event space, business intelligence through labor market information, job postings, business seminars for professional development, outplacement services during downsizes, resources/education regarding potential other grant funding needs, and training grant funding
- Training grant opportunities - Paid Work Experience, On-the-Job Training, and Incumbent Worker Training through the Florida Flex program

Job Seeker Service Offerings

- Career coaching, career exploration resources through Employ Florida, employability skills training, employer referrals for candidates, networking opportunities through job fairs, onsite recruitment events, and training through WIOA and state-funded training programs
- CareerSource Pinellas runs a YouthBuild program within the local workforce development board
- Other youth services - Youth Connect and the services provided through Pinellas Education Foundation

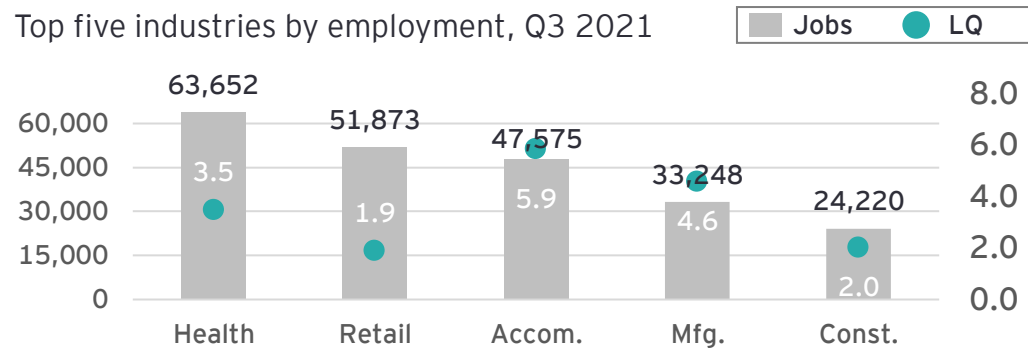
Adult Education Offerings

- Eligible training providers provide trainings on computer skills, manufacturing, technology, skilled trades, information technology, nursing, engineering, masonry, aviation, automotive technicians, commercial drivers licenses, and healthcare, and many more
- Regularly maintain and foster relationships with providers within the area for literacy, diploma, GED preparation, and English language programs
- Share customer data with the Farmworker Career Development Program Adult Education Division

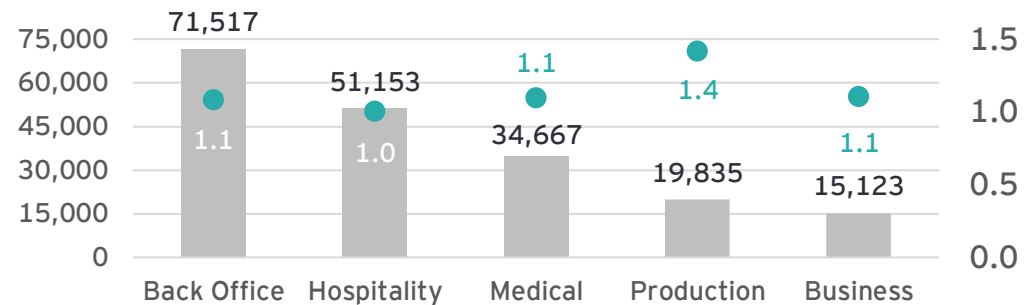
CareerSource Pinellas: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	482,384	6,789	1.4%
Unemployed	13,869	-3,016	-17.9%
Labor force	496,253	3,773	0.8%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	970,985	39,508	4.2%
Labor force participation rate (20 - 64 years)	73.9%	-----	-----

Top five industries by employment, Q3 2021

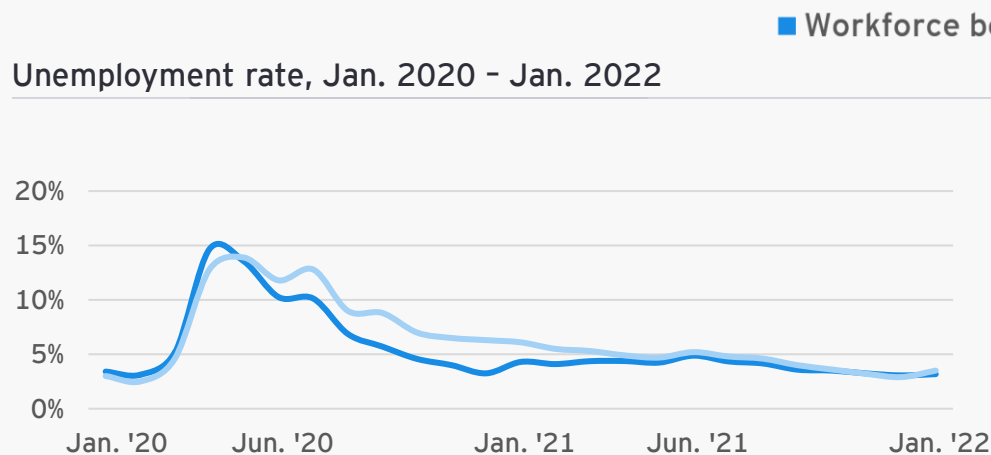


Top five occupational clusters by employment, 2022

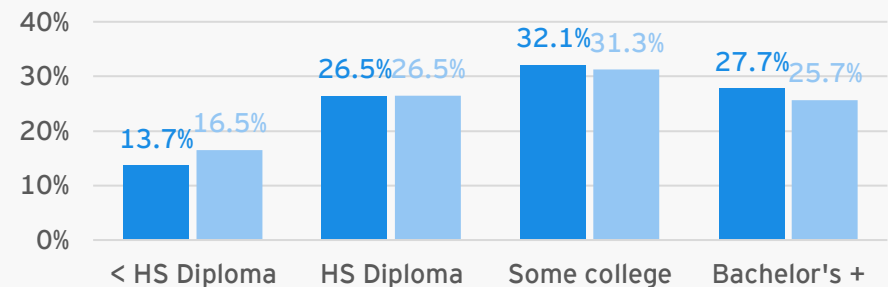


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



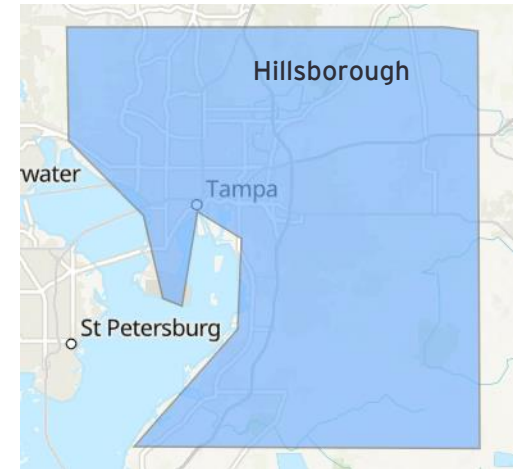
Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

15. CareerSource Tampa Bay

- ▶ **Area population (2020):** 1,451,358
- ▶ **Mission or Vision statement:** “CareerSource Tampa Bay is a quality-focused, employer-driven, customer-centered organization and its mission is to meet the workforce needs of the regional economy.”
- ▶ **Key industry sectors:** Finance and insurance, professional services, healthcare, social assistance, and manufacturing
- ▶ **Number of career centers:** 5
- ▶ **Governance model:** CareerSource Tampa Bay serves as the administrative entity that staffs CareerSource Tampa Bay, which is incorporated in the state of Florida and has a 501(c)(3) designation from the IRS. CareerSource Tampa Bay serves as the fiscal agent and administrative entity. The local workforce development board is not the direct provider of career services except for the WIOA Youth Program.
- ▶ **Unique approaches to service delivery:** According to CareerSource Tampa Bay’s website and WIOA Plan, unique services offered to job seekers at CareerSource Tampa Bay include, but are not limited to:
 - ▶ Partners with Job Corps to provide comprehensive **services to at-risk young women and men ages 16-24** focused on career prep
 - ▶ **Employability skills training** including digital literacy services through employability skills workshops, Microsoft Office certification training, and Workplace Skills for the 21st Century training



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy and Vocational Rehabilitation)
- Division of Blind Services
- School Board of Hillsborough County (Carl Perkins and Adult Education)
- School Board of Hillsborough County (Farmworkers)
- Tampa Housing Authority (YouthBuild)
- AARP
- Tampa Housing Authority (HUD)
- Job Corps
- Tampa Bay Academy of Hope (Re-Entry and YouthBuild)
- Local Veterans Employment Representative (LVER) and Disabled Veterans Outreach Program (DVOP)
- Trade Adjustment Assistance Programs
- Unemployment Compensation Programs

CareerSource Tampa Bay: Sample Service Offerings

Employer Service Offerings

- In-house recruitment events and job fairs
- Work-based learning such as Paid Work Experience (PWE)
- On-the-Job Training provides employers with job seekers. Company is required to provide services in a full-time or hourly position listed on the Regional Targeted Occupational List (RTOL)
- Incumbent Worker Training to train existing employees to achieve greater retention, productivity, and competitiveness. Employees have knowledge to acquire the skills needed to be competitive
- Labor Market Information (LMI)
- Business seminars

Job Seeker Service Offerings

- Educational scholarships in the form of Individual Training Accounts (ITAs)
- Occupational and work-based training, career resources and exploration, networking, and recruitment events
- Veterans service unit
- Many virtual service offerings to expand customer base

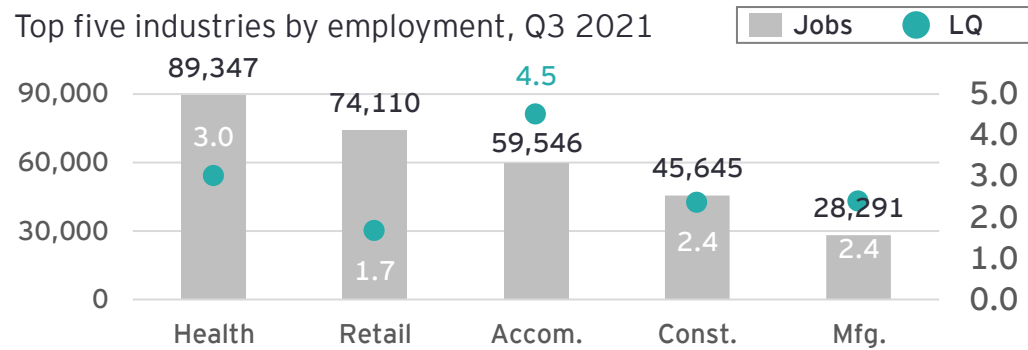
Adult Education

- School District of Hillsborough County is a mandatory WIOA partner which provides adult education services to the local workforce development area
- Staff also conducts onsite workshops in line with Adult Education's strategic goals such as obtaining secondary school diploma and literacy goals
- Regularly meet with Farmworker Career Development Program Adult Education Division

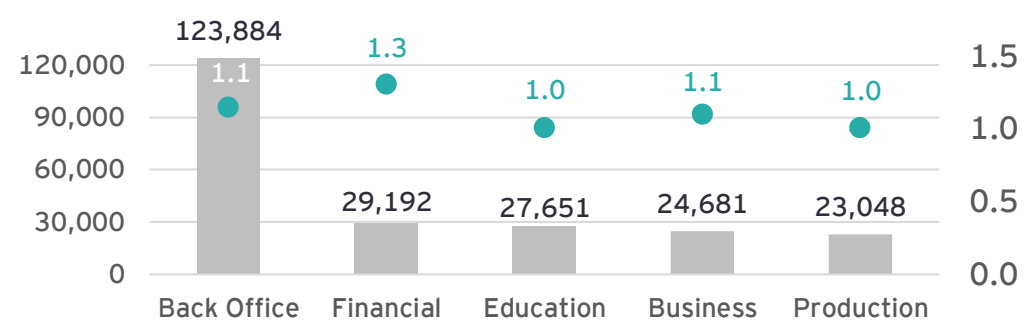
CareerSource Tampa Bay: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	763,682	22,406	3.0%
Unemployed	22,794	-3,700	-14.0%
Labor force	786,476	18,706	2.4%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	1,451,358	148,474	11.4%
Labor force participation rate (20 - 64 years)	74.8%	-----	-----

Top five industries by employment, Q3 2021

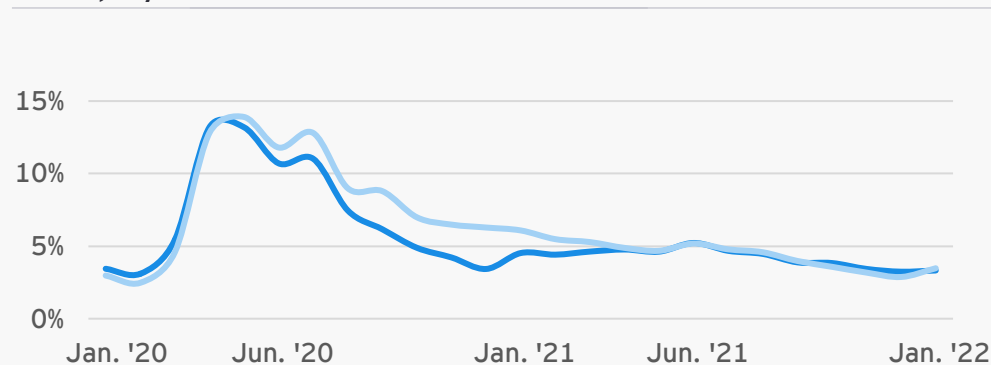


Top five occupational clusters by employment, 2022

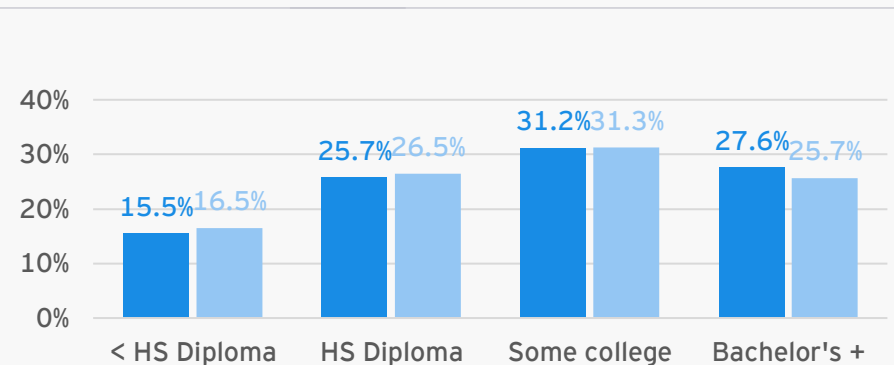


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



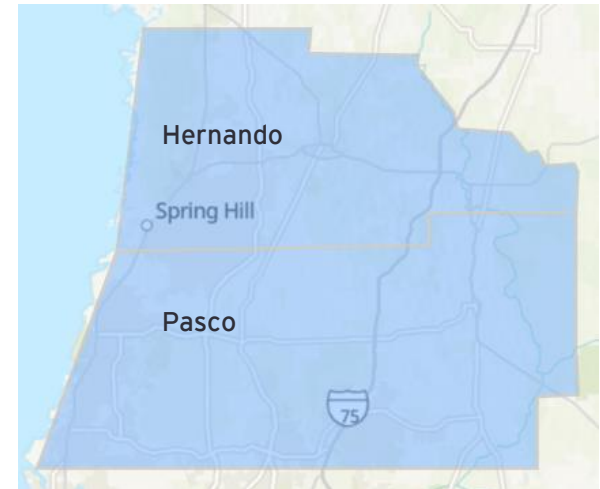
Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

16. CareerSource Pasco Hernando

- ▶ **Area population (2020):** 730,585
- ▶ **Mission or Vision statement:** “Enhances economic development efforts of our area by providing a well-trained, high-quality workforce which supports the success of local business and improves the quality of life.”
- ▶ **Key industry sectors:** IT, healthcare, manufacturing, transportation and warehousing, construction, finance, and retail trade
- ▶ **Number of career centers:** 3
- ▶ **Governance model:** CareerSource Pasco Hernando is the fiscal agent, one-stop operator and administrative entity for the area. It is also the direct provider of career services for the region.
- ▶ **Unique approaches to service delivery:** According to CareerSource Pasco Hernando’s website and WIOA Plan, unique services offered to job seekers at CareerSource Pasco Hernando include, but are not limited to:
 - ▶ **E-courses** which are web based and accessible 24/7 from the website, include “How to Write a Winning Resume,” “Dress for Success,” “Nail That Interview,” and “Improving Social Skills.”



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- Temporary Assistance to Needy Families
- Local Veterans’ Employment Representative
- Disabled Veterans’ Outreach Program
- US Department of Labor Senior Community Service Employment Program (SCSEP)
- Trade Adjustment Assistance Programs
- Unemployment Compensation Programs
- Gulf Coast Jewish Family and Community Services
- Lutheran Services
- Mid-Florida Community Services
- Tobacco Free Florida
- Supplemental Nutrition Assistance Program (SNAP)

CareerSource Pasco Hernando: Sample Service Offerings

Employer Service Offerings

- Business service consultants to assist with services
- Conference and business facilities for interviews
- Job board for local, state, and national exposure
- Pre-employment training and assessment to help pinpoint the most qualified applicants

Job Seeker Service Offerings

- Penny for Pasco Counties - Workforce Re-Entry Program - Launched in October 2018 and assists with On-the-Job training and employer-driven education
- Phoenix Rising program - In partnership with Eckerd Connects, CareerSource Pasco Hernando supports this alternative education and construction trade program which seeks to revitalize economically challenged areas in Pasco and Hernando Counties to support a positive difference in the lives of young adults between ages 18-24
- Youth Summer Trades Program- hosted at Pasco-Hernando State College's Pasco County Campus and Nature Coast Technical High School

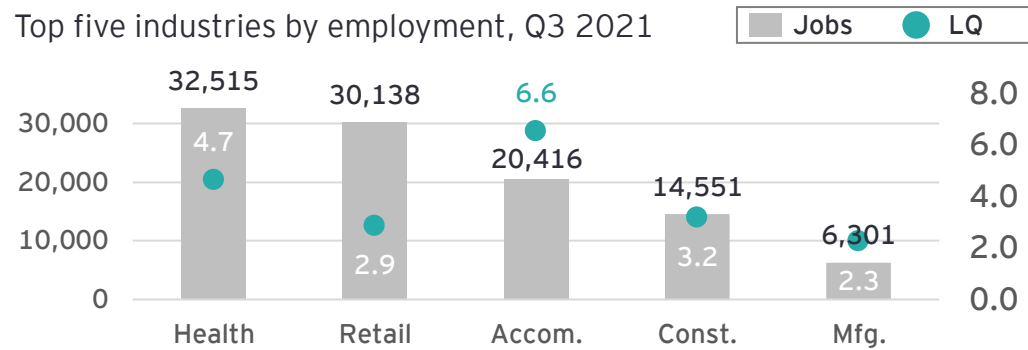
Adult Education

- Close coordination with Fred K. Marchman Technical College and Hernando County Adult Education to provide Adult Education services which match the needs of employers
- Both Pasco and Hernando Counties offer a variety of services including technical programs, GED, ESOL, and high school programs

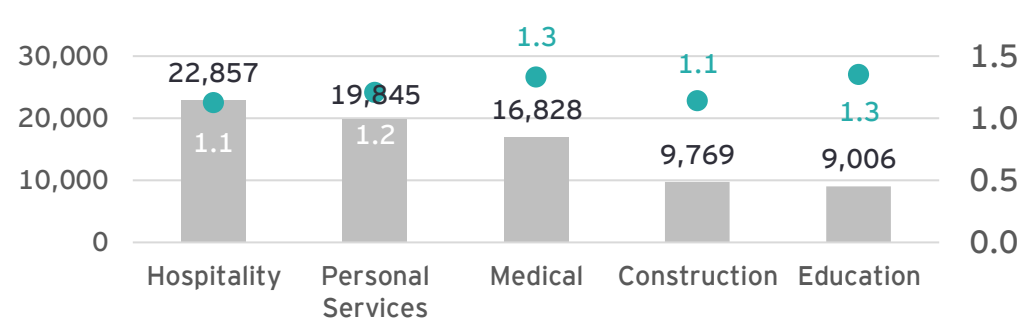
CareerSource Pasco Hernando: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	315,396	12,260	4.0%
Unemployed	10,750	-2,437	-18.5%
Labor force	326,146	9,823	3.1%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	730,585	76,488	11.7%
Labor force participation rate (20 - 64 years)	67.9%	-----	-----

Top five industries by employment, Q3 2021

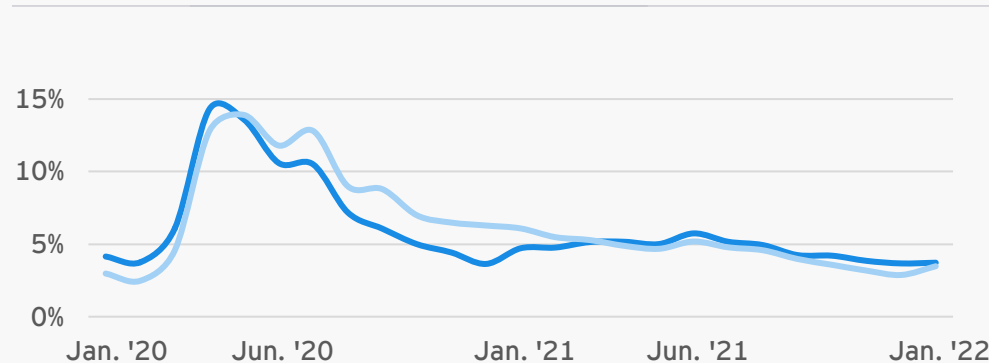


Top five occupational clusters by employment, 2022

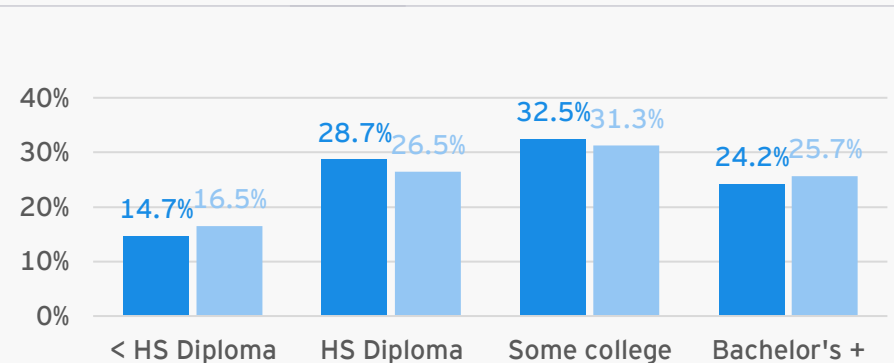


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



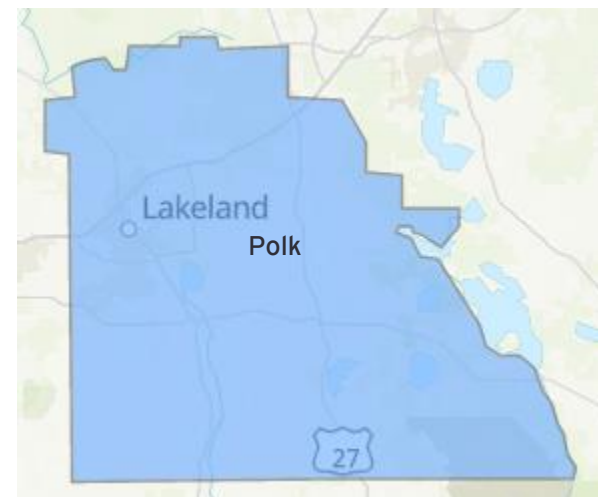
Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

17. CareerSource Polk

- ▶ **Area population (2020):** 705,735
- ▶ **Mission or Vision statement:** "Be an innovative leader to ensure and sustain a quality workforce for today and the future."
- ▶ **Key industry sectors:** Healthcare and life sciences, logistics and distribution, bio-fuels and renewable energy, niche manufacturing, agriculture, IT
- ▶ **Number of career centers:** 3
- ▶ **Governance model:** The administrative entity and fiscal agent is CareerSource Polk. The local workforce development board serves as the one-stop operator and direct provider of career services for the area.
- ▶ **Unique approaches to service delivery:** According to CareerSource Polk's website and WIOA Plan, unique services offered to job seekers at CareerSource Polk include, but are not limited to:
 - ▶ CareerSource Polk currently runs a "**best places to work**" award program for the area, which they have done since 2003.
 - ▶ **Access to computers**, fax machines, and phones for job search
 - ▶ **Supportive Service Assistance** including bus passes, childcare, gas cards, housing, training support, based upon need



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- Trade Adjustment Assistance
- Temporary Assistance to Needy Families Welfare Transition Program
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)
- Veterans program
- Migrant Seasonal Farmworker
- Reemployment Services and Eligibility Assessment (RESEA) services
- AARP
- Agricultural and Labor Program
- Job Corp
- Rebuild Florida
- Polk County Public Schools

CareerSource Polk: Sample Service Offerings

Employer Service Offerings

- Best places to work award program
- On-the-Job Training, Incumbent Worker Training, Quick Response Training, and Employed Worker Training
- Information on Labor Market Information for the local service area
- Job postings and fairs, onsite recruiting events, monthly employer roundtable, Annual State of the Workforce Summit

Job Seeker Service Offerings

- Access to computers, fax machines, and phones for job search
- Resume and job search assistance
- One-on-one career counseling after attending a "Work First" training program
- Supportive Service Assistance including bus passes, child care, gas cards, housing, training support, based upon need

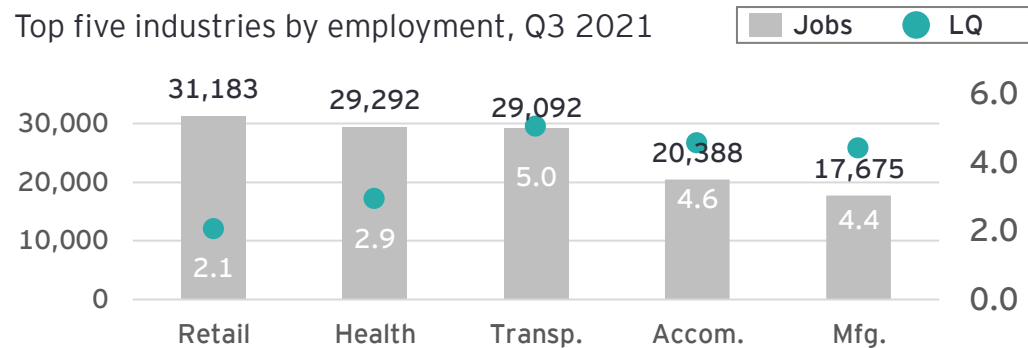
Adult Education Offerings

- Continuous coordination with Polk County Public Schools to strengthen partnership and to collaborate on grant opportunities
- Engagement with Alternative School Opportunities to offer a variety of alternative learnings

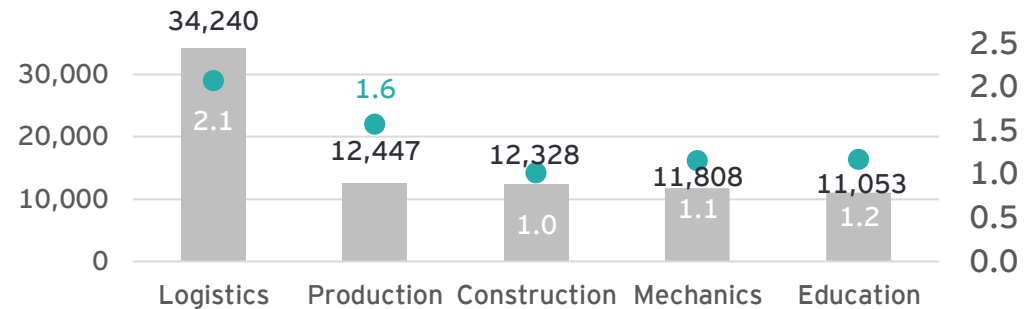
CareerSource Polk: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	320,142	20,229	6.7%
Unemployed	12,315	-693	-5.3%
Labor force	332,457	19,536	6.2%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	705,735	79,059	12.6%
Labor force participation rate (20 - 64 years)	69.3%	-----	-----

Top five industries by employment, Q3 2021

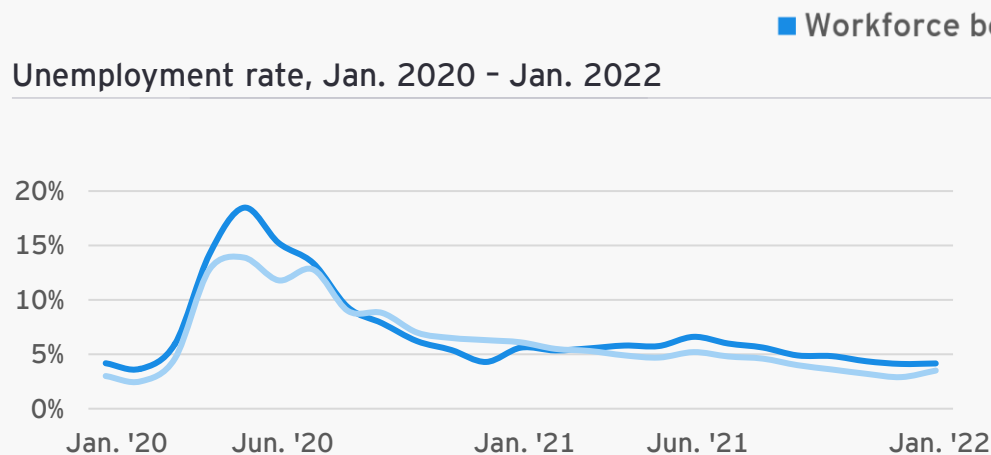


Top five occupational clusters by employment, 2022

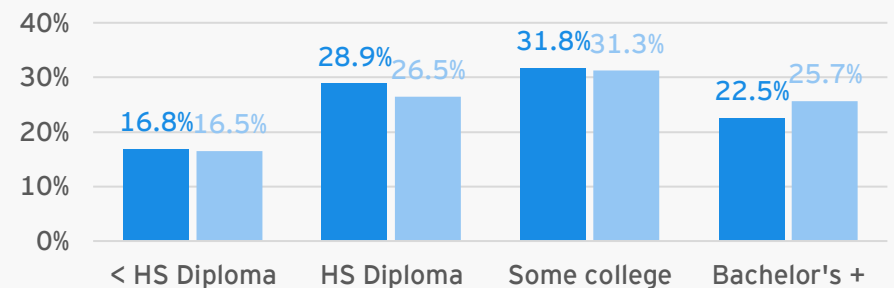


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



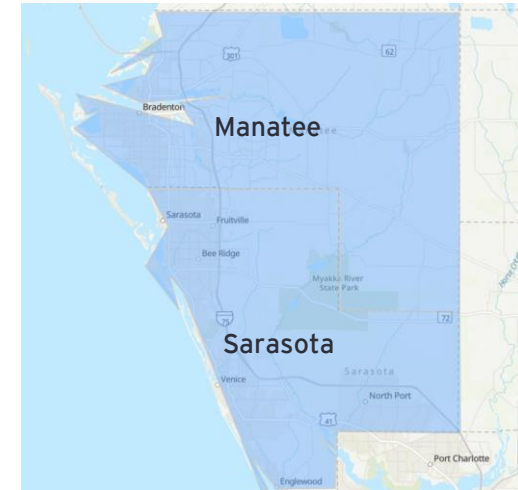
Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

18. CareerSource Suncoast

- ▶ **Area population (2020):** 821,613
- ▶ **Mission or Vision statement:** “To recruit, train, and retain talent for employers on the Suncoast.”
- ▶ **Key industry sectors:** Advanced manufacturing, medical and life sciences, IT, aviation, agriculture technologies, environmental sciences and sustainable development, administration, sports performance, creative services and web-enabled technologies. CareerSource Suncoast has also identified construction, healthcare, manufacturing, and finance and insurance as additional key industry sectors.
- ▶ **Number of career centers:** 3 and 2 satellite offices
- ▶ **Governance model:** CareerSource Suncoast is also the administrative entity selected to staff the local workforce development board, provide direct career services, and act as the fiscal agent. The role of one-stop operator is procured to an outside party.
- ▶ **Unique approaches to service delivery:** According to CareerSource Suncoast’s website and WIOA Plan, unique services offered to job seekers at CareerSource Suncoast include, but are not limited to:
 - ▶ MySuncoast Scholarship providing tuition assistance to select unemployed individuals, prioritizing veterans, with primary focus on helping cover the instructional costs, books, materials, uniforms, and supplies for up to two years
 - ▶ Metrix Learning Tool which provide free and unlimited access to more than 5,000 high quality **online training courses** for 180 days



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- Migrant Seasonal Farm Worker
- Trade Adjustment Assistance
- Supplemental Nutrition Assistance Program (SNAP)
- Temporary Assistance for Needy Families (TANF)
- Career and Technical Education (CTE)
- Local Veterans Employment Representatives
- Disabled Veterans Outreach Program (DVOP)
- US Department of Labor Senior Community Service Employment Program (SCSEP)
- Division of Blind Services
- Manatee Community Action Agency
- Sarasota County Health and Human Services
- Manatee and Sarasota Counties HUD
- Community Action Agency for Manatee and Sarasota Counties
- Job Corp of Pinellas
- Goodwill Manasota
- Gulf Coast Legal Services

CareerSource Suncoast: Sample Service Offerings

Employer Service Offerings

- Job fairs and hiring events, advertising solutions
- On-the-Job Training, Employed Worker Training, Incumbent Worker Training
- Florida Flex Program - business relocation and talent retention support
- Worker retraining
- Special incentives including the dislocated worker grant, sector strategies grant, agency referral and community entrepreneur opportunity

Job Seeker Service Offerings

- Job search via Employ Florida, resume assistance, interview assistance, educational workshops, career assessment information, in-demand job information, and training
- Hiring events and job fairs
- MySuncoast Scholarship - tuition assistance for unemployed individuals with priority given to veterans
- MySuncoast On-the-Job Training has financial assistance programs

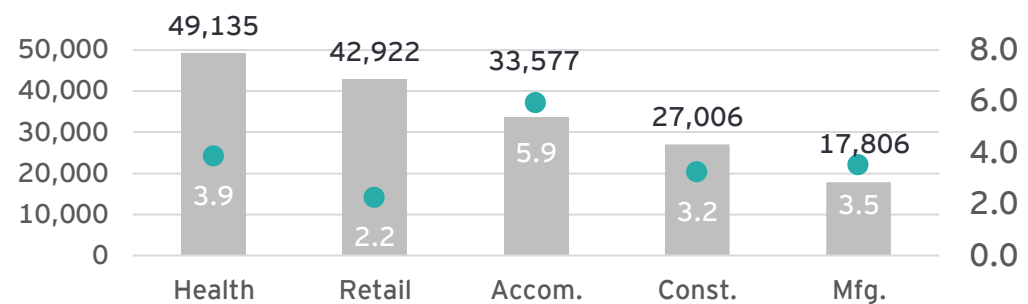
Adult Education Offerings

- Matrix Learning Tool with access to 5,000 training courses for 180 days
- Adult Education and Literacy Program administered via Manatee and Sarasota Counties
- Co-located and coordinates efforts with Suncoast Technical College and Manatee Technical College to offer services for GED Programs and ESOL programs
- Met with Farmworkers Career Development Program (FCDP) Adult Education division to discuss coordination of program services

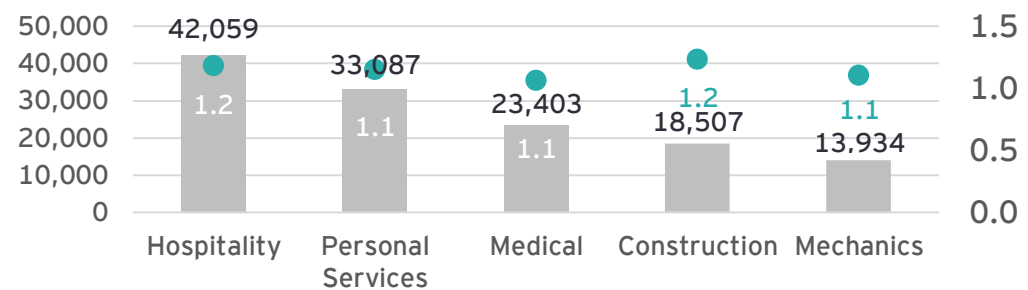
CareerSource Suncoast: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	379,004	19,000	5.3%
Unemployed	10,765	-2,549	-19.1%
Labor force	389,769	16,451	4.4%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	821,613	85,846	11.7%
Labor force participation rate (20 - 64 years)	71.3%	-----	-----

Top five industries by employment, Q3 2021

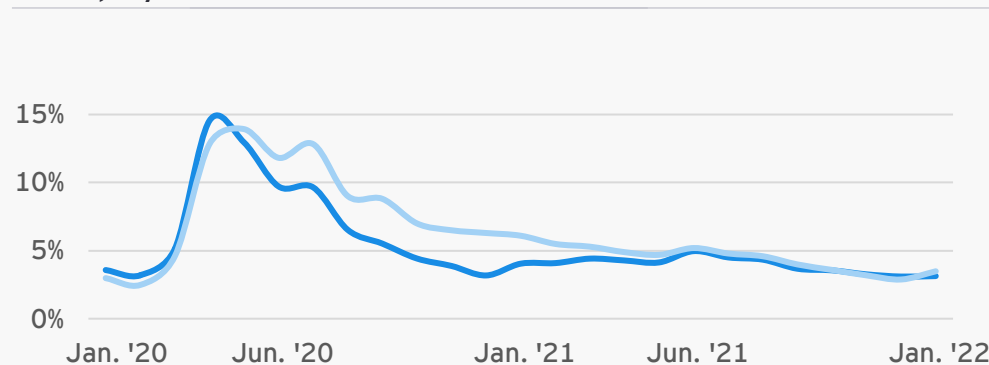


Top five occupational clusters by employment, 2022

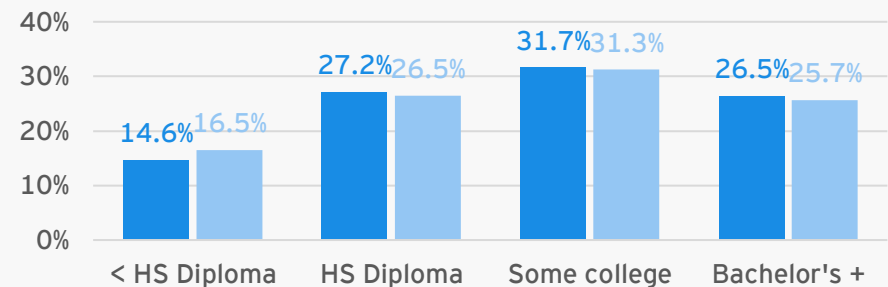


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

19. CareerSource Heartland

- ▶ **Area population (2020):** 210,583
- ▶ **Mission or Vision statement:** “CareerSource Heartland is committed to providing valuable job seeker and employer services to meet your needs.”
- ▶ **Key industry sectors:** Healthcare and life science, logistics and distribution, biofuels and renewable energy, niche manufacturing, IT, and agriculture
- ▶ **Number of career centers:** 4
- ▶ **Governance model:** The Consortium has identified CareerSource Heartland as the local grant recipient (fiscal agent), administrative entity, one-stop operator, and provider of career services.
- ▶ **Unique approaches to service delivery:** According to CareerSource Heartland’s website and WIOA Plan, unique services offered to job seekers at CareerSource Heartland include, but are not limited to:
 - ▶ **Job Readiness Workshop**, including labor market information, skills analysis, social media, resume assistance, HR needs, etc.



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- Trade Adjustment Assistance
- Jobs for Veterans Grants, Local Veterans Employment Representative (LVER), and Disabled Veterans Outreach Program (DVOP)
- Reemployment Assistance
- Temporary Assistance for Needy Families (TANF)
- Supplemental Nutrition Assistance Program (SNAP)
- DeSoto and Hardee County School Districts with Indian River and South Florida State Colleges delivery Adult Education and Literacy Program services
- Division of Blind Services
- Agricultural and Labor Program (Community Services Block Grant)
- US Department of Labor Senior Community Service Employment Program (SCSEP)

CareerSource Heartland: Sample Service Offerings

Employer Service Offerings

- Labor market information and workforce statistics
- Employed Worker Training - can help a current employee obtain the skills necessary to become more productive. Incumbent Worker Training for customized training for existing for-profit businesses
- On-the-Job Training - provided for eligible candidates who have been hired by the employer following an agreement with CareerSource Heartland that the employer will provide the occupational training. Employer can recoup up to 50% of the wages paid to the On-the-Job Training participant during the training period
- Quick Response Training - Grant funding for customized training for new or expanding businesses that produce an exportable product or service

Job Seeker Service Offerings

- Energize your job search workshop
- Mock interviews, resume assistance, assessments and career planning
- Job training scholarships - contact CareerSource Heartland for more information
- Individualized employment plan

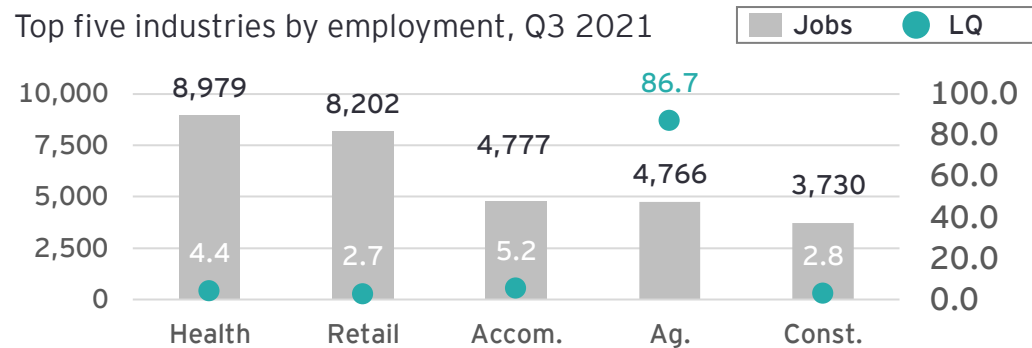
Adult Education Offerings

- Introduction to computer fundamentals course
- DeSoto and Hardee County School Districts, with Indian River and South Florida State Colleges, plan and deliver Adult Education and Literacy Programs authorized under Title II

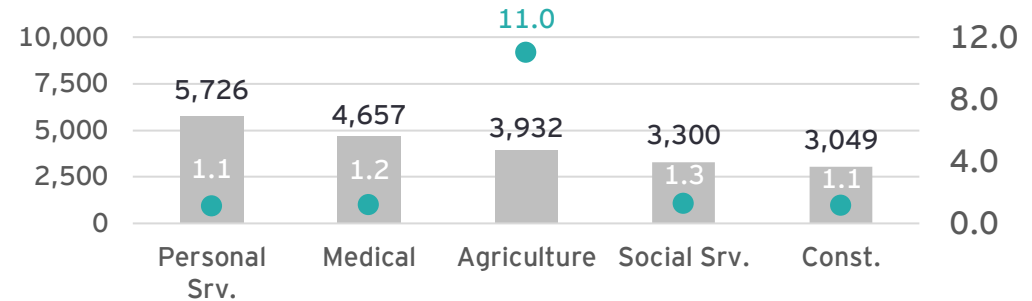
CareerSource Heartland: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	73,817	-114	-0.2%
Unemployed	2,770	-799	-22.4%
Labor force	76,587	-913	-1.2%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	210,583	10,575	5.3%
Labor force participation rate (20 - 64 years)	61.2%	-----	-----

Top five industries by employment, Q3 2021

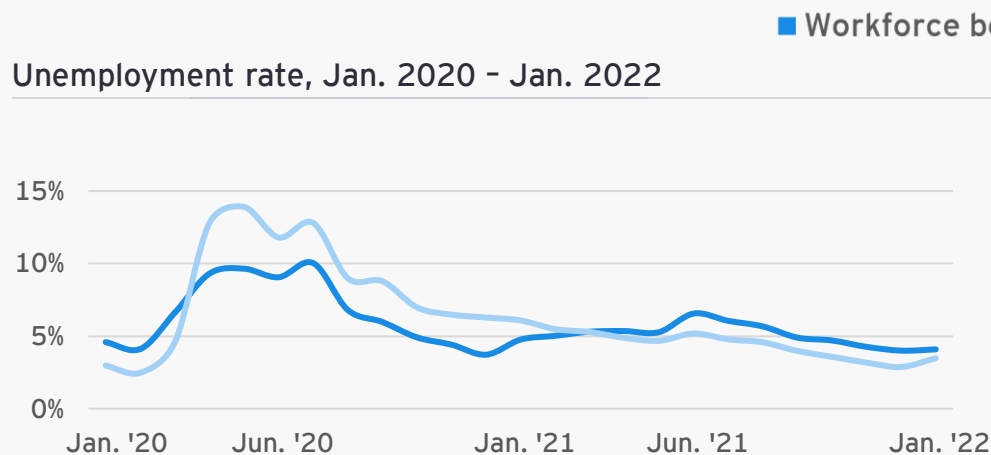


Top five occupational clusters by employment, 2022

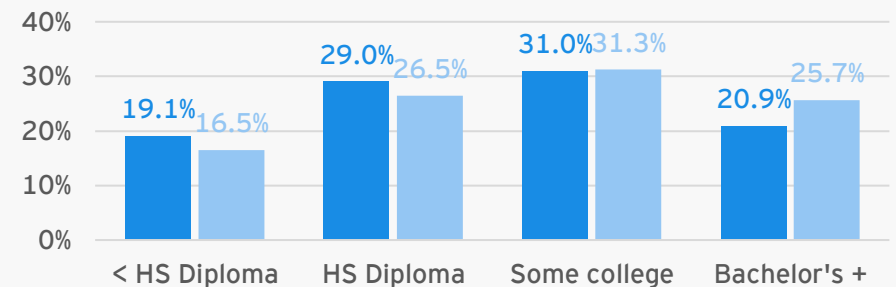


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

20. CareerSource Research Coast

- ▶ **Area population (2020):** 638,298
- ▶ **Mission or Vision statement:** “Provide Opportunities. Improve Lives.”
- ▶ **Key industry sectors:** Healthcare, manufacturing, construction trades, distribution and logistics, hospitality, and professional and business services
- ▶ **Number of career centers:** 4
- ▶ **Governance model:** CareerSource Research Coast is the fiscal agent, one-stop operator, direct provider of workforce services, and administrative entity for CareerSource Research Coast.
- ▶ **Unique approaches to service delivery:** According to CareerSource Research Coast’s website and WIOA Plan, unique services offered to job seekers at CareerSource Research Coast include, but are not limited to:
 - ▶ **The Summer of Success Program** offers youth a weeklong Youth Employment Success Solution (YESS) training. After completion of the training, the participants are then onboarded to a paid summer internship with a worksite employer.



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- Trade Adjustment Act
- Jobs for Veterans Grants, Local Veterans Employment Representative (LVER), and Disabled Veterans Outreach Program (DVOP)
- Reemployment Assistance
- Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), and YouthBuild
- Migrant and Seasonal Farmworker services
- US Department of Labor Senior Community Service Employment Program (SCSEP)
- Career and Technical Education
- Trade Adjustment Assistance
- Jobs for Veterans State Grants
- Community Service Block Grant
- State Unemployment Compensation
- Social Security Administration
- Boys and Girls Club
- City of Fellsmere, City of Fort Pierce, City of Sebastian
- City of Stuart Police Department
- Department of Juvenile Justice, Deveraux
- Early Learning Coalitions

CareerSource Research Coast: Sample Service Offerings

Employer Service Offerings

- Account Managers and Business Services Consultants serve as the liaisons between CareerSource Research Coast and the business community
- Employers are offered an employer learning library to support workforce training, job fairs to assist with hiring, special workshops focused on retention, registered apprenticeship programs, On-the-Job training grants, Florida Flex and Incumbent Worker Training
- Recruitment with Employ Florida
- Rapid Response services during layoffs

Job Seeker Service Offerings

- Job search assistance
- Workshops (job search strategies, interview preparation, open lab, computer basics, job fair)
- Career and technical training scholarships, assessments (TABE survey and CareerScope)
- Florida Ready to Work certification
- Resume assistance, amongst other programs

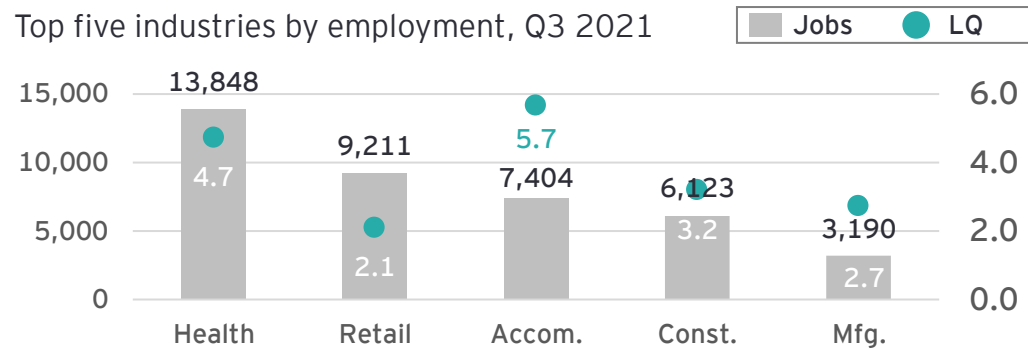
Adult Education Offerings

- Indian River State College and Treasure Coast State College (Indian River County School District) both provide adult education and literacy
- Referral process for adult and youth for GED and ESOL services
- GED classes are offered onsite in the Comprehensive One-Stop Center, four days per week

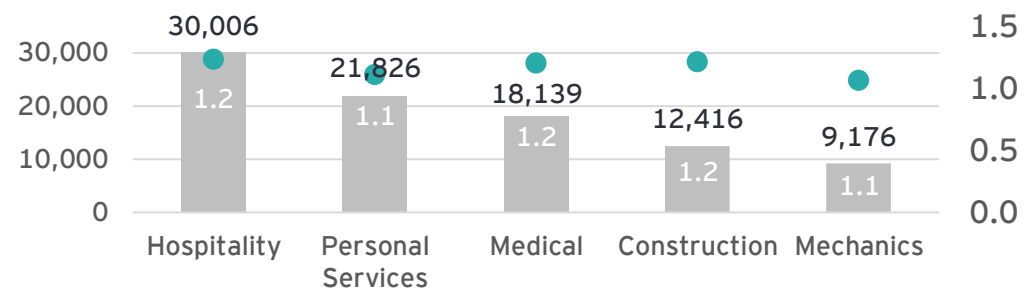
CareerSource Research Coast: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	283,484	4,635	1.7%
Unemployed	9,598	-2,344	-19.6%
Labor force	293,082	2,291	0.8%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	638,298	55,840	9.6%
Labor force participation rate (20 - 64 years)	69.8%	-----	-----

Top five industries by employment, Q3 2021

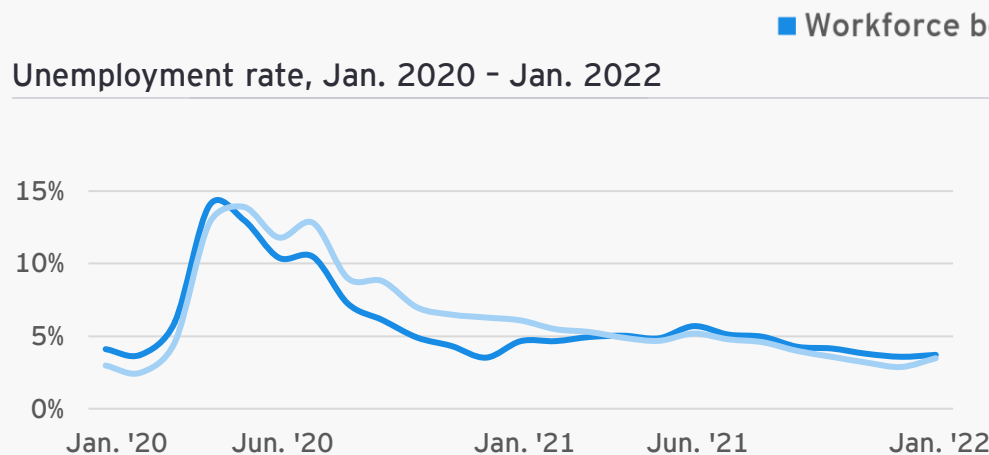


Top five occupational clusters by employment, 2022

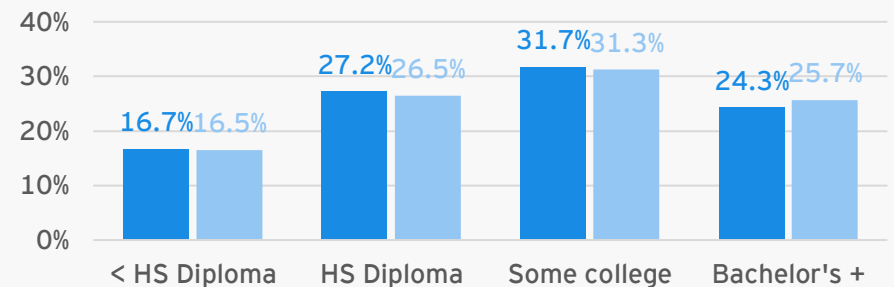


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

21. CareerSource Palm Beach County

- ▶ **Area population (2020):** 1,482,057
- ▶ **Mission or Vision statement:** “We connect business with talent.”
- ▶ **Key industry sectors:** Aviation, aerospace, and engineering, business and professional services, healthcare and life sciences, construction, information technology and telecommunications, logistics, distribution, and transportation, hospitality and tourism, advanced manufacturing, and marine industry
- ▶ **Number of career centers:** 2 with satellite locations at public libraries
- ▶ **Governance model:** CareerSource Palm Beach County acts as the one-stop operator, direct service provider, administrative entity, grant recipient, and fiscal agent to support CareerSource Palm Beach County.
- ▶ **Unique approaches to service delivery:** According to CareerSource Palm Beach County’s website and WIOA Plan, unique services offered to job seekers at CareerSource Palm Beach County include, but are not limited to:
 - ▶ The Professional Placement Network includes three half-day seminars on job readiness, sharpening one’s job tools, and how to secure employment.
 - ▶ SkillUp Palm Beach County
 - ▶ The RIASEC Interest profiler to gauge engagement with work activities



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- Trade Adjustment Act
- Gulfstream Goodwill Industries
- SouthTech Academy
- Easter Seals
- Blind Services
- Wounded Veterans Relief Fund (Wounded Warriors of South Florida)
- Urban League of Palm Beach County
- Juniper Vet center
- Palm Beach County’s Hospitality Training Program

CareerSource Palm Beach County: Sample Service Offerings

Employer Service Offerings

- Post jobs (adding and managing job listings, finding and reviewing resumes, industry information, regional occupational information), recruit, screen candidates to match skills
- Train through employer worker training, On-the-Job Training, hiring a veteran, hiring an intern, and Quick Response Training
- Hiring events

Job Seeker Service Offerings

- Job search via Employ Florida and the Virtual Career System, resume assistance, interview assistance, educational workshops, career assessment information, in-demand job information, and training opportunities
- Access weekly in-demand job opportunities
- Career exploration services
- Resource room access
- Networking opportunities
- Professional Placement Network

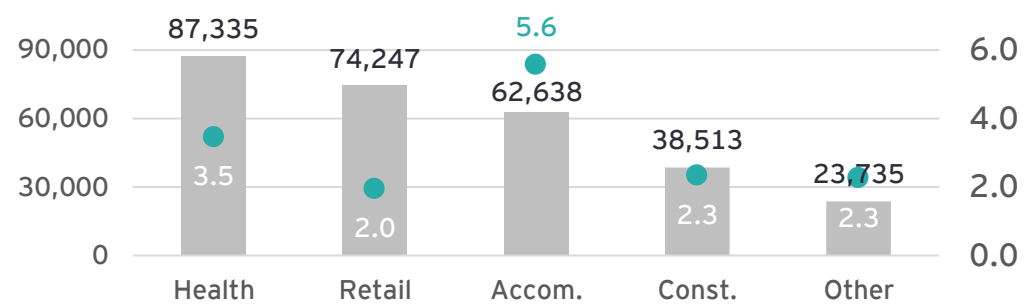
Adult Education Offerings

- The School District of Palm Beach County will direct staff to assist with skills needed by career seekers such as English language, adult basic education skills, and GED preparation
- CareerSource Palm Beach County cites this partnership as one of the longest and strongest partnerships of the workforce board
- CareerSource Palm Beach County and Palm Beach County are currently collaborating on a career pathway program for low-skilled workers to obtain family supporting employment

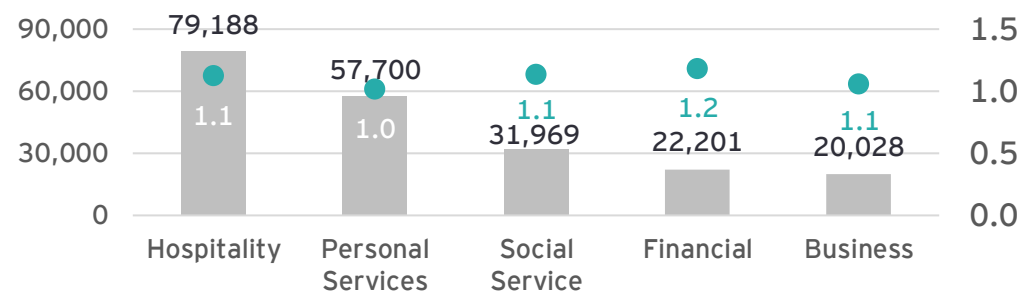
CareerSource Palm Beach County: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	724,985	4,678	0.6%
Unemployed	22,366	-4,405	-16.5%
Labor force	747,351	273	0.0%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	1,482,057	103,251	7.5%
Labor force participation rate (20 - 64 years)	74.7%	-----	-----

Top five industries by employment, Q3 2021

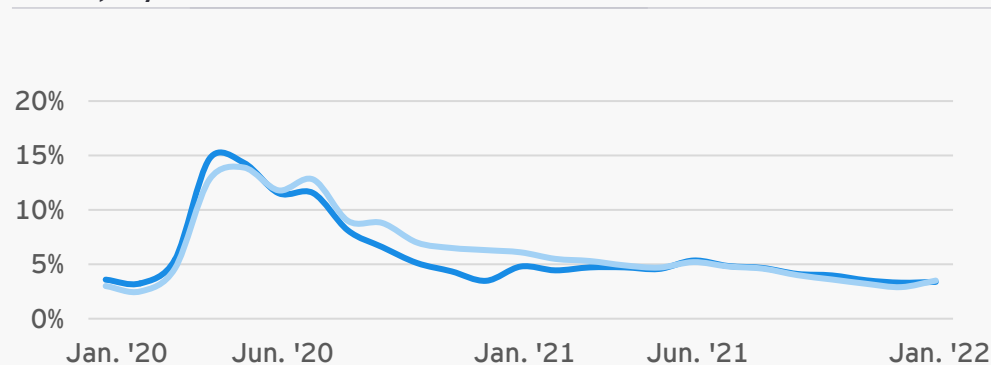


Top five occupational clusters by employment, 2022

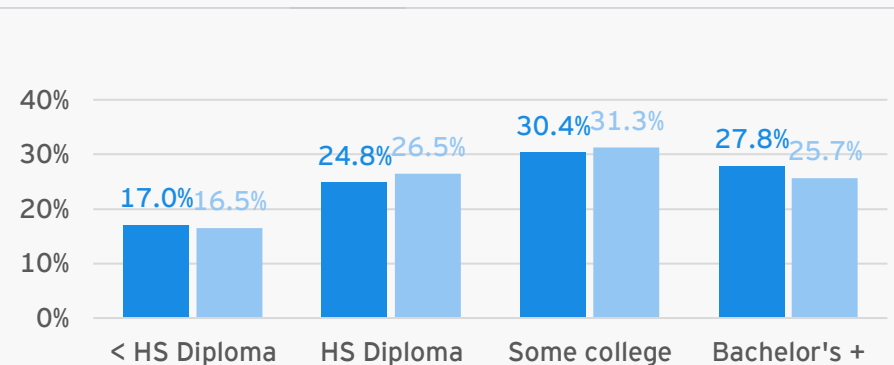


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



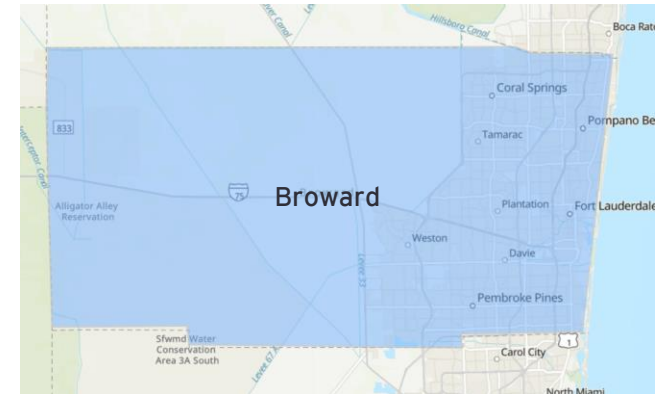
Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

22. CareerSource Broward

- ▶ **Area population (2020):** 1,942,273
- ▶ **Mission or Vision statement:** “To provide innovative solutions through the professional delivery of quality services, which consistently and effectively meet workforce needs.”
- ▶ **Key industry sectors:** Healthcare, IT, marine, aviation, hospitality and tourism, retail, and construction
- ▶ **Number of career centers:** 3
- ▶ **Governance model:** CareerSource Broward is the fiscal agent and administrative entity of the local workforce development area. Workforce Guidance Associates, LLC, is the current one-stop operator. CareerSource Broward provides direct career services except for WIOA youth services.
- ▶ **Unique approaches to service delivery:** According to CareerSource Broward’s website and WIOA Plan, unique services offered to job seekers at CareerSource Broward include, but are not limited to:
 - ▶ The operation of its own Broward Intern Portal
 - ▶ A set of professional workshops geared towards job seekers, including the Transferable Occupation Readiness Quotient (TORQ) assessment
 - ▶ Short-term training programs at Broward College and Atlantic Technical College to earn credentials in in-demand fields in fewer than 6 weeks
 - ▶ A variety of out-of-school youth programs including Career, Technical, Adult, and Community Program, the FLITE Center Let’s Get to Work program, and the CareerSource Broward Out-of-School Youth Programs



Partners/programs included in the full-service, one-stop center:

- WIOA (Adult, Dislocated workers, Youth, Wagner-Peyser, Adult Education and Literacy, and Vocational Rehabilitation)
- Temporary Assistance for Needy Families (TANF)
- Supplemental Nutrition Assistance Program (SNAP)
- US Department of Labor Senior Community Service Employment Program (SCSEP)
- Adult Education and Family Literacy Act Programs
- Career and Technical Education
- Trade Adjustment Assistance
- Jobs for Veterans Grant
- Community Service Block Grant
- Reemployment Assistance
- Second Chance Act
- YouthBuild

CareerSource Broward: Sample Service Offerings

Employer Service Offerings

- Recruiting, job posting, applicant screening services
- Training through On-the-Job Training, paid internship program, local Incumbent Worker Training, apprenticeship programs
- Links to Federal Bonding Program, Work Opportunity Tax Credit, and Work Opportunity Tax Zone
- Outplacement services including services for laid-off employees
- Hidden sources of talent resources

Job Seeker Service Offerings

- Job search via Employ Florida, resume assistance, interview assistance, educational workshops, career assessment information, in-demand job information, and training
- Job market data
- Resource room with computer access, Internet, printers, fax machines
- Assessments on current skill sets and abilities
- Professional workshops
- Professional Placement Network for professionals in career transition
- Training programs
- Veteran-specific resources, sector-specific resources, Ticket to Work resources, out-of-school youth programs

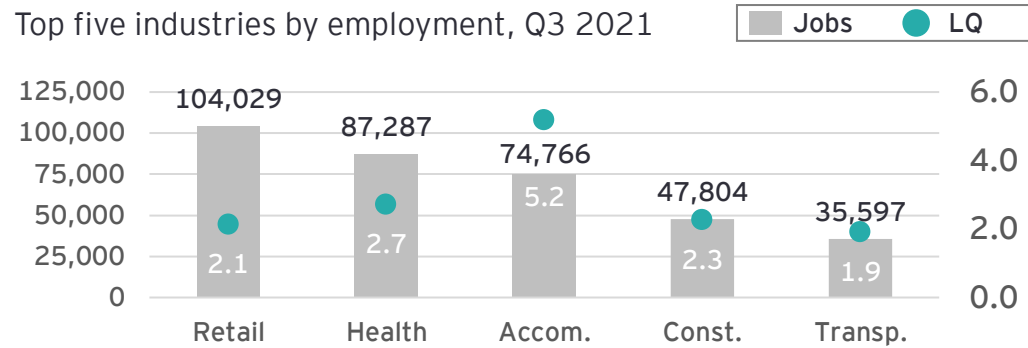
Adult Education Offerings

- Short-term training and credentials offered
- Metrix learning, CareerScope, and eSkills learning/assessments
- Broward County Public Schools is the single provider of Adult Education and Literacy in the workforce area - provides GED classes and out-of-school youth services

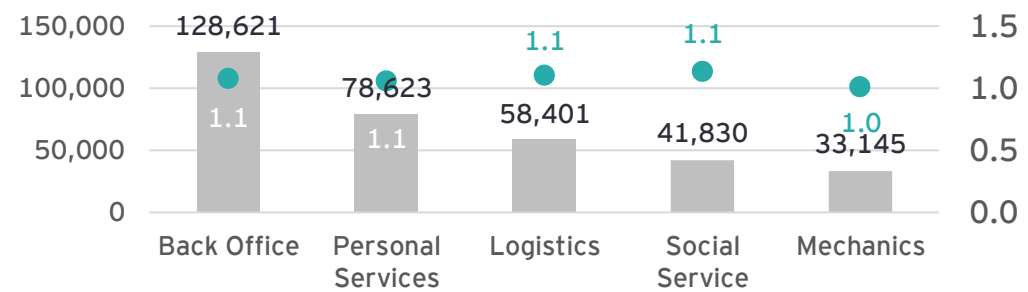
CareerSource Broward: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	1,008,182	-7,536	-0.7%
Unemployed	33,467	-2,225	-6.2%
Labor force	1,041,649	-9,761	-0.9%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	1,942,273	99,121	5.4%
Labor force participation rate (20 - 64 years)	76.3%	-----	-----

Top five industries by employment, Q3 2021

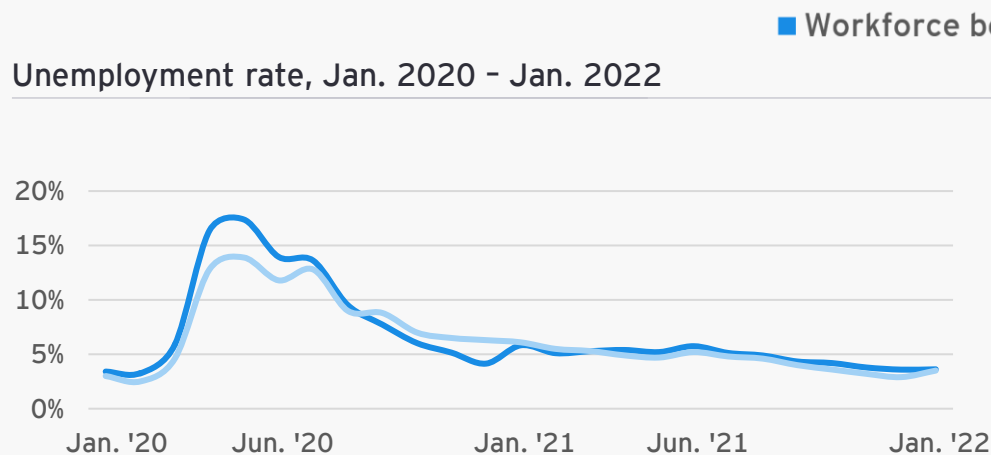


Top five occupational clusters by employment, 2022

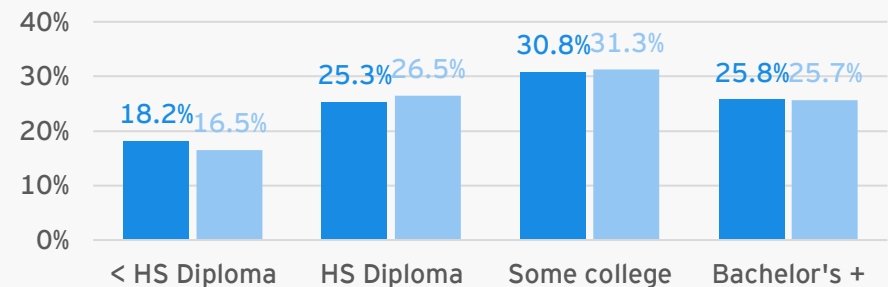


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

23. CareerSource South Florida

- ▶ **Area population (2020):** 2,780,665
- ▶ **Purpose statement:** “CareerSource South Florida’s core purpose is to improve the quality of life through a workforce well equipped to meet industry demand.”
- ▶ **Key industry sectors:** Aviation, banking and finance, creative design, life sciences and healthcare, hospitality and tourism, trade and logistics, technology
- ▶ **Number of career centers:** 1 comprehensive center, 11 full-service centers, 1 re-employ center, 2 collocated career development centers, 3 TechHire centers, 5 mobile labs
- ▶ **Governance model:** CareerSource South Florida, which is an instrument of Miami-Dade County, serves as the administrative and fiscal agent for CareerSource South Florida. CareerSource South Florida currently subcontracts workforce service delivery to 3 service providers which are Youth Co-Op Inc., Arbor E & T LLC., and Career Team LLC.
- ▶ **Unique approaches to service delivery:** According to CareerSource South Florida’s website and WIOA Plan, unique services offered to job seekers at CareerSource South Florida include, but are not limited to:
 - ▶ Usage of its own Employ Miami-Dade or Employ Monroe systems for intake and service delivery
 - ▶ Usage of an initial intake form to screen job seekers
 - ▶ Miami-Dade County Public Schools’ pre-apprenticeship program and summer internship



Partners/programs included in the full-service, one-stop center:

- WIOA Title I (Youth, Adult, Dislocated Worker)
- WIOA Title II (Basic education)
- WIOA Title III (Wagner-Peyser)
- WIOA Title IV (Vocational Rehabilitation)
- Welfare Transition (Locally referred to as Career Advancement Program)
- Veterans Program
- Reemployment Assistance Program
- Trade Adjustment Assistance Program
- Jobs for Veterans Grants, Local Veterans Employment Representative (LVER), and Disabled Veterans Outreach Program (DVOP)
- Reemployment Assistance
- Career Technical Education (Perkins)
- United Way Miami
- Early Learning Coalition
- US Department of Labor Senior Service Employment Program (SCSEP)
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)

CareerSource South Florida: Sample Service Offerings

Employer Service Offerings

- Candidate search, job postings, job market trend information, Labor Market Information, tutorials for employers who need assistance with the tools
- Job fairs and events
- Rapid response for employers
- Workshops and trainings for professional development
- Candidate assessments
- Assistance with apprenticeships

Job Seeker Service Offerings

- Job search assistance, resume creation, education/training, veteran-specific services, youth services, senior and mature worker services
- Training including vocational/occupational skills training, adult education, employed worker training, customized training, On-the-Job Training, transitional job training, and entrepreneurial and self-employment training

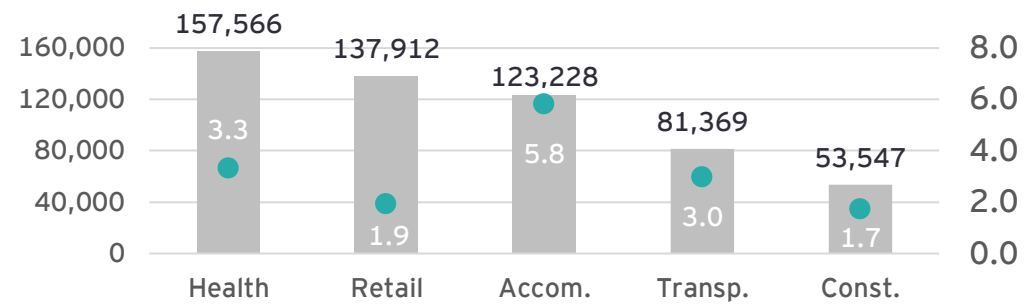
Adult Education Offerings

- Adult education program at Miami Dade College which provides English language training, adult basic education
- GED preparation courses

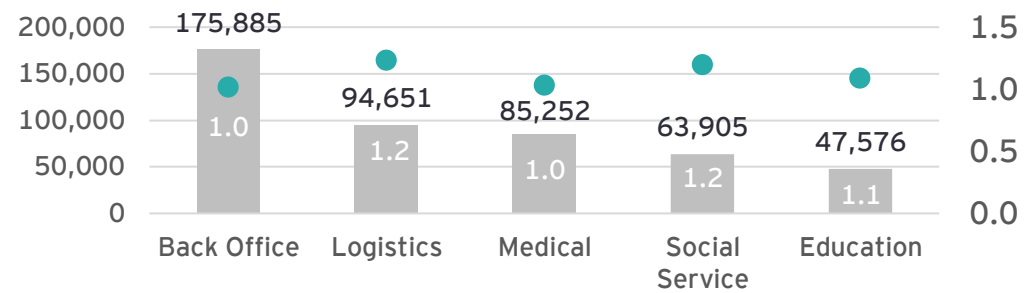
CareerSource South Florida: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	1,366,441	-55,443	-3.9%
Unemployed	38,639	15,333	65.8%
Labor force	1,405,080	-40,110	-2.8%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	2,780,665	65,722	2.4%
Labor force participation rate (20 - 64 years)	74.5%	-----	-----

Top five industries by employment, Q3 2021

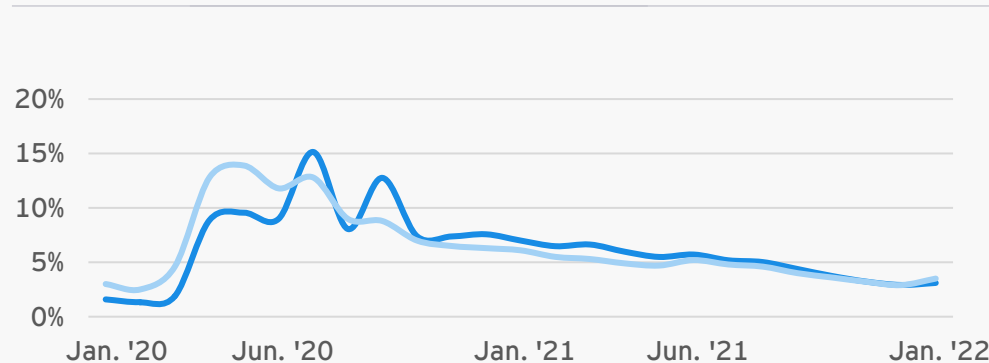


Top five occupational clusters by employment, 2022

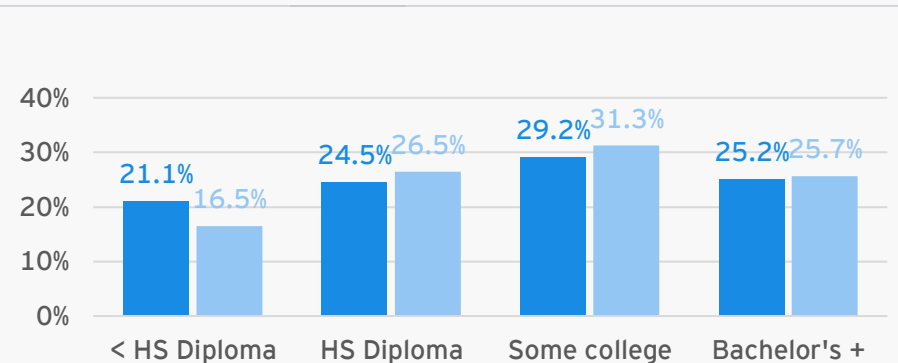


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



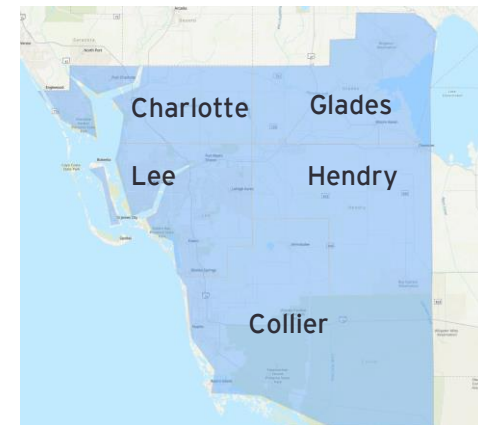
Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass

24. CareerSource Southwest Florida

- ▶ **Area population (2020):** 1,377,090
- ▶ **Mission or Vision statement:** "Initiate and support effective strategies through collaboration with business, education, and social services to facilitate the development of programs and activities that reduce dependency, encourage personal growth, and provide economic benefits to individuals, businesses and communities of Southwest Florida."
- ▶ **Key industry sectors:** Construction, manufacturing, transportation and warehousing, professional, scientific, and technical services, and healthcare and social assistance
- ▶ **Number of career centers:** 5
- ▶ **Governance model:** CareerSource Southwest Florida is the administrative entity, fiscal agent, and direct provider of workforce services for CareerSource Southwest Florida. Thomas P. Miller & Associates provides one-stop operator services.
- ▶ **Unique approaches to service delivery:** According to CareerSource Southwest Florida's website and WIOA Plan, unique services offered to job seekers at CareerSource Southwest Florida include, but are not limited to:
 - ▶ The **Professional Career Network** to provide networking, workshopping, and referral opportunities for professionals from many industries
 - ▶ The **Disability Program Navigator** to assist residents who are disabled navigate public resources and increase employment/self-sufficiency



Partners/programs included in the full-service, one-stop center:

- WIOA Title I (Youth, Adult, Dislocated Worker)
- WIOA Title II (Basic education)
- WIOA Title III (Wagner-Peyser)
- WIOA Title IV (Vocational Rehabilitation)
- Adult education and literacy
- Job Corps
- Migrant and seasonal farmworker
- US Department of Labor Senior Community Service Employment Program (SCSEP)
- Farmworker Career Development Program (FCDP) – Collier County
- Career and Technical Education (Perkins)
- HUD employment and training
- Trade Adjustment Assistance
- Ticket to Work Program
- Disabled Veterans' Outreach Program
- Access to Reemployment Programs

CareerSource Southwest Florida: Sample Service Offerings

Employer Service Offerings

- On-site recruitment facilities to assist with candidate search, job matching, applicant pre-screening, referrals
- Employee training facilities
- Employ Florida assistance, if required
- Events such as job fairs and hiring events
- Training resources and grant funds such as On-the-Job Training, work experience, internships, customized training, apprenticeships, entrepreneurial training through Florida Gulf Coast University and Glades County
- Labor Market Information

Job Seeker Service Offerings

- Job search via Employ Florida, resume assistance, interview assistance, educational workshops, career assessment information, in-demand job information, and training
- Workshops for employability skills
- Related training opportunities to secure employment
- Disability Program Navigator Initiative
- Ticket to Work program for those receiving Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI) benefits
- Youth programs including Destination Graduation and Job Corps programs

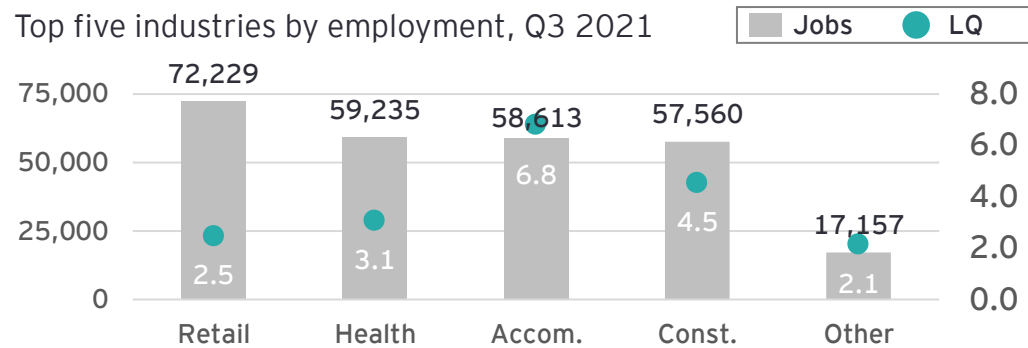
Adult Education Offerings

- GED Prep classes provided by the school districts
- Test for Adult Basic Education (TABE) administered as a baseline
- Tuition/grant funding for programs which prepare a job seeker for a regional targeted occupation from an eligible training provider
- Services are also available through the area's 5 school districts. Students can have a transition counselor to assist with career search, post-secondary education opportunities, jobs in local community, and financial aid

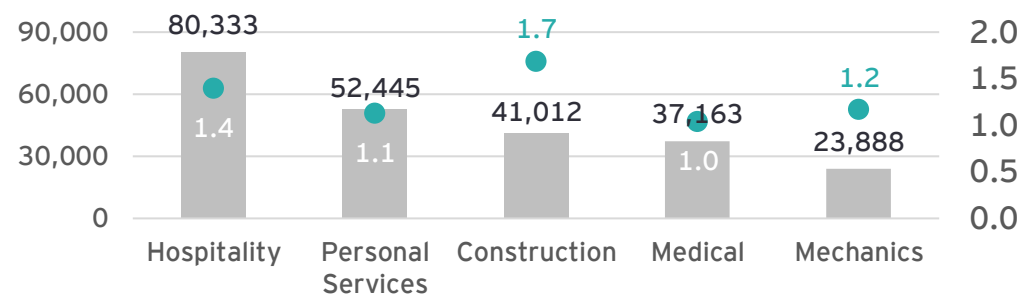
CareerSource Southwest Florida: Economic Snapshot

Metric	Feb. 2022	Change, Jan. '20 - Feb. '22	
	Level	Level	Percent
Employed	631,883	14,400	2.3%
Unemployed	18,844	-4,336	-18.7%
Labor force	650,727	10,064	1.6%
Metric	2020	Change, '15 - '20	
	Level	Level	Percent
Population	1,377,090	154,906	12.7%
Labor force participation rate (20 - 64 years)	71.5%	-----	-----

Top five industries by employment, Q3 2021

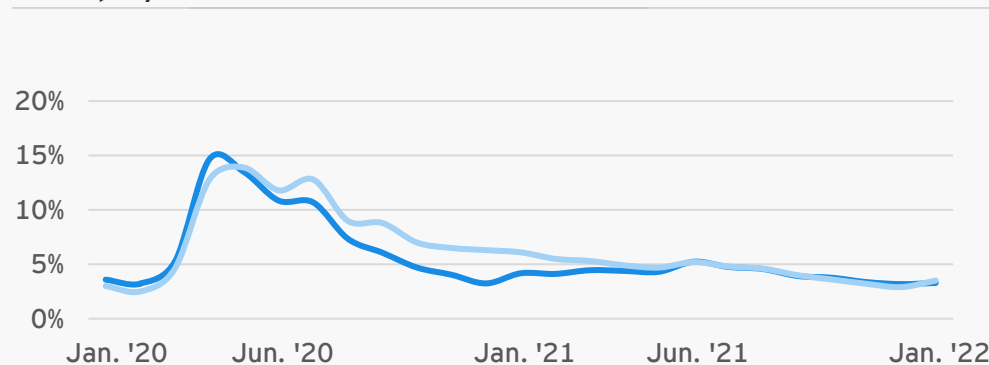


Top five occupational clusters by employment, 2022

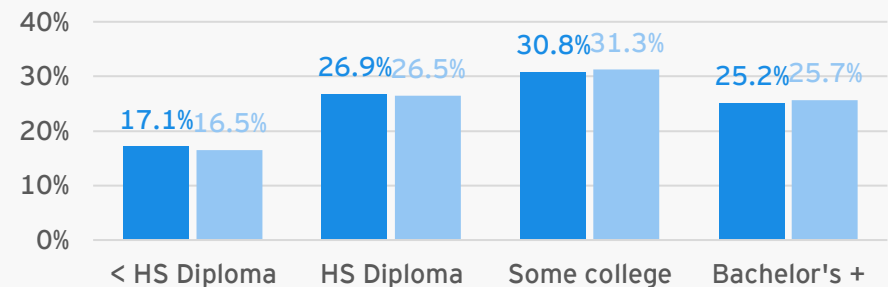


Note: Showing only those industries and occupations with LQ ≥ 1.0; LQ value based on statewide averages

Unemployment rate, Jan. 2020 - Jan. 2022



Educational attainment, 2020



Sources: US Bureau of Labor Statistics, US Census, EMSI Burning Glass