

Board of Directors Meeting Agenda

FEB. 23, 2023 • 9 A.M. – 12:30 P.M. ET

FLORIDA STATE UNIVERSITY DUNLAP CHAMPIONS CLUB
225 CHAMPIONS WAY, BUILDING B, TALLAHASSEE, FL 32304
MEETING ROOM: BALLROOM – 3RD FLOOR

Chair's Welcome & Remarks

Stephanie Smith

President's Greeting

Adrienne Johnston

Consent Agenda

Stephanie Smith

1. Feb. 7, 2023, Meeting Minutes
2. Approval of Master Credentials Lists for Delivery to State Board of Education
3. CareerSource Polk Request to Serve as Direct Service Provider
4. CareerSource South Florida Request to Serve as One-Stop Operator
5. Workforce Innovation and Opportunity Act Local Workforce Development Board Two-Year Plan Modifications

Finance Council Report

Bill Johnson, Chair

Strategic Policy and Performance Council Report

Sophia Eccleston, Chair

Alignment Evaluation Update

Amy Holloway
Principal, Ernst & Young LLP
Chris Ward
Principal, Ernst & Young LLP

Action Item

Andrew Collins

- Reimagining Florida's Workforce System: A Three-Pillar Plan for System Transformation

Department of Economic Opportunity Report

Meredith Ivey
Acting Secretary, Florida Department of Economic Opportunity

Partners Report

Stacy Campbell-Domineck
President, Florida Workforce Development Association
President and CEO, CareerSource Polk

Open Discussion/Public Comment

Chair's Closing Remarks

Stephanie Smith

Information Items

collaborate.
innovate.
lead.



Consent Item 1

Approved _____
Disapproved _____

Consent Item

February 7, 2023, BOARD MEETING MINUTES

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

FOR CONSIDERATION

- **Approval of February 7, 2023, Board Meeting Minutes, to include any modifications or changes noted by the board.**

**CareerSource Florida
Special Board of Directors Meeting Minutes
February 7, 2023**

I. CALL TO ORDER

Chair Stephanie Smith called the virtual meeting to order at 9 a.m. on February 7, 2023.

II. ROLL CALL

Lisa Cramer conducted a roll call. The following members were present:

Stephanie Smith, Chair
Abe Alangadan
Mayor Erik Arroyo
Bayne Beecher
Holly Borgmann
Manny Diaz Jr./Henry Mack, designee
Robert Doyle
Sophia Eccleston
Tim Hinson
Meredith Ivey
Bill Johnson
Joe Marino
Kevin McDonald
Rep. Lauren Melo
Mayor Bryan Nelson
Kevin O'Farrell
Commissioner Mel Ponder
Laurie Sallarulo
Robert Salonen
Patsy Sanchez
Brian Sartain
Andrew Schmadeke
Les Sims
Meredith Stanfield
Emmanuel Tormes
Rep. Dana Trabulsy

A quorum was present.

III. CONSENT ITEM

December 15, 2022, Meeting Minutes

Chair Smith called for a vote to approve the Consent Agenda.

Motion: Robert Salonen

Second: Holly Borgmann

There was no discussion or members of the public wishing to comment on the Consent Item. The Consent Item passed unanimously.

IV. ACTION ITEM

Appointment of Governor's Recommendation for CareerSource Florida President and CEO

Chair Smith introduced Adrienne Johnston, noting her role as the CareerSource Florida designee for the Department of Economic Opportunity at which Johnston has served since 2015, initially as chief of the Bureau of Workforce Statistics and Economic Research, and most recently as deputy secretary of the Division of Workforce Services and as chief economist. Johnston has an extensive background in data analysis, informative data visualizations and applied research in both the public and private sectors. She earned her master's degree in economics from Florida State University.

Johnston thanked Chair Smith for the introduction and Governor Ron DeSantis for his recommendation. Johnston said she is honored to have the governor's recommendation and looks forward to continuing to support his vision to make Florida the best state in the nation for workforce education by 2030. Johnston stated she has been working alongside the CareerSource Florida Board of Directors for years, bringing forward her expertise in data analytics. In her new role, she looks forward to continuing to bring that focus and providing more data-driven information to the board to empower them to make informed decisions for Florida's workforce system.

Finance Council Vice Chair Emmanuel Tormes thanked Johnston for accepting the governor's recommendation and said he is enthusiastic about Johnston joining the CareerSource Florida team. He said she will provide great leadership as the board continues to move forward with implementing the Reimagining Education and Career Help (REACH) Act.

Strategic Policy and Performance Council Chair Sophia Eccleston welcomed Johnston to the CareerSource Florida team and said she looks forward to continuing to serve beside Johnston in her new role. Eccleston gave a nod to the CareerSource Florida team, saying she believes Johnston has a great team behind her.

Motion: Henry Mack

Second: Bayne Beecher

There were no members of the public wishing to comment on the Action Item. The action item passed unanimously.

V. OPEN DISCUSSION/PUBLIC COMMENT

Stacy Campbell-Domineck, president and CEO of CareerSource Polk and president of the Florida Workforce Development Association, congratulated Johnston on her new role and welcomed her to the CareerSource Florida network in this new leadership position on behalf of the Florida Workforce Development Association.

VI. CHAIR'S CLOSING REMARKS

Chair Smith congratulated Johnston and thanked everyone for their participation. She reminded the board of upcoming events on the three-day schedule, including an opportunity to tour CareerSource Capital Region's Tallahassee career center and finance and strategic policy and performance council meetings. She also thanked Meredith Brock Stanfield and the Florida Professional Firefighters for hosting the board and partners reception prior to the next board meeting on February 23.

To obtain the February 7 meeting presentation, please visit the CareerSource Florida website at [CareerSource Florida Boardroom](#).

XI. BOARD SECRETARY CERTIFICATION

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

Board Secretary

Date

Approved _____
Disapproved _____

Consent Item 2

APPROVAL OF 2022-2023 AND 2023-2024 MASTER CREDENTIALS LISTS FOR DELIVERY TO THE STATE BOARD OF EDUCATION

In 2021, Governor Ron DeSantis signed the Reimagining Education and Career Help (REACH) Act. This legislation made changes to existing law and created a Master Credentials List. For the 2021-2022 school year, the Master Credentials List shall include the Career and Professional Education Act (CAPE) Industry Certification Funding List and the CAPE Postsecondary Industry Certification Funding List adopted by the State Board of Education.

The Career and Professional Education (CAPE) Act was created by the Florida Legislature to improve Florida's talent pipeline to better attract and retain targeted, high-value industries and develop a knowledge-based economy. The CAPE Act seeks to ensure education, industry, workforce and economic development partners in every community collaborate to provide students with cutting-edge training and opportunities to earned nationally recognized, industry certifications required for high-skill, high-wage jobs.

In March 2022, the Credentials Review Committee approved the 2022-2023 Master Credentials List, composed of the original 2021-2022 list, removing unavailable certifications and making technical changes to names or certifying agencies that changed since the original list was created.

In October 2022, the committee was notified that new applications would be received from Nov. 1-30, 2022, for certifications seeking CAPE funding eligibility for the 2022-2023 school year. Applications received were evaluated by CareerSource Florida, the Department of Economic Opportunity and the Florida Department of Education to determine their eligibility for CAPE funding per Department of Education requirements set forth in Florida Administrative Code Rule 6A-6.0576. Eligible submissions were further evaluated using the Framework of Quality approved by the Credentials Review Committee in December 2022.

A total of 17 certifications met the CAPE funding eligibility criteria set forth by the Department of Education and the Framework of Quality defined by the Credentials Review Committee. These 17 certifications were approved for addition to the 2022-2023 Master Credentials List by the Credentials Review Committee on Feb. 9, 2023.

In December 2022, the Credentials Review Committee approved the definition for Credentials of Value and a Framework of Quality by which these credentials would be

evaluated. This Framework of Quality was used to evaluate all existing and new credentials that met the definition including apprenticeship certificates, industry certifications, licenses, advanced technical certificates, college credit certificates, career certificates, applied technology diplomas, associate in applied science degrees, and associate in science degrees. It is notable that because available labor market data was limited to occupations requiring an associate degree or below, Bachelor of Applied Science and Bachelor of Science degrees were not evaluated.

On Feb. 9, 2023, the Credentials Review Committee approved 2,063 credentials as the first group of credentials that met the Framework of Quality criteria and established the 2023-2024 Master Credentials List. The 2023-2024 Master Credentials List includes:

1. 275 degree credentials which meet the state or regional demand criteria defined by the Framework of Quality.
2. 1,446 non-degree credentials which meet the demand and wage criteria defined by the Framework of Quality.
3. 33 digital tools recommended by the Department of Education for inclusion on the Master Credentials List.

The 2023-2024 Master Credentials List includes non-degree credentials granted a one-year provisional status. A total of 78 industry certifications, 85 apprenticeships, 136 non-degree programs of study and 10 degree programs of study have been granted provisional inclusion on the 2023-2024 Master Credentials List.

These non-degree credentials do not fully meet the demand and wage criteria established by the committee. These credentials may be considered for inclusion on the 2024-2025 Master Credentials List by submitting documentation supporting either local demand or sequencing to a higher credential that leads to an occupation that meets the wage threshold. Credentials that do not submit acceptable documentation will be removed from the list for the 2024-2025 year.

The 2023-2024 Master Credentials List can be found at the following link:

<https://careersourceflorida.com/boardroom/florida-credentials-review-committee/master-credentials-list/>.

If approved by consent, the 2022-2023 Master Credentials List, including new Career and Professional Education Act Certifications, and the 2023-2024 Master Credentials List will be delivered to the State Board of Education.

Subsequent to this approval and prior to the State Board of Education meeting, the need for technical revisions to these lists may arise. For example, certification names, availability, or code numbers may need to be revised.

FOR CONSIDERATION

- **Approve the addition of 17 new Career and Professional Education Act certifications to the 2022-2023 Master Credentials List as recommended by the Credentials Review Committee for delivery to the Florida State Board of Education.**

- **Approve the 2023-2024 Master Credentials List as recommended by the Credentials Review Committee for delivery to the Florida State Board of Education.**
- **Authorize the CareerSource Florida professional team, in collaboration with Department of Education staff, to make technical revisions to approved certifications. This does not include authority to amend or add certifications to the approved list.**

Approved _____
Disapproved _____

Consent Item 3

REQUEST FOR DESIGNATION AS DIRECT PROVIDER OF WORKFORCE SERVICES

The Workforce Innovation and Opportunity Act (WIOA) allows local workforce development boards (LWDBs) to be direct providers of basic and individualized career services (also referred to as workforce services), with agreement of the chief local elected official, LWDB and the Governor. Section 445.007(6), Florida Statutes, allows for LWDBs to be designated as direct providers of intake, assessment, eligibility determinations or other direct provider services, except training services. Further, it requires the state workforce development board to establish criteria by which an LWDB may request permission to operate under this section and the criteria under which such permission may be granted. This includes but is not limited to reduction in the cost of providing the permitted services and the requirement that such permission shall be granted for a period not to exceed three years for any single request submitted by the LWDB.

The following local workforce development board requests approval for designation as a direct provider of workforce services.

- CareerSource Polk

The three-year authorization for the above local workforce development board will begin on July 1, 2023, and end June 30, 2026. The board has provided all required documentation as described in CareerSource Florida's [Administrative Policy 083: Direct Provider of Workforce Services](#). The Florida Department of Economic Opportunity has reviewed the submittal and found CareerSource Polk sufficiently met the requirements for an extension to serve as a direct provider of services. CareerSource Florida and the Florida Department of Economic Opportunity recommend approval of the following request.

FOR CONSIDERATION

Approve the following:

- CareerSource Polk's request to be designated as a Direct Provider of Workforce Services.

Supporting Documents:

- CareerSource Polk's request to be designated as a Direct Provider of Workforce Services for the time period of July 1, 2023, through June 30, 2026.

**Request to Extend Designation as Direct Provider of Workforce Services
November 17, 2022**

CareerSource Polk has been operating as the Direct Provider of Workforce services (except for training services) since July 1, 2017, with the approval of the Polk County Board of County Commissioners and CareerSource Florida as required. The most recently re-authorized designation was for the period July 1, 2020 through June 30, 2023. This document is our request to extend our Designation as Director Provider of Workforce Services for the period of July 1, 2023 through June 30, 2026. The information provided below substantiates our request.

1. **A review of how the provision of direct services during the prior period fit the business model that the Local Workforce Development Board (LWDB) proposed in its original request, and any proposed changes in the business model or the particular workforce services the LWDB intends to provide during the extension period.**

CareerSource Polk continues to provide services for all programs including Workforce Innovation and Opportunity Act (WIOA) Adult, WIOA Dislocated Worker, Temporary Assistance for Needy Families (TANF) services and Supplemental Nutrition Assistance Program (SNAP) services and Youth Services. CSP currently delivers direct services in Polk County and provides case management for participants in training.

2. **The effective date for when the extension would begin.**

The effective date for this extension will be July 1, 2023.

3. **The period of time, not to exceed three years, for when the extension will be in effect.**

This extension is requested for the period of July 1, 2023 through June 30, 2026.

4. **A review of the LWDB's stated reasons in its previous request why the LWDB has decided to directly provide the workforce services, and an explanation of how it is in the best interest of the LWDB's customers that the LWDB continue to provide these services.**

CareerSource Polk continues to streamline services, refine processes, and analyze the organizational structure, in effort to ensure more funding is directed to provide services and support to clients. We continue to reinforce training based on workforce tools and guidance and encourage staff to understand the rules to improve and expedite our customer service experience. Our focus is to ensure accountability for the work we do and the services we provide, while monitoring progress and performance, operating with integrity, and implementing service delivery strategies that ensure the success of our workforce.

We continue to see a reduced number of findings and have been operating efficiently, expediting services, and minimizing administrative costs. CareerSource Polk develops and maintains an effective budget to sustain programs and ensure staffing levels to deliver quality services. By extending the direct provision of services, we will continue improving the services we provide, reduce costs and train/integrate staff consistently. See an analysis of cost savings in item 7 below.

5. **A review of the effectiveness of the firewall established by the LWDB to clearly separate existing roles as oversight body for the region's workforce delivery system and its role as the operational services directly provided by the LWDB, and an explanation of changes to be made to the firewall.**



Firewall: CareerSource Polk's Board Chair, along with the President & CEO, reports to the Polk County Board of County Commissioners on a scheduled biannual basis during the months of December or January and May or June. Additional presentations during the Board of County Commissioners meeting occur, at the very least, when new Board member appointments and current Board member reappointments are on the agenda for approval; during the months of May or June to approve CareerSource Polk's Preliminary Budget for the next program year; during the month of August or September to approve CareerSource Polk's Final Budget; during any month when an required partner MOU and IFA are on the agenda for approval; and any other times as requested by the commission.

Oversight: The CSP Board of Directors ensures compliance with responsibility and authority as outlined in the Agreement with the Polk County Board of County Commissioners, by reviewing the One-Stop Operator and Direct Provider of Services activities and responsibilities. The Board sets the strategies and governance and holds the President/CEO accountable to translate those items into operational policies, procedures, and implementation.

The CSP Board of Directors provides overall policy that staff release as guidance to our career center staff delivering direct services. The Board also provides oversight of the local workforce system and ensures appropriate reviews and monitoring of One-Stop services.

Career Source Polk's Board of Directors engages the programmatic and fiscal monitoring services of the CPA firm of Taylor Hall Miller Parker, P.A. to conduct programmatic and financial monitoring on a quarterly basis.

6. An identification of the grant program(s) that funds the workforce service delivery model.

- ✓ Workforce Innovation and Opportunity Act (WIOA) Adult
- ✓ Workforce Innovation and Opportunity Act (WIOA) Dislocated Workers
- ✓ Workforce Innovation and Opportunity Act (WIOA) Youth
- ✓ Temporary Assistance for Needy Families (TANF)
- ✓ Supplemental Nutrition Assistance Program (SNAP)
- ✓ Wagner Peyser
- ✓ UC/RA
- ✓ RESEA

7. An analysis of the costs of the services that documents the actual reduction in costs with the LWDB providing the services rather than contracting that service to another provider, and an estimate of such costs and savings for the upcoming period.

CareerSource Polk develops and maintains an effective budget to sustain programs and ensure staffing levels are adequate to deliver quality and seamless services. Having been a direct provider of services for the past five and a half years, moving away from a service provider to deliver such service, we have been able to minimize overhead costs, reduce levels of management that have, in the past, lengthened the response time in addressing the critical needs of our workforce. While our operational costs have been tremendously reduced over the past several years, we have managed to maintain a high level of quality services, redirect funding from administrative to direct client services and increase levels of much needed support to our clients.

By providing services directly, CareerSource Polk realized savings of by eliminating duplicated or unnecessary positions included in the service provider contract, i.e. Project Director, Finance Analyst and Project Support Specialist and by eliminating annual profit charged by contracted service providers. Other reductions include costs for the bidding process for selection of service providers for workforce programs. Additional savings include:

- Sub-lease agreement with Rebuild Florida at the Winter Haven career center, monthly fee of \$2,563.38. This action allows CareerSource Polk's annual savings of \$30,760.56.
- Sub-lease agreement with Job Corps, ALPI, and AARP who have either occupied office space in the Lakeland or Winter Haven career center resulting in savings on our annual lease payment to the DEO.

8. **A review of any other realized improvement to service delivery and performance outcomes, and description of anticipated improvements.**

CareerSource Polk successfully met or exceeded most of our performance measures during the COVID-19 years as indicated the table below:

Primary Indicators of Performance Results					
LWDB 17 Program Year (PY) 2020 Performance for July 1, 2020 – June 30, 2021	PY2020-2021 1st Quarter Performance	PY2020-2021 2nd Quarter Performance	PY2020-2021 3rd Quarter Performance	PY2020-2021 4th Quarter Performance	PY2020-2021 Performance Goals
Adult Programs:					
Employed 2nd Quarter After Exit	86.2%	84.5%	84.0%	86.8%	86.0%
Median Wage 2nd Quarter After Exit	\$7,142.00	\$6,924.00	\$7,063.00	\$7,219.00	\$7,000.00
Employed 4th Quarter After Exit	83.9%	82.3%	82.1%	79.4%	84.0%
Credential Attainment Rate	70.7%	69.9%	71.9%	71.2%	65.0%
Measurable Skill Gains	59.4%	60.5%	66.2%	63.5%	55.0%
Dislocated Workers Programs:					
Employed 2nd Quarter After Exit	80.5%	80.5%	76.9%	79.2%	84.0%
Median Wage 2nd Quarter After Exit	\$5,538.00	\$5,947.00	\$7,664.00	\$8,390.00	\$7,000.00
Employed 4th Quarter After Exit	83.7%	75.6%	70.7%	65.9%	84.0%
Credential Attainment Rate	68.4%	66.7%	63.9%	66.7%	68.0%
Measurable Skill Gains	46.3%	60.2%	69.1%	78.9%	55.0%
Youth Programs:					
Employed 2nd Quarter After Exit	74.7%	74.7%	75.0%	71.9%	77.0%
Median Wage 2nd Quarter After Exit	\$3,662.00	\$3,923.00	\$3,510.00	\$3,530.00	\$3,200.00
Employed 4th Quarter After Exit	75.8%	74.8%	74.7%	77.1%	73.0%
Credential Attainment Rate	78.3%	78.7%	83.8%	83.5%	75.0%
Measurable Skill Gains	55.3%	46.2%	25.0%	21.4%	45.5%
Wagner Peyser Programs:					
Employed 2nd Quarter After Exit	66.5%	69.4%	67.6%	66.6%	65.0%
Median Wage 2nd Quarter After Exit	\$5,168.00	\$5,270.00	\$5,210.00	\$5,280.00	\$5,000.00
Employed 4th Quarter After Exit	64.3%	68.7%	68.0%	65.9%	65.0%

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

CareerSource Polk promotes continuous professional development that starts on the first day of employment. All new hires receive an intensive onboarding session starting with the Tier 1 Certification. This training allows them to have a better understanding of the intricacies of the workforce system. Tier 1 is followed by EF training applicable to Wagner-Peyser, WIOA and SNAP according to the position. Additional training including shadowing continues according to the employee's position. Every month management circulates a series of "Refresher courses" for continuous improvement, as well as quarterly and semi-annual in-service training for all staff. All levels of staff are required to review and understand the rules governing our performance. This process has already resulted in minimizing unnecessary work, processes or documents collected from our customers.

Information flows quickly and consistently, which provides greater continuity of services to our businesses and individual customers. All staff receives the same message whether training is program specific (Welfare Transition Best Practices, SNAP Sanction Process, WP Job Order Process Training, WIOA Youth) or beneficial to multiple groups (Case Notes, DMS [Paperless system], LOP reviews, etc.)

Our career laddering system, implemented several years ago, allows front-line staff to progress through Career Development Specialist levels I through IV. Levels are based on workforce program knowledge, and number of programs served. The system has proven to be an effective means of promoting staff from within.

During the past year CareerSource Polk has:

- ✓ Met or exceeded the majority of negotiated performance measures.
- ✓ Expended 93% of our funding on direct client services.
- ✓ Minimized number of findings during monitoring.
- ✓ Received clean audit, unqualified opinion, no findings, material weaknesses or significant deficiencies.
- ✓ Far exceeded Individual Training Account expenditure rate at 72% for WIOA Adults and Dislocated Workers without the use of the automatic waiver requirement of 35.5%.
- ✓ Exceeded target of funds expended in the youth program where 99% was spent on out-of-school youth and 1% on in-school-youth.

As indicated in the Regional Workforce Services Plan, our strategic vision for WIOA implementation will be realized by accomplishing these three goals:

- ✓ Enhancing alignment and market responsiveness of workforce, education and economic development systems through improved service integration that provides businesses with skilled, productive, and competitive talent and Floridians with employment, education, training, and support services that reduce welfare dependence and increase opportunities for self-sufficiency, high-skill and high-wage careers and lifelong learning.
- ✓ Promoting accountable, transparent, and data-driven workforce investment through performance measures, ongoing monitoring, and evaluation to that inform strategies, and driving operational excellence that leads to the identification and replication of best practices to empower an effective and efficient workforce delivery system.
- ✓ Improving career exploration, educational attainment and skills training for in-demand industries and occupations for Florida youth which lead to enhanced employment, career development, credentialing, and post-secondary education opportunities.

9. **Documentation that the public was provided a meaningful opportunity for review and comment on the proposed extension for a period not less than 10 days. Any submitted comments must be included.**

A draft of this "Request to Extend Designation as Direct Provider of Workforce Services" is available on our website at www.careersourcepolk.com. The draft was emailed to the Board of County Commissioners and to our Board members. If any comments were submitted, they would have been considered and attached to this request for extension.

10. **Documentation that the Chief Elected Official has agreed to the planned extension.**

The attached signature page has been signed by CareerSource Polk's Board and the Chief Elected Official, after being placed on the Board of County Commissioner's for consideration and signature.

If there are any questions or additional information is needed, please feel free to contact Stacy Campbell-Domineck at (863) 508-1600 or stacy.campbell-domineck@careersourcepolk.com.



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File #: 22-1261
Type: Consent Agenda **Status:** Agenda Ready
File created: 11/22/2022 **In control:** [Board of County Commissioners](#)
On agenda: 12/6/2022 **Final action:**
Title: Approve CareerSource Polk's Request to Extend Designation as Direct Provider of Workforce Services for the period of July 1, 2023 through June 30, 2026.
Attachments: 1. [Request to Extend Designation as Direct Provider of Workforce Services.pdf](#) 2. [CareerSource Polk's Request for Exenstion as DPS - Signature Page copy.pdf](#)

[History \(0\)](#)
[Text](#)

SUBJECT

Approve CareerSource Polk's Request to Extend Designation as Direct Provider of Workforce Services for the period of July 1, 2023 through June 30, 2026.

DESCRIPTION

CareerSource Polk continues to provide services for all programs including Workforce Innovation and Opportunity Act (WIOA) Adult, WIOA Dislocated Worker, Temporary Assistance for Needy Families (TANF) services and Supplemental Nutrition Assistance Program (SNAP) services and Youth Services. CareerSource Polk currently delivers direct services in Polk County and provides case management for participants in training. By extending the direct provision of services, CareerSource Polk continues improving the services they provide, reducing costs and continues to train/integrate staff consistently. The proposed request to extend designation as Direct Provider of Workforce Services will be for the period of July 1, 2023 to June 30, 2026.

RECOMMENDATION

Approve the request to extend designation.

FISCAL IMPACT

There is no fiscal impact.

CONTACT INFORMATION

Randy Mink
 County Attorney
 863-534-7679

Stacy Campbell-Domineck
 President & CEO
 CareerSource Polk
 863-508-1600

**Request to Extend Designation as Direct Provider of Workforce Services
November 17, 2022**

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2. **The effective date for when the extension would begin.**

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This extension is requested for the period of July 1, 2023 through June 30, 2026.

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Firewall: CareerSource Polk's Board Chair, along with the President & CEO, reports to the Polk County Board of County Commissioners on a scheduled biannual basis during the months of December or January and May or June. Additional presentations during the Board of County Commissioners meeting occur, at the very least, when new Board member appointments and current Board member reappointments are on the agenda for approval; during the months of May or June to approve CareerSource Polk's Preliminary Budget for the next program year; during the month of August or September to approve CareerSource Polk's Final Budget; during any month when an required partner MOU and IFA are on the agenda for approval; and any other times as requested by the commission.

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6. An identification of the grant program(s) that funds the workforce service delivery model.

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- ✓ RESEA

7. An analysis of the costs of the services that documents the actual reduction in costs with the LWDB providing the services rather than contracting that service to another provider, and an estimate of such costs and savings for the upcoming period.

CareerSource Polk develops and maintains an effective budget to sustain programs and ensure staffing levels are adequate to deliver quality and seamless services. Having been a direct provider of services for the past five and a half years, moving away from a service provider to deliver such service, we have been able to minimize overhead costs, reduce levels of management that have, in the past, lengthened the response time in addressing the critical needs of our workforce. While our operational costs have been tremendously reduced over the past several years, we have managed to maintain a high level of quality services, redirect funding from administrative to direct client services and increase levels of much needed support to our clients.

By providing services directly, CareerSource Polk realized savings of by eliminating duplicated or unnecessary positions included in the service provider contract, i.e. Project Director, Finance Analyst and Project Support Specialist and by eliminating annual profit charged by contracted service providers. Other reductions include costs for the bidding process for selection of service providers for workforce programs. Additional savings include:

- Sub-lease agreement with Rebuild Florida at the Winter Haven career center, monthly fee of \$2,563.38. This action allows CareerSource Polk's annual savings of \$30,760.56.
 - Sub-lease agreement with Job Corps, ALPI, and AARP who have either occupied office space in the Lakeland or Winter Haven career center resulting in savings on our annual lease payment to the DEO.
8. **A review of any other realized improvement to service delivery and performance outcomes, and description of anticipated improvements.**

CareerSource Polk successfully met or exceeded most of our performance measures during the COVID-19 years as indicated the table below:

Primary Indicators of Performance Results					
LWDB 17 Program Year (PY) 2020 Performance for July 1, 2020 – June 30, 2021	PY2020-2021 1st Quarter Performance	PY2020-2021 2nd Quarter Performance	PY2020-2021 3rd Quarter Performance	PY2020-2021 4th Quarter Performance	PY2020-2021 Performance Goals
Adult Programs:					
Employed 2nd Quarter After Exit	86.2%	84.5%	84.0%	86.8%	86.0%
Median Wage 2nd Quarter After Exit	\$7,142.00	\$6,924.00	\$7,063.00	\$7,219.00	\$7,000.00
Employed 4th Quarter After Exit	83.9%	82.3%	82.1%	79.4%	84.0%
Credential Attainment Rate	70.7%	69.9%	71.9%	71.2%	65.0%
Measurable Skill Gains	59.4%	60.5%	66.2%	65.5%	55.0%
Dislocated Workers Programs:					
Employed 2nd Quarter After Exit	80.5%	80.5%	76.9%	79.2%	84.0%
Median Wage 2nd Quarter After Exit	\$5,538.00	\$5,947.00	\$7,654.00	\$8,390.00	\$7,000.00
Employed 4th Quarter After Exit	83.7%	75.6%	70.7%	65.9%	84.0%
Credential Attainment Rate	68.4%	66.7%	63.9%	66.7%	68.0%
Measurable Skill Gains	46.3%	60.2%	69.1%	76.9%	55.0%
Youth Programs:					
Employed 2nd Quarter After Exit	74.7%	74.7%	75.0%	71.9%	77.0%
Median Wage 2nd Quarter After Exit	\$3,662.00	\$3,923.00	\$3,510.00	\$3,510.00	\$3,200.00
Employed 4th Quarter After Exit	75.8%	74.8%	74.7%	77.3%	73.0%
Credential Attainment Rate	78.3%	78.7%	83.8%	83.5%	75.0%
Measurable Skill Gains	55.3%	46.2%	25.0%	21.4%	45.5%
Wagner Peyser Programs:					
Employed 2nd Quarter After Exit	66.5%	69.4%	67.4%	66.6%	65.0%
Median Wage 2nd Quarter After Exit	\$5,168.00	\$5,270.00	\$5,210.00	\$5,280.00	\$5,000.00
Employed 4th Quarter After Exit	64.3%	68.7%	68.0%	65.9%	65.0%

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

CareerSource Polk promotes continuous professional development that starts on the first day of employment. All new hires receive an intensive onboarding session starting with the Tier 1 Certification. This training allows them to have a better understanding of the intricacies of the workforce system. Tier 1 is followed by EF training applicable to Wagner-Peyser, WIOA and SNAP according to the position. Additional training including shadowing continues according to the employee's position. Every month management circulates a series of "Refresher courses" for continuous improvement, as well as quarterly and semi-annual in-service training for all staff. All levels of staff are required to review and understand the rules governing our performance. This process has already resulted in minimizing unnecessary work, processes or documents collected from our customers.

Information flows quickly and consistently, which provides greater continuity of services to our businesses and individual customers. All staff receives the same message whether training is program specific (Welfare Transition Best Practices, SNAP Sanction Process, WP Job Order Process Training, WIOA Youth) or beneficial to multiple groups (Case Notes, DMS [Paperless system], LOP reviews, etc.)

Our career laddering system, implemented several years ago, allows front-line staff to progress through Career Development Specialist levels I through IV. Levels are based on workforce program knowledge, and number of programs served. The system has proven to be an effective means of promoting staff from within.

During the past year CareerSource Polk has:

- ✓ Met or exceeded the majority of negotiated performance measures.
- ✓ Expended 93% of our funding on direct client services.
- ✓ Minimized number of findings during monitoring.
- ✓ Received clean audit, unqualified opinion, no findings, material weaknesses or significant deficiencies.
- ✓ Far exceeded Individual Training Account expenditure rate at 72% for WIOA Adults and Dislocated Workers without the use of the automatic waiver requirement of 35.5%.
- ✓ Exceeded target of funds expended in the youth program where 99% was spent on out-of-school youth and 1% on in-school-youth.

As indicated in the Regional Workforce Services Plan, our strategic vision for WIOA implementation will be realized by accomplishing these three goals:

- ✓ Enhancing alignment and market responsiveness of workforce, education and economic development systems through improved service integration that provides businesses with skilled, productive, and competitive talent and Floridians with employment, education, training, and support services that reduce welfare dependence and increase opportunities for self-sufficiency, high-skill and high-wage careers and lifelong learning.
- ✓ Promoting accountable, transparent, and data-driven workforce investment through performance measures, ongoing monitoring, and evaluation to that inform strategies, and driving operational excellence that leads to the identification and replication of best practices to empower an effective and efficient workforce delivery system.
- ✓ Improving career exploration, educational attainment and skills training for in-demand industries and occupations for Florida youth which lead to enhanced employment, career development, credentialing, and post-secondary education opportunities.

9. **Documentation that the public was provided a meaningful opportunity for review and comment on the proposed extension for a period not less than 10 days. Any submitted comments must be included.**

A draft of this "Request to Extend Designation as Direct Provider of Workforce Services" is available on our website at www.careersourcepolk.com. The draft was emailed to the Board of County Commissioners and to our Board members. If any comments were submitted, they would have been considered and attached to this request for extension.

10. **Documentation that the Chief Elected Official has agreed to the planned extension.**

The attached signature page has been signed by CareerSource Polk's Board and the Chief Elected Official, after being placed on the Board of County Commissioner's for consideration and signature.

If there are any questions or additional information is needed, please feel free to contact Stacy Campbell-Domineck at (863) 508-1600 or stacy.campbell-domineck@careersourcepolk.com.

REQUEST FOR EXTENSION

LOCAL WORKFORCE AREA INFORMATION

Name of Local Area: Polk County Workforce Development Board, Inc. dba CareerSource Polk

LWDB Number: 17

Date of Submission: 11/21/2022

Contact Person Name:

Stacy Campbell-Domineck, President & CEO

Phone: 863-508-1600, Ext. 1133

Email Address: stacy.campbell-domineck@careersourcepolk.com

AMENDMENT TO THE LOCAL WORKFORCE SERVICES PLAN

The Local Workforce Development Board seeks to extend its designation as a direct service provider of certain services by agreement of the Chief Elected Official and the Governor. This extension to the designation of the Local Workforce Development Board as a direct service provider of certain services is to be effective for the period July 1, 2023 through June 30, 2026.

The signatures below certify agreement to the request for extension submitted by the Local Workforce Development Board and the assurance that the Local Workforce Development Board will operate in accordance with this extension, its Workforce Service Plan, and applicable federal and state laws and regulations.

LOCAL WORKFORCE DEVELOPMENT BOARD CHAIRMAN

Name: David McCraw

Title: Training Director, Tampa Area Electrical, JATC

Signature:

David McCraw

Date: 11/21/2022

LOCAL CHIEF ELECTED OFFICIAL

Name and Title:

George Lindsey III, Chair

County:

Polk

Signature:

Q34

Date:

12/6/22



Approved _____
Disapproved _____

Consent Item 4

CAREERSOURCE SOUTH FLORIDA REQUEST TO SERVE AS ONE-STOP OPERATOR

The Workforce Innovation and Opportunity Act (WIOA) requires local workforce development boards (LWDBs) to use a competitive procurement process to select a one-stop operator and to conduct a competitive procurement of one-stop operators at least once every four years. LWDBs may serve as a one-stop operator, if selected through the competitive procurement process pursuant to 20 Code of Federal Regulations (CFR) 678.605 and 678.615(a). However, in certain critical circumstances, (i.e. sudden termination of contract or failed procurement), the LWDB may need to temporarily assume the role of one-stop operator. When this happens, LWDBs may request to temporarily assume the responsibilities that were being provided by a contracted vendor or services being sought when the procurement failed. Pursuant to [CareerSource Florida Administrative Policy 110 – Local Workforce Development Area and Board Governance](#), the LWDB must obtain approval from the chief local elected official and submit a request in writing to the Florida Department of Economic Opportunity which includes:

- A copy of the competitive solicitation.
- Proof of the announcement medium used including documentation showing how long the announcement was posted.
- Duration for which the LWDB will temporarily act as a one-stop operator.
- An explanation and an organizational chart showing who will temporarily be responsible for assuming the role including a description of:
 - Separation of duties – including but not limited to the temporary removal of duties from certain areas/individuals to allow assumption of the temporary role.
 - Firewalls – including but not limited to restriction from access to any information that may lead to impropriety.
 - Conflict of interest requirements.

CareerSource South Florida published two Requests for Proposal (RFP) for program year 2021-2022 (Feb. 16, 2022, and May 11, 2022), which resulted in no respondents. CareerSource South Florida conducted an additional RFP on Aug. 1, 2022, which also resulted in no respondents. Pursuant to CareerSource Florida Administrative Policy 110

– Local Workforce Development Area and Board Governance, CareerSource South Florida submitted a request to temporarily serve as the one-stop operator due to these failed procurements.

The Florida Department of Economic Opportunity recommends that the CareerSource Florida Board of Directors authorize CareerSource South Florida to serve as the one-stop operator on a time-limited basis and recommends retroactive approval from July 1, 2020, through Sept. 30, 2023, or until another qualified one-stop operator is procured.

FOR CONSIDERATION

- **Authorize CareerSource South Florida to serve as a one-stop operator, starting July 1, 2020, through Sept. 30, 2023.**

Supporting Documents

- South Florida Workforce Investment Board's request for authorization to serve temporarily as the one-stop operator for CareerSource South Florida.

January 20, 2023

Mrs. Meredith Ivy
Interim Director
Florida Department of Economic Opportunity
Foundation for Florida's Graduates
107 E Madison Street
Tallahassee, FL 32399

RE: SFWIB Request authorization to serve temporarily as the One-Stop Operator for LWDA23

Dear Mrs. Ivy:

Please consider this letter as a formal request to authorize the South Florida Workforce Investment Board (SFWIB) d/b/a CareerSource South Florida (CSSF) to temporarily serve as the One-Stop Operator for LWDA 23.

On February 16, 2022, SFWIB published a Request for Proposal (RFP) to solicit candidates to serve as the One-Stop Operator for LWDB 23. The first RFP yielded no responses. Subsequently a second RFP was released on May 11, 2022. The second RFP yielded no responses. SFWIB released a third RFP on August 1, 2022. The third release also did not produce any respondents.

SFWIB is therefore requesting authorization to serve temporarily as the One-Stop Operator until another procurement process can be completed and a permanent One-Stop Operator is competitively procured. SFWIB will immediately release an RFP and/or have an outside agency conduct the procurement process on their behalf so that the local workforce board may participate in the competitive process.


In September of 2017, South Florida Workforce Investment Board (SFWIB) d/b/a CareerSource South Florida (CSSF) submitted a request to CareerSource Florida to temporarily provide direct services for some of the region's American Job Centers (AJC). The request was approved by CareerSource Florida and for program year 2017-2018, CSSF served as both a direct services provider and as the One-Stop Operator. In program year, 2018-2019, that request authorization was extended for another program year after several failed competitive procurement processes.

Once again, in program year 2020, CSSF was forced to serve as the One-Stop Operator and direct services provider after contract negotiations with the selected respondent failed. As required each year, CSSF submitted a Direct Provider Report to CareerSource Florida that provided insight to the state board on how successful the agency had been in the previous program year in serving as a direct services provider and One-Stop Operator. Each year the board accepted the reports without further discussion.

info@careersourcesfl.com

7300 Corporate Center Drive, Suite 500
Miami, Florida 33126

p: 305-594-7615 | f: 305-470-5629

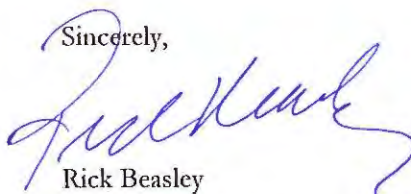


While serving as the One-Stop Operator, specific area improvements were made including:

- CSSF created an automated Balance Scorecard Report that monitors the process measures and outcome measures on daily bases of all Adult and Youth Programs.
- CSSF has an indicator of performance tool that tracks our WIOA negotiated measures on a daily bases.
- CSSF created Return on Investment calculators for use in the AJC's that provides the employer with a clear picture of the advantages of using CSSF by outlining the revenue that can be saved by utilizing CSSF services.
- CSSF cross-trained all career advisors to be able to service all clients regardless of the program they are seeking services under.
- CSSF developed a referral verification tool that assists staff with conducting follow up on job referrals. All job referrals are run through a three-step automated system to check for placements. The tool then alerts the staff member to record the placement in Employ Florida.
- CSSF created an automotive monitoring tool that will allow staff to review and monitor 100 % of all cases in WP, WIOA, TANF, SNAP, and TAA on a daily basis. This tool allows CSSF managers in tracking the production of each staff member to achieve maximum efficiency without duplication of effort and ensure that we are in compliant with all programs requirements.
- CSSF formally affiliated with a number of chambers as an extension of our Business Services Team. These individuals serve as Business Intermediaries and assist CSSF in broadening the net of Rapid Response and Layoff Aversion activities that can and will be provided to business in need.
- CSSF continues to be a leader in promoting the Apprenticeship Model to local businesses as a viable tool to create career pathways for jobseekers and students. The LWDB has eighteen (18) registered apprenticeship programs currently with other programs under development. CSSF also has two (2) pre-apprenticeship programs, one in construction (this program has four different construction trades) and one in information technology

All of these points clearly solidify CSSF's ability to serve and excel in the role of One-Stop Operator. CSSF has demonstrated through firsthand experience the ability to fulfill this role either temporarily or full-time. Your thoughtful consideration and approval is appreciated.

Sincerely,



Rick Beasley
Executive Director
South Florida Workforce Investment Board
d/b/a CareerSource South Florida

Pc: Christa Nelson, SMA Supervisor, OSPS Policy and Guidance, DEO
Robert Smith, Policy Manager, SFWIB / CSSF Central File

Approved _____
Disapproved _____

Consent Item 5

WORKFORCE INNOVATION AND OPPORTUNITY ACT LOCAL WORKFORCE DEVELOPMENT BOARD TWO-YEAR (2023-2024) PLAN MODIFICATIONS

The federal Workforce Innovation and Opportunity Act (WIOA) requires each local workforce development board to develop and deliver to the state a four-year plan. These plans must be submitted in partnership with the local chief elected official.

Regulations require states and local workforce development boards to regularly revisit and recalibrate state plan strategies in response to changing economic conditions and workforce needs of the state (20 CFR, Unified and Combined Plans Under Title I of Workforce Innovation and Opportunity Act, §676.135), culminating in a plan modification biannually. CareerSource Florida issued local plan modification instructions to the local workforce development boards on May 25, 2022. Plans were due to CareerSource Florida and the Florida Department of Economic Opportunity on October 13, 2022. The local plans were reviewed by the Department of Economic Opportunity.

On December 15, 2022, CareerSource Florida and the Department of Economic Opportunity recommended full approval of the local plan modifications for 18 local workforce development boards. Conditional approval of the local plan modifications for six local workforce development boards was recommended through January 15, 2023, contingent on additional information or approval signatures required.

Of the six local workforce development boards that were granted conditional approval, CareerSource Florida and the Department of Economic Opportunity recommend full approval for four local workforce development boards and extension of the conditional approval for the remaining two local workforce development boards pending additional information or approval signatures. All local plans can be viewed [here](#).

FOR CONSIDERATION

1. Approve the WIOA local plan modifications for the following local workforce development boards:

- CareerSource Capital Region
 - CareerSource Florida Crown
 - CareerSource Central Florida
 - CareerSource Broward
2. Extend the conditional approval of the WIOA local plan modifications for the following local workforce development boards through April 3, 2023:
- CareerSource North Central Florida
 - CareerSource Suncoast



Future State Options Report

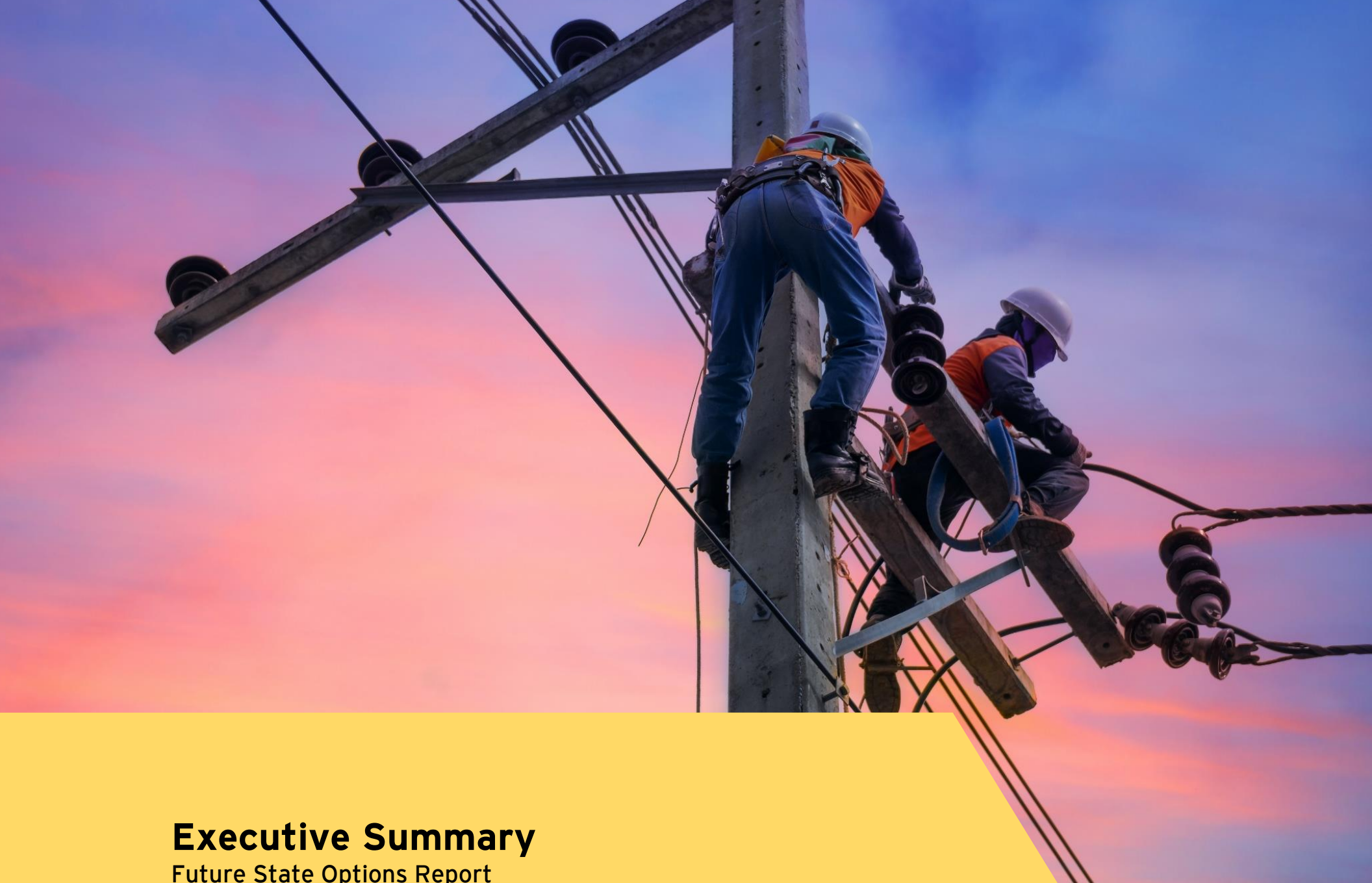
Prepared for CareerSource Florida as a part of Phase Two of the Local Workforce Development Board Alignment Evaluation

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Disclaimer

This report may be relied upon by CareerSource Florida for the purpose set out in the Scope section only pursuant to the terms of the engagement letter. Ernst & Young LLP (“EY”) disclaims all responsibility to any other party for any loss or liability that the other party may suffer or incur arising from or relating to or in any way connected with the contents of the report, the provision of this report to the other party, or the reliance upon the report by the other party.



Executive Summary

Future State Options Report

Phase 2 of the Local Workforce Development Board Alignment Evaluation

Executive Summary

In 2021, the Florida Legislature unanimously passed the Reimagining Education and Career Help (REACH) Act as a “comprehensive blueprint for enhancing access, alignment, and accountability across the state’s workforce development system.” The REACH Act directs organizations throughout the workforce development system to create a “no-wrong-door-entry” approach to workforce development services, improve coordination among one-stop center partners, and help increase collaboration among businesses and educators. The REACH Act also is designed to improve training within and equity and access to a more integrated workforce and education system for all Floridians. One REACH Act directive is for either a statewide takeover of the role of the local workforce development boards or a reduction in the number of local workforce development boards.

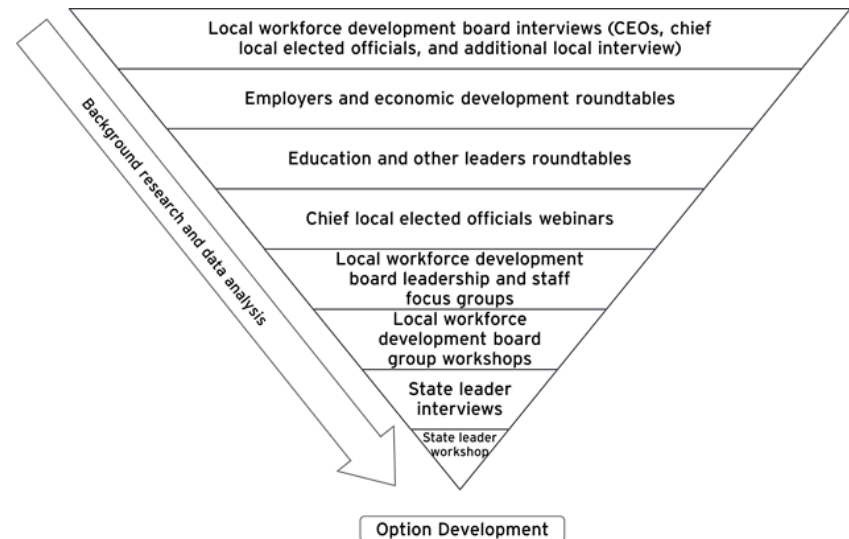
The REACH Act directive to reduce the number of local workforce development boards aims to:

- 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 the allocation of resources to maximize funds directed to training and business services.

Research Approach

In April 2022, CareerSource Florida launched a research effort to support the REACH Act’s directive of reducing the number of local workforce development boards throughout the state. CareerSource Florida engaged Ernst & Young LLP to conduct independent research and develop options for its consideration in this regard. These efforts included a thorough stakeholder engagement process to gather qualitative insights and quantitative analysis of datapoints reflecting the federal Workforce Innovation and Opportunity Act (WIOA), the REACH Act, and relevant organizational and operational data on local workforce development boards.

Phase One of this effort, completed in July 2022, included research on the alignment processes of three comparative states, a review of the websites of the 24 local workforce development boards, WIOA 2020-2024 local plans for each local



workforce development board, and other publicly accessible documents. It also included an initial statewide engagement effort to gather insights from stakeholders across the state workforce development ecosystem. During the Phase One stakeholder engagement effort, researchers interviewed state leaders, facilitated two Future State visioning workshops, and hosted two listening sessions with Florida employers and local workforce development board leaders. In total, more than 50 individuals participated in the process. The final Phase One report, *Local Workforce Development Board Alignment Evaluation*, is available through CareerSource Florida and should be considered prior to reading this report.

Phase Two, initiated in September 2022, included more extensive stakeholder engagement. More than 700 individuals participated in the process. Representatives from nearly every Florida county shared their insights during roundtable discussions, webinars, interviews, and workshops. The project team was committed to an open and transparent process that included proactive communications each step of the way. A summary of the outreach efforts is illustrated above in the inverted triangle graphic, and all findings are shared in the *Stakeholder Engagement Summary Report*. A summary of major findings is also covered in this Executive Summary.

Florida's local workforce development area geographies were last designated in 1998. With Florida's rapid population and economic growth since then, this study was undertaken, in part, to examine how well these local workforce development areas align to the state's current population centers, commuting patterns, state college system areas, and economic development regions.

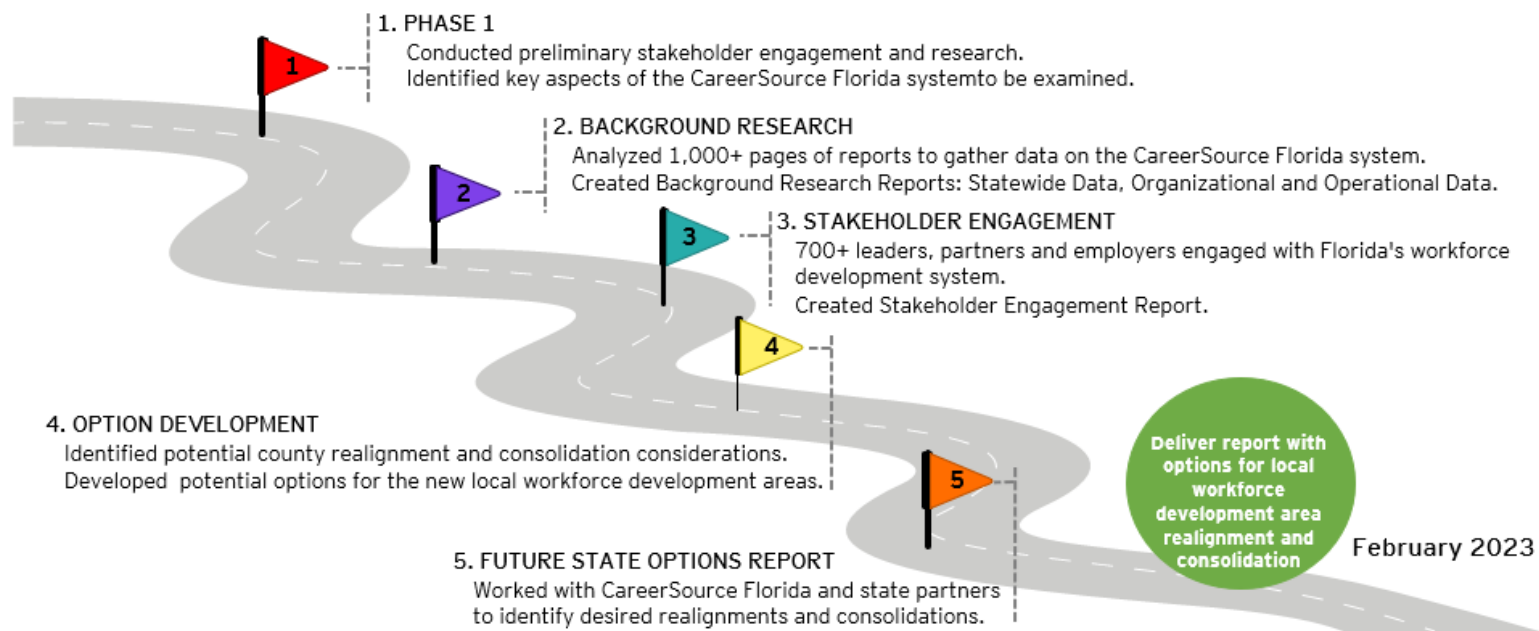
To redesignate a local workforce development area, WIOA requires that a new area share a common economic development area, share a common labor market, and have adequate training and education providers to deliver services. The REACH Act further requires that population and commuting patterns are examined to redesignate a local workforce development area. Metrics analyzed during the Phase Two research process included data specific to those WIOA and REACH Act requirements, as well as additional metrics that stakeholders identified (which are reflected as either "high priority considerations" or "other considerations" in the below table). The table below provides the complete list of requirement and considerations examined in this effort. **All research findings are available in the *Statewide Data Collection and Analysis Report*.**

REACH Act and WIOA Requirements	High Priority Considerations	Other Considerations
Labor market areas	Industry composition	Population growth or loss
Commuting patterns	Florida Department of Transportation (FDOT) districts / corridors	Working age population

State college system areas	Adult education regions	Poverty rate (Supplemental Nutrition Assistance Program (SNAP) / Temporary Assistance for Needy Families measures (TANF))
Economic development regions	Regional planning councils	Educational attainment levels
Population		Unemployment rates
WIOA eligible training providers		

Finally, research also included a review of the structural dynamics of Florida's local workforce development boards, including their organizational entities, functional areas of organization, and software systems in use throughout the CareerSource Florida network. The results of that research are provided in the ***Operational and Organizational Research Report***.

This two-phase research effort culminates in this *Future State Options Report*. Following decisions by CareerSource Florida, based on this report and other considerations, a subsequent implementation phase (or phases) is anticipated. The following illustrates the complete journey to-date.



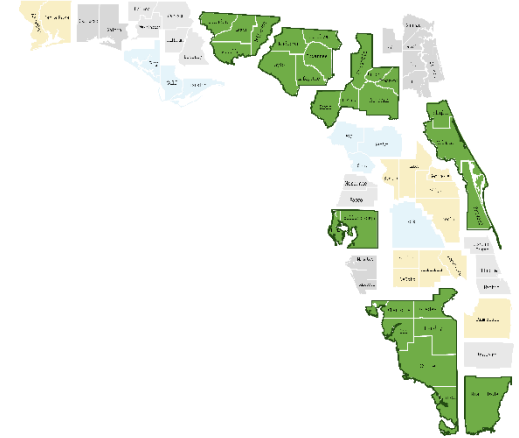
Potential Options for Reducing the Number of Local Workforce Development Boards

The purpose of this project is to assist CareerSource Florida with developing potential approaches to achieve compliance with the objectives of the REACH Act charge for board reductions. Specifically, this project focuses on helping to inform decisions related to the reduction in the number of local workforce development boards. This report includes three options for accomplishing that reduction through various means of consolidation (consolidation of two entire local workforce development areas to form one new local workforce development area) and realignment (movement of one or more counties from one local workforce development area into a new local workforce development area). Each option includes discrete actions to achieve the Future State. Some actions are presented across multiple options. These actions are presented as realignments and consolidations to existing local workforce development areas, not as mergers of existing local workforce development board entities. The reduction of local workforce development areas will, by default, result in a statewide reduction of the number of local workforce development boards to govern those new areas. However, this report does not comment on the method of forming governing bodies for the newly created local workforce development areas. Further, this report is not suggesting that any local workforce development boards takeover another in any of these actions. Rather, impacted areas will require the dissolving of existing local workforce boards and the creation of a new one to govern the new area. The three options are summarized as follows:

Reduction from 24 to 21 local workforce development boards - This option (depicted to the right) would reduce the number of local workforce development boards by three, from 24 to 21 local workforce development boards. A sample illustration is to the right with dark green representing potential realignments and consolidations. More detail on the map is shared in the option profile later in this report. Ten local workforce development areas would be directly impacted by some level of change within this option, whether by consolidation or realignment. This option would:

- Realign Jefferson County (currently in area 6) with Leon, Wakulla, and Gadsden counties (currently in area 5).
- Realign Madison, Taylor, Lafayette, Hamilton, and Suwannee counties (currently in area 6) into a five-county area.
- Realign Monroe County (currently in area 23) with Charlotte, Glades, Lee, Hendry, and Collier counties (currently in area 24).
- Realign Miami-Dade County (currently in area 23) as a single-county area.
- Consolidate full area 7 and full area 9.
- Consolidate full area 14 and full area 15.
- Consolidate full area 11 and full area 13.

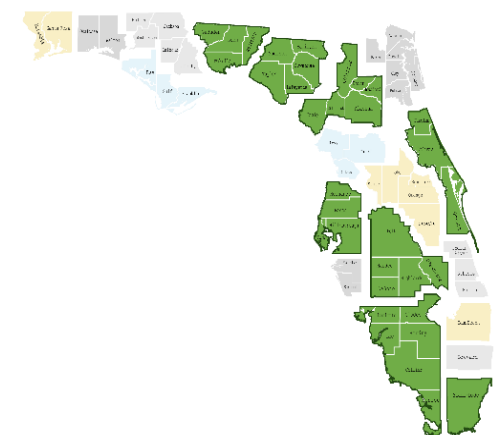
Map reflecting potential reduction to 21 local workforce development boards



Reduction from 24 to 19 local workforce development boards - This option (depicted to the right) includes each of the actions included in the first option (reduction from 24 to 21 local workforce development boards), with additional actions to reduce further to 19 local workforce development boards. It would directly impact 13 local workforce development areas. It also includes several new consolidations in addition to the actions included in the prior option. This option would:

- Consolidate full area 17 and full area 19.
- Consolidate full area 14, full area 15, and full area 16 to unite the Tampa Bay Metropolitan Statistical Area (MSA, which will be defined in the options section of the report) into one local workforce development area.

Map reflecting potential reduction to 19 local workforce development boards

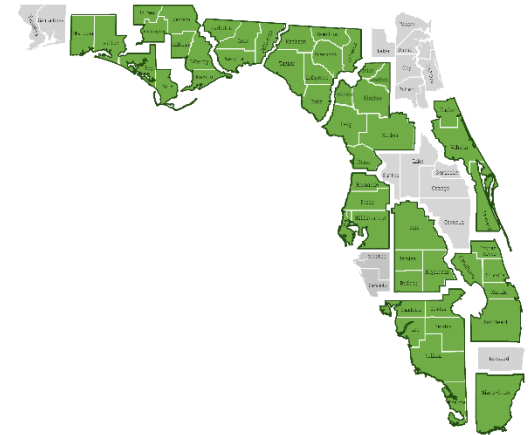


Reduction from 24 to 16 local workforce development boards - This third option (depicted to the right) differs from the prior two options because it includes several new realignments and consolidations that do not build upon the prior two options. It would directly impact 19 local workforce development areas. Potential consolidations in this option mirror those suggested in the prior two options. This potential option suggests consolidating full area 11 and full area 13. This option would also further consolidate full area 14, full area 15, and full area 16 to unite the Tampa Bay MSA into one local workforce development area. In this option, potential realignment actions would include the following:

- Realign Jefferson County (currently in area 6) with Leon, Wakulla, and Gadsden counties (currently in area 5).
- Realign Madison, Taylor, Lafayette, Hamilton, and Suwannee counties (currently in area 6) into a five-county area
- Realign Monroe County (currently in area 23) with Charlotte, Glades, Lee, Hendry, and Collier counties (currently in area 24)
- Realign Miami-Dade County (currently in area 23) as a single-county area.
- Realign Polk County (currently full area 17) with Hardee, DeSoto, and Highlands counties (currently in area 19)
- Realign Okeechobee County (currently in area 19) with Martin, St. Lucie, Indian River counties (currently full area 20) and Palm Beach County (currently full area 21)
- Realign Okaloosa and Walton counties (currently full area 2) with Bay and Gulf counties (currently in area 4).
- Realign Franklin County (currently in area 4) with Holmes, Washington, Jackson, Calhoun, and Liberty counties (currently in area 3).
- Realign Dixie and Columbia counties (currently in area 7) with Madison, Taylor, Lafayette, Suwannee, and Hamilton counties (currently in area 6).
- Realign Gilchrist and Union counties (currently in area 7) with Alachua and Bradford counties (currently in area 9) and Citrus, Levy, and Marion counties (currently full area 10).

This report includes profiles for each of these options, including a description of the option, a map of the potential area changes, a summary data table, and details on specific actions that would have to be taken if the option is selected. Each profile is similarly formatted and designed to stand alone, as needed, for consideration.

Map reflecting potential reduction to 16 local workforce development boards



While realignment and consolidation actions would affect some local workforce development boards directly, it is anticipated all areas of the state will experience change. The REACH Act calls for increased collaboration and cooperation among businesses and educators while enhancing services to customers. Accomplishing these important objectives will potentially require changes at the system-wide level. Those changes could be part of a larger strategic framework to guide REACH Act implementation, as described later in this executive summary.

Stakeholder Input Themes

The stakeholder engagement process involved a wide variety of individuals and organizations with varying roles in Florida's workforce development system. Participants included local workforce development board members and executive directors, local elected officials, workforce development professionals, employers, economic developers, educators, nonprofits, and state leaders. During stakeholder engagement sessions, participants articulated a broad range of suggestions regarding local workforce development board alignment as well as potential opportunities for system-wide improvement. While more information on stakeholder engagement themes can be found in the *Stakeholder Engagement Summary Report*, a brief synopsis of the findings is below:

- **Apprehension regarding realignment and consolidation.** Stakeholders reported an overall apprehension and opposition to any potential alignment or consolidation of local workforce development areas. Rural area representatives voiced concerns that, "rural areas would be left behind," by the creation of larger local workforce development areas. Stakeholders also expressed concern that reductions in the number of local workforce development boards could result in a reduction in the level of resources or number of one-stop centers available in each Florida county. There was a strong desire to minimize any impact on service delivery. There were also requests to enhance resources and funding available to support job seekers, employers, and workforce development professionals.
- **Opportunity to standardize policies, procedures, and programmatic operations.** Stakeholders throughout the engagement process expressed a desire for greater consistency and unity of operating procedures and processes. This feedback was predominantly provided by economic developers, education providers, employers, and members of the local workforce development staff. Stakeholders stated that there is variation in tools, contracting vehicles, service delivery methods, and operating processes across local workforce development boards. This can be a challenging landscape to navigate for employers, education providers, and economic developers, especially those operating across multiple local workforce development areas. As one state leader put it, "Everyone needs to be singing from the same song sheet. And in the current day, that is not the case." This is reflective of a desire to seek continuity and consistency. For further information on this theme, see the accompanying *Organizational and Operational Research Report*.
- **Opportunity to improve technology platforms and tools.** Stakeholders, including both customer groups and workforce development professionals, expressed a desire to see system-wide modernization and unification of technologies to

support service delivery. This is inclusive of customer relationship management and customer assessment applications. Many local workforce development professionals cited that the current tool for tracking and monitoring service delivery, Employ Florida, is too cumbersome for the needs of the modern job seeker and employer. This creates a potential deterrent to utilizing workforce development services.

- **Need for continued inclusive leadership to deliver effective services within larger geographic areas.** Currently, there are multiple local workforce development areas which include urban, suburban, and rural populations. Stakeholders regularly noted the diversity of Florida's population, both across the state and within particular communities, and the resulting need for diverse workforce development services. Stakeholders want future local workforce development areas to have inclusive leadership - both in terms of those who serve and in the form of governance mechanisms - to ensure appropriate resources are available in each county across each area. Some local workforce development areas employ practices like this today. For example, some offer rotating board chair positions that change by county.
- **Opportunity to broaden communications, outreach, and partnerships.** Stakeholders also reported that while local workforce development boards are effective at building and maintaining relationships, there are always opportunities to strengthen those relationships and reach more customers. Stakeholders consistently stated that the hardest to reach customers are typically those most in need. To support and deliver workforce development services to those individuals and others, continued community partnerships among workforce developers, educators, nonprofits, businesses, and others are key. Consistent and proactive communications are also needed to help strengthen partnerships.

Envisioning A Bold Future for Florida Job Seekers, Employers, And Workforce Development Professionals

This report describes Florida's workforce development system in terms of "Current State" (the state of the system today) and "Future State" (desired attributes of the system moving forward). While numerous stakeholders who participated in the research process expressed trepidation and concern about reducing the number of local workforce development boards, they also voiced optimism about the future. They provided inspiring examples of local workforce development boards' services to their communities that they want to continue. The project team heard that, across every area of the state, the dedicated professionals of each local workforce development board are making meaningful changes in the lives of people they serve.

When asked to envision an ideal future, stakeholders used descriptors like collaborative, efficient, agile, innovative, and responsive. **Their desired Future State is one in which Florida's workforce development system continues to be among the best in the nation. They want Florida's future workforce development ecosystem to deliver even higher value and more timely customer service to job seekers and employers. In addition, they hope the future ecosystem will help local workforce development boards' executives, board members, and staff members serve their communities even more efficiently and effectively.** Stakeholders hope for a Future State with improved agility and speed to service delivery, more standardized processes, and minimized complexity to make it easier for job seekers and employers to receive services.

With this in mind, principles such as the following should guide the path and serve as touchstones toward the desired Future State, no matter what actions are taken:

- **A customer-centered view.** Stakeholders emphasized the importance of putting Floridians first when making decisions regarding the options for local workforce development board reduction, system-wide consistencies, plans, and other actions to achieve the desired Future State. This includes understanding the needs of and tailoring decisions to support a broad diversity of **job seekers** (varying in ages, abilities, experiences, and other characteristics), **employers** across all industries, and **workforce development professionals**. According to stakeholders, all three of these audiences desire a system that is decluttered, with reduced disparities, more impactful services, and a no-wrong-door approach that eases access.
- **Collaboration every step of the way.** Throughout this process, the project team learned about and witnessed strong collaborations among state and local organizations in the workforce development ecosystem. Stakeholders expressed a strong interest in greater collaboration. This could entail increased regional planning, strengthened relationships and communication among counties and local workforce development boards, and synergies to improve support and cooperation among state-level WIOA partners.
- **A focus on building Florida's talent pipeline and economic growth.** Florida has experienced strong population and economic growth since the current local workforce development areas were established in 1998. Stakeholders strongly desire a Future State that expands the pipeline of people with skillsets needed by current and future businesses and that prepares Floridians for long-term career paths. Stakeholders also want improved access to workforce data to help inform the decisions of job seekers, employers, and workforce development professionals.
- **Simplification and clarification of systems.** The topic of simplifying and streamlining processes emerged repeatedly during stakeholder input sessions. There were numerous suggestions regarding ways to improve policies, technologies, resources, programs, and other topics. Stakeholders also asked that the state provide governance, funding, and programmatic support to realigned and consolidated counties and local workforce development boards to aid in their transitions.

To realize the desired Future State, there is an opportunity for Florida's workforce leaders to take actions beyond reducing the number of local workforce development boards. Stakeholders suggested two other types of initiatives that could accelerate Florida toward that vision: implementing system-wide consistencies and adopting a regional approach to planning. The two additional initiatives include:

- **Identifying and implementing system-wide consistencies.** During the stakeholder engagement process and review of leading practices, numerous ideas emerged related to improving the system as a whole. These improvements fall into

three distinct categories: organization and structure, people, and process, data, and technology. Thirteen possible improvements are provided in this report for consideration.

- **Adopting a collaborative, regional approach to planning and taking action.** The state of Florida currently has 24 regional planning areas aligned to the 24 local workforce development areas. WIOA encourages the development of regional plans to align workforce development activities and resources with larger regional economic development areas and available resources to provide coordinated and efficient services to both job seekers and employers. Further exploration of opportunities for regional planning and coordination could be beneficial. Neighboring local workforce development boards may share similar workforce traits, industries, and other dynamics. There may be opportunities for boards to work more closely together by, for example, exchanging information, teaming on the pursuit of funds, sharing resources, and co-creating plans supporting job seekers and businesses. How regional planning areas form would need to be determined but could match economic development regions, regional planning council boundaries, or other geographies.

More detail on these two suggested initiatives is provided in this report after the three options profiles. In addition, this report concludes with several **change management considerations** and a possible **timeline** to assist CareerSource Florida and its partners with moving from strategy to implementation.



Option Profiles

Future State Options Report

Phase 2 of the Local Workforce Development Board Alignment Evaluation

Option Profiles: Introduction

As described in the executive summary, the REACH Act directs the state to pursue a reduction in the number of workforce development boards. To accomplish this directive, the project team facilitated numerous stakeholder engagement sessions, conducted a detailed data analysis, and reviewed organizational features of each local workforce development board. The research helped inform potential options to achieve the REACH Act directive of local workforce development board reduction while better aligning workforce development areas with Florida's population and economic growth patterns.

Guide to Option Profiles

Three options for achieving the REACH Act's directive for a reduction in the number of local workforce development boards are shared in this section. The three options are:

- A 21 local workforce development board option.
- A 19 local workforce development board option.
- A 16 local workforce development board option.

Each option includes a series of realignment and consolidation actions that would result in the reduced number of local workforce development boards.

- **A realignment action** is the movement of one or more counties from one local workforce development area to a new local workforce development area. Multiple realignments may reduce the number of overall local workforce development areas in the workforce development system. For example, a realignment involving three local workforce development areas could lead to two local workforce development areas.
- **A consolidation action** is the combining of one full local workforce development area with another full local workforce development area - both in their entirety as they are today. The key difference between a realignment action and consolidation action is that a realignment action does *not* include the entirety of all counties currently comprising a local workforce development area. A consolidation action includes the entirety of the counties in the involved local workforce development areas.

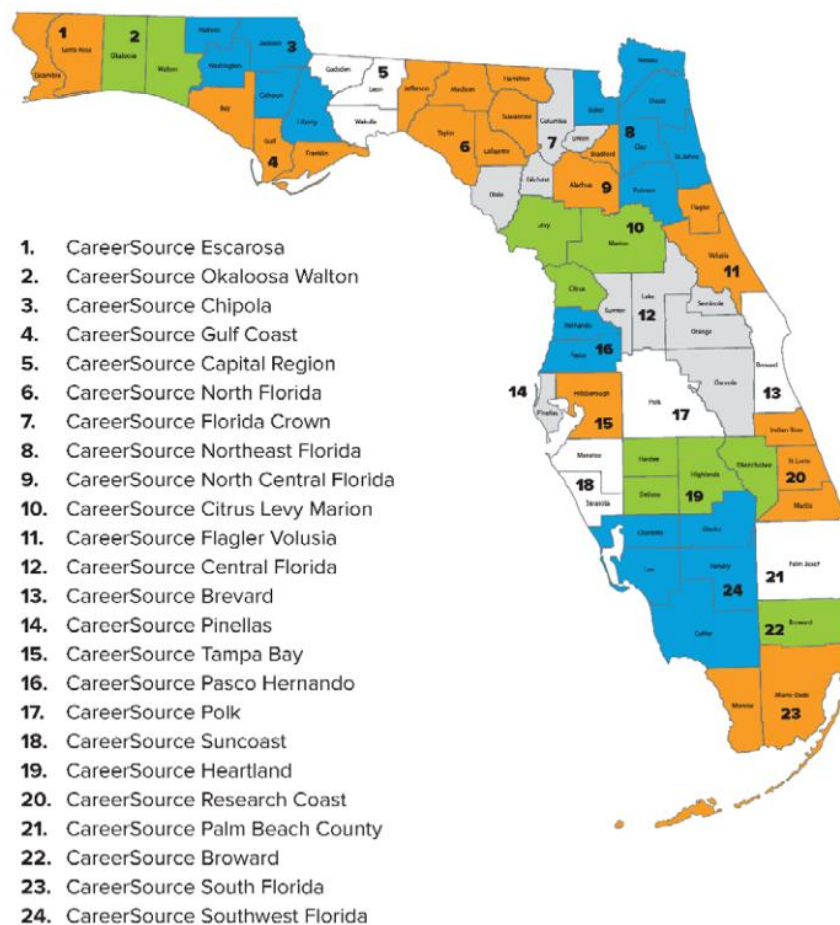
The option profiles contain several information points to help readers envision aspects of the option if implemented. Each profile includes the following details:

- **Option Summary and Map:** Includes a summary of the option and a map illustrating where suggested realignment and consolidation actions would take place.
- **Future State Snapshot:** A data table showcasing the potential characteristics of the CareerSource Florida network if the option were to be implemented.
- **Realignment and Consolidation Actions:** Each option can be considered as a bundle of realignment and consolidation actions. The suggested realignment and consolidation actions are presented in this section.
- **Detailed Action Reasoning:** Each realignment and consolidation action is accompanied by its correlating WIOA and REACH Act required metrics along with other considerations. This includes data on population, commuting patterns, labor market areas, economic development regions, training providers, and others. The table on the following page provides more insights into the metrics contained in the Detailed Action Reasoning sections of the options profiles.

It is helpful to note that the **option profiles are designed to stand alone**, allowing the reader to view each potential option as a whole. A realignment or consolidation action that is part of more than one option will be repeated in each option profile.

Current State: 24 Local Workforce Development Boards

Before presenting the three options for reducing the number of local workforce development boards, it is helpful to re-establish the Current State of the CareerSource Florida network. There are currently 24 local workforce development boards that govern Florida's 67 counties. The current state map, along with the current names of the 24 local workforce development boards that provide services within each of the local workforce development areas can be viewed below.



Options Summary

This options report presents the following three distinct options for achieving the REACH Act directive to reduce the number of local workforce development boards. Graphical representations of each are provided on the next page.

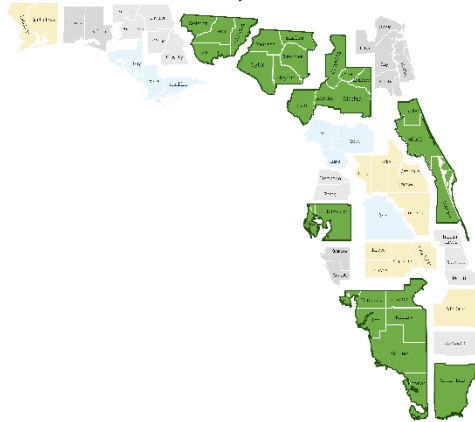
Reduction from 24 to 21 local workforce development boards - This option would reduce the number of local workforce development boards by three, from 24 to 21 local workforce development boards. Ten local workforce development areas would be directly impacted by some level of change within this option, whether by consolidation or realignment. This option would realign Jefferson County (currently in area 6) with Leon, Wakulla, and Gadsden counties (currently in area 5). It would then realign Madison, Taylor, Lafayette, Hamilton, and Suwannee counties (currently in area 6) into a five-county area. Monroe County (currently in area 23) would realign with Charlotte, Glades, Lee, Hendry, and Collier counties (currently in area 24). Miami-Dade County (currently in area 23) would realign as a single-county area. This option would also include the consolidation of the full area 7 and the full area 9; consolidation of area 14 and area 15; and consolidation of full area 11 and area 13.

Reduction from 24 to 19 local workforce development boards - This option includes each of the actions included in the first option (reduction from 24 to 21 local workforce development boards), with additional actions to reduce further to 19 local workforce development boards. It would directly impact 13 local workforce development areas. It also includes new consolidations in addition to the actions included in the prior option. This option would consolidate area 17 and full area 19. This option would also further consolidate area 14, area 15, and full area 16 to unite the Tampa Bay Metropolitan Statistical Area (MSA, which will be defined in the options section of the report) into one local workforce development area.

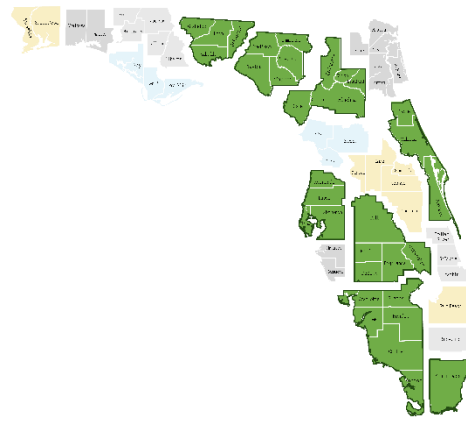
Reduction from 24 to 16 local workforce development boards - This third option differs from the prior two options because it includes several new realignments and consolidations that do not build upon the prior two options. It would directly impact 19 local workforce development areas. In this option, potential realignment actions would include the following: This option would realign Jefferson County (currently in area 6) with Leon, Wakulla, and Gadsden counties (currently in area 5); would realign Madison, Taylor, Lafayette, Hamilton, and Suwannee counties (currently in area 6) into a five-county area; Monroe County (currently in area 23) would realign with Charlotte, Glades, Lee, Hendry, and Collier counties (currently in area 24); Miami-Dade County (currently in area 23) would realign as a single-county area; Polk County (currently full area 17) would realign with Hardee, DeSoto, and Highlands counties (currently in area 19), while Okeechobee County (currently in area 19) would realign with Martin, St. Lucie, Indian River counties (currently full area 20) and Palm Beach County (currently full area 21); Okaloosa and Walton counties (currently full area 2) would realign with Bay and Gulf counties (currently in area 4), while Franklin County (currently in area 4) would realign with Holmes, Washington, Jackson, Calhoun, and Liberty counties (currently in area 3); Dixie and Columbia counties (currently in area 7) would realign with Madison, Taylor, Lafayette, Suwannee, and Hamilton counties (currently in area 6); and finally, Gilchrist and Union counties (currently in area 7) would realign with Alachua and Bradford counties (currently in area 9) and Citrus, Levy, and Marion counties (currently full area 10). Potential consolidations in this option

mirror those suggested in the prior two options. This potential option suggests consolidating full area 11 and area 13. This option would also further consolidate area 14, area 15, and full area 16 to unite the Tampa Bay MSA into one local workforce development area.

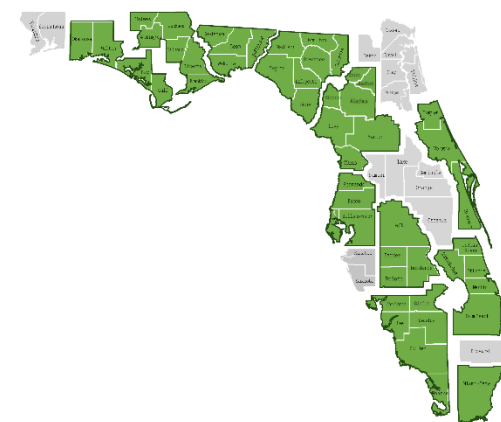
**Map reflecting potential reduction to 21
local workforce development boards**



**Map reflecting potential reduction to 19
local workforce development boards**



**Map reflecting potential reduction to 16
local workforce development boards**



This section of the report outlines, in detail, each of these options, as well as the factors and metrics behind each option. It also includes a full action catalog of realignments and consolidations across options

Option Development: Factors and Metrics

The project team developed the three potential options based upon a variety of factors and metrics. Metrics analyzed were influenced both by legislative requirements and stakeholder input. Below are two tables outlining the metrics. The **first table includes the REACH Act and WIOA required factors for consideration** and the associated legal citation. (The full data set for these measures, along with greater detail of each, is included within the *Statewide Data and Analysis Report*.) The **second table includes other factors that stakeholders view as being important** considerations for option development. (Documentation of stakeholder input is provided in the *Stakeholder Engagement Summary Report*.)

REACH Act and WIOA required factors to evaluate for local workforce development area redesignation			
Legislation	Measure	Citation	Metric utilized with description
WIOA	Labor market area	WIOA § 679.240: "consistent with local labor market areas"	Metropolitan Statistical Area (MSAs) - MSAs are determined by the US Census Bureau and the Office of Management and Budget. They are based on population centers and commuting and other relationships. MSAs include a core area with a population of 50,000 or more and surrounding areas that have economic and social interaction with that core area.
WIOA	Economic development area	WIOA § 679.240: "common economic development area"	Florida Economic Development Regions - Florida is divided into eight economic development regions serving as decentralized areas with local offices determined by Enterprise Florida as the principal economic development organization for the state of Florida.
WIOA	Education and training providers	WIOA § 679.240: "Federal and non-Federal resources, including appropriate education and training institutions"	Florida College System Areas - The Florida College System is made up of 28 state colleges, each with their own designated service area. These state colleges frequently collaborate with local workforce development boards to provide training and services.
			Current number of eligible training providers within an area - Determining the number of training providers by utilizing the most recent Eligible Training Provider List.

REACH Act and WIOA required factors to evaluate for local workforce development area redesignation			
Legislation	Measure	Citation	Metric utilized with description
REACH Act	Population	REACH Act, page 45	Metropolitan Statistical Area (MSAs) - Defined above and includes population measures taken into consideration.
			Population - Population of each county was taken into consideration while formulating potential new local workforce development areas.
REACH Act	Commuting patterns	REACH Act, page 45	Employment Interchange Measure (EIM) - Used to describe and compare commuting patterns. For a pair of counties, A and B, the EIM is the sum of two values: 1) the percent of employed residents in County A commuting to County B for work and 2) the percent of jobs in County A filled by residents of County B. The U.S. Census Bureau typically calculates EIM based on County A as an outlying county and County B as the central county. An EIM <i>greater than 25</i> could justify grouping that outlying county with the central county in an MSA.

Other factors considered as suggested by stakeholders	
Measure	Metric
Industry composition	Industry share of county employment - Each major industry category's share of employment at the county level, based on 2021 data from Lightcast. Focus is on traded sectors, industries in which firms sell goods or services beyond local markets, such as a manufacturer that exports products or a theme park that attracts tourists from across the U.S. and beyond. Employment in traded sectors tend to vary more between counties than non-traded sectors such as retail.
Additional administrative boundaries	Florida Department of Transportation Districts - The Florida Department of Transportation (FDOT) is organized into seven regions (or districts), in accordance with legislative mandates. These districts generally follow the boundaries of the state's major transportation corridors.
	Adult Education Regional Planning Areas - The Florida Department of Education (FDOE) has been engaging adult education providers throughout Florida in a collaborative planning effort. As part of that initiative, FDOE has grouped providers into 12 areas to better engage in regional planning.

Other factors considered as suggested by stakeholders	
Measure	Metric
	Regional Planning Councils - The state of Florida is divided into ten areas for regional planning, delineated as Regional Planning Councils (RPCs). RPCs were created by Florida law to help local governments work on a regional level to solve problems and enhance economic prosperity.
Demographic and socioeconomic conditions	Population by age - Median age, percent of total population aged 16-64, and change in population age 25-54 (as the prime working age) from 2016-2021 (Census Bureau, Population Estimates).
	Population change - Change in total population from 2016-2021 (Census Bureau, Population Estimates).
	Race and ethnicity - Population by racial makeup (White, Black, Hispanic, Asian, and other/multiple races) and change in population by racial makeup (Census Bureau, Population Estimates).
	Educational attainment - Measured as the percentage of the population that has less than a high school degree, high school degree or equivalent, some college with no degree, an associate degree, or a bachelor's degree or higher (Census Bureau, 2020 American Community Survey 5-year estimates).
	Population in poverty - Measured as the percentage of the total population in poverty: (Census Bureau, Small Area Income and Poverty Estimates, 2020). The percentage of households receiving food stamps or SNAP benefits is a related measure (Census Bureau, 2020 American Community Survey 5-year estimates).
Labor force conditions	Labor force participation rate - Measured as the labor force participation rate for age 16-64 and age 25-54 (Census Bureau, 2020 American Community Survey 5-year estimates).
	Labor force unemployment rates - Measured as the change in the labor force from 2016-2021 (Bureau of Labor Statistics) and the unemployment rate as of July 2022 (Florida Department of Economic Opportunity).

Below is a summary table of selected data related to the factors and metrics that show the impacts of potentially pursuing each option. The largest and smallest local workforce development areas by population or land area may or may not shift from one option to the next, depending on the realignments and consolidations within each option. For example, in the 19-board option and the 16-board option, the largest area would be the same. Similarly, in the 21-board option and the 19-board option, the smallest area would be the same.

		Current	21-board option	19-board option	16-board option
Population	Maximum	2,827,563 (current area 12)	2,827,563 (current area 12)	3,219,514 (consolidated areas 14, 15, and 16)	3,219,514 (consolidated areas 14, 15, and 16)
	Minimum	114,455 (current area 3)	106,963 (realigned area 6)	106,963 (realigned area 6)	127,027 (realigned and consolidated areas 3 and 4)
	>2 million	2	3	3	4
	1 to 2 million	5	5	5	4
	750,000 to 1 million	4	3	2	3
	500,000 to 750,000	5	3	3	1
	250,000 to 500,000	3	3	3	2
	<250,000	5	4	3	2
	Number of areas <500,000 population	8	7	6	4
	Percent of areas <500,000 population	33%	33%	32%	25%
Land (square miles)	Maximum	5,422 (current area 24)	6,405 (realigned area 24)	6,405 (realigned area 24)	6,405 (realigned area 24)

	Minimum	274 (current area 14)	1,203 (current area 22)	1,203 (current area 22)	1,203 (current area 22)
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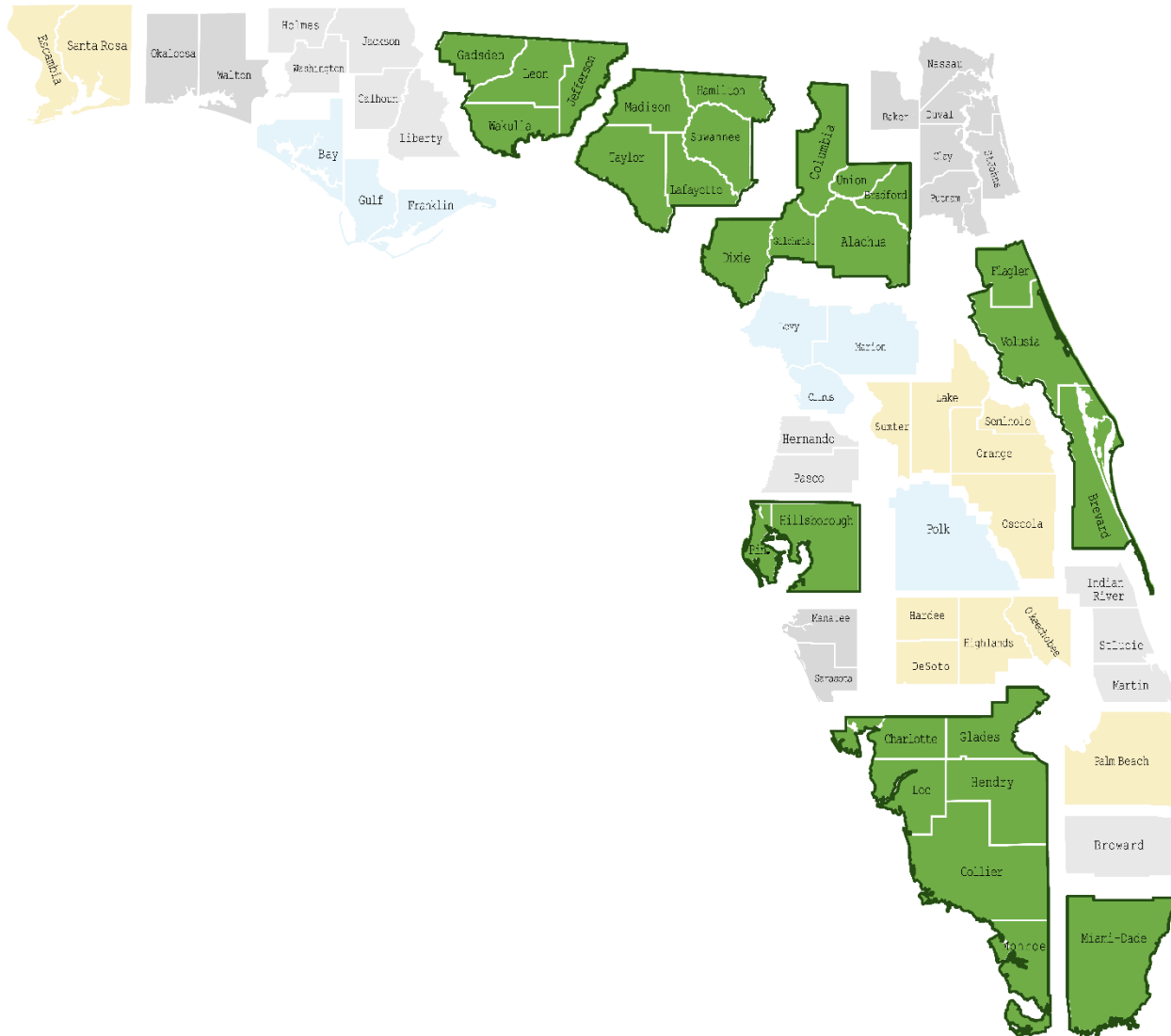
		Current	21-board option	19-board option	16-board option
Number of areas with <5 federal WIOA eligible providers		9	8	6	3
Number of MSAs split across areas		4	3	2	1
		Miami	Miami	Miami	Miami
		Tampa	Tampa	Gainesville	
		Gainesville	Gainesville		
		Tallahassee			
Number of college systems split across areas		2	3	3	2
		Florida Gateway College	Florida Gateway College	Florida Gateway College	Florida Gateway College
		Indian River State College	Indian River State College	Indian River State College	North Florida Community College
			North Florida Community College	North Florida Community College	
Areas that contain parts of multiple Economic Development regions		4	4	4	4
Number of county pairs with EIM >25 not together in an area		15	12	10	8

Option Profile: 21 Local Workforce Development Boards

Option Description and Map

This option provides an initial approach to regional alignment, unifying areas while preserving key factor alignment, reducing the number of local workforce development local by three, from 24 to 21 areas. Ten local workforce development areas are impacted by some level of change within this option, whether it be by consolidation or realignment. Areas that are impacted by a realignment action or a consolidation action are in dark green. To summarize: This option would realign Jefferson County (area 6) with Leon, Wakulla, and Gadsden Counties (area 5). It would then realign Madison, Taylor, Lafayette, Hamilton, and Suwannee Counties (area 6) into a five-county area. Monroe County (area 23) would realign with Charlotte, Glades, Lee, Hendry, and Collier Counties (area 24). Miami-Dade County (area 23) would realign as a single-county area. This option would also include the consolidation of the full area 7 and the full area 9; consolidation of area 14 and area 15; and consolidation of full area 11 and area 13.

OPTION 21



OPTION 21

Realignment and Consolidation Action Details

The following pages include a detailed description of each potential action included in this option. It includes a description of the effect of the action on each REACH Act, WIOA, and other metrics.

Realignment of Leon, Wakulla, and Gadsden (currently in area 5) and Jefferson (currently in area 6) AND Realignment of Madison, Taylor, Lafayette, Hamilton, and Suwannee (currently in area 6) as a five-county area.

Action Description: This action acknowledges important factors that align Jefferson County more closely to area 5 than to area 6. As the county directly adjacent to Leon County and area 5 to the east and as the westernmost county in area 6, Jefferson County is in many ways more closely aligned to Leon, Wakulla, and Gadsden counties than to other counties further to the east within current local workforce development area 6. Strong commuting patterns to Leon County, an MSA alignment with all counties within current local workforce development area 5, and alignment to the current composition of the Apalachee Regional Planning Council are all indicative of a potentially positive fit for Jefferson County. Additionally, the action would provide Jefferson County access to the two WIOA Eligible Training Providers located in area 5.

REACH Act factors:

Population: The current population of area 5 is 371,221. The current population of area 6 is 121,518. Realigning Jefferson County with Leon, Wakulla, and Gadsden counties would create a new area with a population of 385,776 and a new area of Madison, Taylor, Lafayette, Hamilton, and Suwannee counties with a population of 106,963. This realignment would not greatly alter the current populations of the newly created local workforce development areas.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): Jefferson County has a much higher EIM with Leon County (64.4) than it does to Madison (8.6) or Taylor (4.1) counties. This indicates a much stronger commuting pattern tie to Leon County than to the counties directly east of Jefferson.

WIOA redesignation factors:

Labor Market Area (measured by MSA): Jefferson County is within the same MSA as Leon, Wakulla, and Gadsden counties. The Tallahassee MSA is made up of these four counties. This realignment would create a new local workforce development area that covers the entirety of that labor market.

Economic development area (measured by Enterprise Florida Regions): Jefferson County is within the Northwest Enterprise Florida Region. This realignment would move Jefferson to a new local workforce development area that aligns with that region and out of a current local workforce development area that is entirely within the North Central Enterprise Florida region.

OPTION 21

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

- *Florida College System Area:* Jefferson County is currently served by North Florida Community College along with the rest of the current area 6. This realignment would create a misalignment along those boundaries.
- *WIOA Eligible Training Providers:* Current area 5 has two WIOA Eligible Training Providers, both of which are located in Leon County. Currently, Jefferson County has no WIOA Eligible Training Providers but, would have access to those in Leon County in this realignment. Because Jefferson County currently has no WIOA Eligible Training Providers, this does not remove any providers from what is the current area 6.

Additional factors

Industry Composition: Jefferson County has a larger agriculture, forestry, fishing, and hunting industry (14.3%) than Leon (0.1%) or Wakulla (2.1%) as a share of industry employment. However, Gadsden County, which would also be in this newly created area, has a high share of that respective industry as a share of employment (39.9%).

Stakeholder engagement feedback: This realignment would align the newly formed area of Jefferson, Leon, Wakulla, and Gadsden counties around the current labor market and commuting area of Tallahassee to reflect that economic centroid more accurately. However, during stakeholder engagement, there was some discussion that Jefferson County would potentially object to this proposed realignment on the grounds that they wish to remain in the currently rural area 6. However, Gadsden County is currently within area 5 and exhibits the traits of a rural county.

Regional Planning Council: Leon, Wakulla, Gadsden, and Jefferson counties are all within the same Regional Planning Council region, the Apalachee Regional Planning Council.

FDOT District: Leon, Wakulla, Gadsden, and Jefferson counties are all within the same FDOT District, which is District-3 (Northwest).

Adult Education Planning Region: Leon, Wakulla, Gadsden, and Jefferson counties are all within the same Adult Education Regional Planning area.

OPTION 21

Current Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 5	Number of counties	3
	Total size	1,790 square miles
	Total population	371,221
Local workforce development area 6	Number of counties	6
	Total size	4,084 square miles
	Total population	121,518
New Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Jefferson, Wakulla, Gadsden, and Leon counties	Number of counties	4
	Total size	2,388 square miles
	Total population	385,776
New local workforce development area of Madison, Taylor, Lafayette, Hamilton, and Suwannee counties	Number of counties	5
	Total size	3,486 square miles
	Total population	106,963

OPTION 21

Realignment of Monroe (currently in area 23), and Charlotte, Glades, Lee, Hendry, and Collier (currently in area 24) AND Realignment of Miami-Dade (currently in area 23) as a new single-county area.

Action Description: This action aligns Monroe County with an area that is culturally more similar in nearly all characteristics than its current alignment. The action is largely driven by stakeholder engagement conversations reporting that the cultural characteristics of Monroe County more closely align with the counties that currently make up area 24. Stakeholders from area 24 indicated a desire to join their existing local workforce development area with Monroe County. A local elected official from Monroe County expressed similar sentiments during one of the Chief Local Elected Officials Webinars hosted by CareerSource Florida. Stakeholders also reported that Monroe County previously attempted to leave area 23. While this set of realignment actions could present challenges related to commuting to Monroe County, the desires of the stakeholders to make this switch present an opportunity for an improved working relationship with counties within the newly created local workforce development area.

REACH Act factors

Population: The population of what is currently area 23 is 2,744,947. The population of what is currently area 24 is 1,421,346. The newly created single-county area of Miami-Dade would have a population of 2,662,777 and the newly created area of Charlotte, Glades, Lee, Hendry, Collier, and Monroe counties would have a population of 1,503,516. This realignment would not significantly impact the population of either newly formed area.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): This realignment action is not heavily influenced by commuting patterns. Monroe County has an EIM with Miami-Dade (33.1) that is much higher than Collier County (3.7). The counties within the current area 24 do have high EIMs with one another.

WIOA redesignation factors

Labor Market Area (measured by MSA): Monroe and Miami-Dade counties are not within the same MSA as one another. Currently, Monroe County is not within an MSA and Miami-Dade County is a part of the Miami-Fort Lauderdale-Pompano Beach MSA. However, the two counties are a part of the same, larger Combined Statistical Area (combination of MSAs) of Miami-Port St. Lucie-Fort Lauderdale. This realignment would not split an MSA, but it would not join an MSA either.

Economic development area (measured by Enterprise Florida Regions): Monroe and Miami-Dade counties are in the same Southeast Enterprise Florida Region. Glades and Hendry counties are both in the South-Central Enterprise Florida Region. Charlotte, Lee, and Collier counties are within the Southwest Enterprise Florida Region. This realignment would split these economic development regions.

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

OPTION 21

- *Florida College System Area:* Monroe County is currently served by the Florida Keys Community College. Miami-Dade is served by Miami-Dade College. Glades, Hendry, Charlotte, Lee, and Collier counties are served by Edison State College. This realignment would not split any state college system areas across new local workforce development areas.
- *WIOA Eligible Training Providers:* Monroe County currently has no WIOA Eligible Training Providers located within the county. Miami-Dade has nine training providers with 31 programs. Glades County has one training provider, Hendry County has one training provider, Collier County has three training providers, Charlotte County has four training providers, and Lee County has 21 training providers. If Monroe County joined a new area of Glades, Hendry, Collier, Charlotte, and Lee counties, it would give Monroe County access to more training providers than they currently do in area 23. However, geographic boundaries would need to be considered for those living in Monroe County – prompting the need for training providers located within high population areas of Monroe County to the extent possible.

Additional factors

Industry Composition: 27.8% of Monroe’s employment share is employed within the accommodation and food services industry, which is reflective of the high share of tourism industry within the county. Charlotte (11.2%), Lee (10.9%), and Collier (12.0%) also have a higher share of workers in that industry than Miami-Dade (8.2%).

Stakeholder engagement feedback: This realignment is largely driven by stakeholder engagement. There were representatives from area 24 that expressed a desire to potentially add Monroe County to a newly formed area that would consist of Monroe County plus the counties in the existing area 24. A local elected official from Monroe County also publicly expressed the desire to potentially join with a new area that is not the current formation. Stakeholders also reported that Monroe County previously attempted to separate from the current local workforce development area configuration.

Regional Planning Council: Monroe and Miami-Dade counties are both in the South Regional Planning Council region. This realignment would split that regional planning council region. The remaining counties are all in the Southwest Regional Planning Council region.

FDOT District: Monroe and Miami-Dade counties are both in FDOT District-6 (South). This realignment would split that FDOT District. The remaining counties discussed in this option are in the same FDOT District-1 (Southwest).

Adult Education Planning Region: Monroe and Miami-Dade counties are both in the same Adult Education Planning Region. This realignment would split that regional planning region.

OPTION 21

Current Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 23	Number of counties	2
	Total size	2,883 square miles
	Total population	2,744,947
Local workforce development area 24	Number of counties	5
	Total size	5,422 square miles
	Total population	1,421,346
New Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Miami-Dade County	Number of counties	1
	Total size	1,900 square miles
	Total population	2,662,777
New local workforce development area of Monroe, Charlotte, Glades, Lee, Hendry, and Collier counties	Number of counties	6
	Total size	6,405 square miles
	Total population	1,503,516

OPTION 21

Consolidation of Dixie, Gilchrist, Columbia, and Union (currently full area 7) and Alachua and Bradford (currently full area 9)

Action Description: This consolidation action would consolidate the full area 7 and the full area 9 into a newly formed local workforce development area with six counties. The new area would have a significantly elevated population of nearly 430,000 residents, bringing more WIOA funding to be administered under one workforce development board in this area as opposed to the Current State of two local workforce development boards. The only MSA included within this new local workforce development board would be Gainesville - which is currently split across three local workforce development areas. Under this action, it would only be split across two local workforce development areas. Stakeholders within area 7 reported a desire to maintain rural service delivery and the ability to tailor services to the needs of rural residents. A Future State would aim to maintain that service delivery.

REACH Act factors

Population: The population of current local workforce development area 7 is 122,182. The population of current local workforce development area 9 is 307,778. Consolidating these two local workforce development areas into one area would yield a population of 429,960. This would bring more WIOA resources to support the area with workforce development activities.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): Gilchrist (43.6), Union (29.2), and Bradford (28.6) counties all have strong EIMs with Alachua County - indicating a high level of commuting to that county for employment. Columbia (19.8) and Dixie (14.8) counties both have slightly lower EIMs to Alachua County but are high enough to justify inclusion in this newly formed local workforce development area given the already established area 7 and population considerations.

WIOA redesignation factors

Labor Market Area (measured by MSA): Of the six counties included in this consolidation action, only Alachua and Gilchrist counties are within an MSA, which is the Gainesville MSA. Columbia County is not included in the Gainesville MSA, but it is within the Gainesville combined statistical area. Levy County is also within the Gainesville MSA, but is not included in this action, so this consolidation would not fully unify the Gainesville MSA in one local workforce development area. However, it would still bring greater unity to the MSA by reducing the number of local workforce development boards serving the Gainesville MSA.

Economic development area (measured by Enterprise Florida Regions): All six of these counties are within the same Enterprise Florida Region, which is the North Central region.

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

OPTION 21

- *Florida College System Area:* Dixie, Columbia, Union, and Gilchrist counties are served by Florida Gateway College (which also serves Baker County - which is not included in this consolidation action). Alachua and Bradford counties are served by Santa Fe College. This consolidation action would unite two colleges within one local workforce development area and not additionally split state colleges across local workforce development areas.
- *WIOA Eligible Training Providers:* Area 7 currently only has one WIOA training provider, located in Columbia County. Area 9 has five WIOA Eligible Training Providers, with four in Alachua County and one in Bradford County. Combining these two areas would increase the amount of training provider resources available to the population served within this local workforce development area.

Additional factors

Industry Composition: Bradford County (8.6%) has similar share of employment by industry for the transportation and warehousing industry as Union County (9.9%). Bradford County (11.3%) also shares industry similarities with Columbia County (11.3%) in that they both have a high share of accommodation and food services employment. Alachua County has a much higher share of health care and dental assistant workers (17.1%) than the other counties in this newly formed area, which brings the potential for economic diversification within the new local workforce development area.

Stakeholder engagement feedback: Stakeholders within the current area 7 expressed pride regarding the rural makeup of their local workforce development area. If this action were to be pursued, the proper governance mechanisms would need to be included to support inclusive local workforce development board processes among all six of the counties. Stakeholders within the current area 9 expressed the potential for sharing resources and leading practices in delivery of workforce development services throughout the broader region.

Regional Planning Council: Dixie, Columbia, Union, Gilchrist, Bradford, and Alachua counties are all within the North Central Regional Planning Council region.

FDOT District: Dixie, Columbia, Union, Gilchrist, Bradford, and Alachua counties are all within the FDOT District-2 (Northeast).

Adult Education Planning Region: Dixie, Columbia, Union, Gilchrist, Bradford, and Alachua counties are all within the same Adult Education Planning Region 4.

OPTION 21

Current Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 7	Number of counties	4
	Total size	2,096 square miles
	Total population	122,182
Local workforce development area 9	Number of counties	2
	Total size	1,170 square miles
	Total population	307,778

New Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Dixie, Gilchrist, Columbia, Union, Alachua, and Bradford counties	Number of counties	6
	Total size	3,265 square miles
	Total population	429,960

OPTION 21

Consolidation of Pinellas County (currently full area 14) and Hillsborough County (currently full area 15)

Action description: This consolidation action would consolidate two single-county areas, Pinellas (area 14) and Hillsborough (area 15) into one local workforce development area. It would bring the total population of this newly created local workforce development area to just over 2.4 million residents. The action would be driven by the strong labor market ties the two counties have with one another - with Pinellas County's EIM of 29.7 indicating strong commuting to Hillsborough County. The two counties are also commonly grouped together for other planning entities and activities such as economic development, transportation, and adult education. Stakeholders from both counties indicated that this consolidation, if pursued, would require a high level of change management due to relationships. However, stakeholders from both counties, namely employers and education providers, also saw this consolidation as an opportunity to strengthen regional ties within the Tampa Bay region to operate more like one labor market entity and minimize the administrative duplications that are associated with utilizing two local workforce development boards across two counties located in one MSA.

REACH Act factors

Population: Pinellas County and the single-county area 14 has a population of 956,615. Hillsborough County and the single-county area 15 has a population of 1,478,194. The newly created local workforce development area would have a population of 2,434,809.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): Pinellas has an EIM with Hillsborough County of 29.7 and Hillsborough has an EIM with Pinellas County of 19.2. This indicates that there are relatively high levels of commuting between both counties - but more from Pinellas County to Hillsborough County for employment.

WIOA redesignation factors

Labor Market Area (measured by MSA): Hillsborough and Pinellas counties are within the same MSA of Tampa-St. Petersburg-Clearwater. This MSA also includes Hernando and Pasco counties, which are not included in this consolidation action, so this action would not fully unify the MSA. However, it would reduce the number of local workforce development boards serving the MSA from three to just two and could bring greater unity to the area.

Economic development area (measured by Enterprise Florida Regions): Pinellas and Hillsborough counties are both within the same Tampa Bay Enterprise Florida Region.

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

OPTION 21

- *Florida College System Area:* Pinellas County is served by St. Petersburg College. Hillsborough County is served by Hillsborough Community College. This consolidation action would not separate any existing Florida College System areas and would combine the two areas under one local workforce development area.
- *WIOA Eligible Training Providers:* Hillsborough County currently has 29 WIOA Eligible Training Providers. Pinellas County currently has nine WIOA Eligible Training Providers. This new consolidated workforce development area would have 38 WIOA Eligible Training Providers.

Additional factors

Industry Composition: Pinellas and Hillsborough counties have similar employment share across a variety of industries such as finance and insurance (5.5% and 8.6% respectively); professional, scientific, and financial services (7.8% and 9.7% respectively); health care and dental assistance (13.9% and 11.8% respectively); and accommodation and food services (9.9% and 7.4% respectively). The major differences in industry composition as a share of employment come from a greater concentration of both agriculture, forestry, fishing, and hunting jobs and transportation and warehousing jobs within Hillsborough County.

Stakeholder engagement feedback: Stakeholders from both area 14 and area 15 were resistant to the idea of a reduction in the number of workforce development boards. Leaders from both areas cited political differences between the two areas as a deterrent to consolidation. However, during engagement sessions with both groups, stakeholders expressed frustration regarding having to work with two different local workforce development boards located within the same MSA - citing different processes, contracts, approvals, and other administrative burdens that were deterrents to engagement with the system.

Regional Planning Council: Pinellas and Hillsborough counties are within the same Regional Planning Council region, which is the Tampa Bay region.

FDOT District: Pinellas and Hillsborough counties are within the same Florida Department of Transportation District, which is the 7-West Central District.

Adult Education Planning Region: Pinellas and Hillsborough counties are within the same Adult Education Regional Planning region.

OPTION 21

Current Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 14	Number of counties	1
	Total size	274 square miles
	Total population	956,615
Local workforce development area 15	Number of counties	1
	Total size	1,022 square miles
	Total population	1,478,194

New Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Pinellas and Hillsborough counties	Number of counties	2
	Total size	1,296 square miles
	Total population	2,434,809

OPTION 21

Consolidation of Flagler and Volusia counties (currently full area 11) and Brevard counties (currently full area 13)

Action description: This action would consolidate Flagler and Volusia counties (full area 11) and Brevard County (single area 13) into one newly created local workforce development area. This new area would have a population of about 1.3 million residents and include two MSAs (Deltona-Daytona Beach-Ormond Beach and Palm Bay-Melbourne-Titusville). The consolidation would not break apart those two MSAs but would rather house them in one local workforce development area. Recently, the State announced that \$30 million dollars would be dedicated to workforce development partners within these three counties and counties to the south along the coast for aviation, aerospace, defense, manufacturing, cybersecurity, and information technology jobs. Stakeholders at the state and local level recognized the valuable opportunity to continue to collaborate along the coast in these key industries.

REACH Act factors

Population: The population of Flagler County is 120,932 and the population of Volusia County is 564,412, for a total current population of local area 11 of 685,344. The population of Brevard County and the single-county area 13 is 616,628. The population of this newly created local workforce development board through consolidation would be 1,301,972. Current area 11 and area 13 have relatively equal population sizes. This increased population under one single administrative local workforce development board could bring great economies of scale to service the region with great workforce development resources and assets.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): Flagler has a high EIM with Volusia County of 31.8 - indicating that Flagler residents travel to Volusia County to work with some frequency. However, the EIM relationship for Volusia with Brevard is 4.0 and Brevard with Volusia is only 3.5. This indicates that the two counties do not have strong commuting patterns between one another.

WIOA redesignation factors

Labor Market Area (measured by MSA): Flagler and Volusia counties are both within the Deltona-Daytona Beach-Ormond Beach MSA and are the only two counties within that MSA. Brevard is within the Palm Bay-Melbourne-Titusville MSA and is the only county within that MSA. This consolidation action would not split any MSAs and would unite the two MSAs within the same local workforce development area.

Economic development area (measured by Enterprise Florida Regions): This newly consolidated area would include two economic development regions as Flagler is within the Northeast region and Volusia and Brevard are both within the East Central region. However, this would not be a new misalignment, as area 11 is currently split across these two economic development regions in the present day.

OPTION 21

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

- *Florida College System Area:* Flagler and Volusia counties are served by Daytona State College. Brevard County is served by Eastern Florida State College, which only serves Brevard County. This newly created local workforce development area would be served by two state colleges.
- *WIOA Eligible Training Providers:* Flagler County currently has one WIOA training provider and Volusia County has four WIOA Eligible Training Providers. Brevard County currently has five WIOA Eligible Training Providers. This newly created local workforce development area would have 10 total WIOA Eligible Training Providers - increasing the total number of training providers to service the new area greatly.

Additional factors

Industry Composition: Flagler (13.7%), Volusia (11.5%), and Brevard (9.5%) counties all have a relatively high share of employment working in accommodation and food services. The three counties also have a high share of employment in health care and dental assistance industry. Brevard does capture a higher share of employment within the manufacturing (11.8%) and professional, scientific, and financial services (7.6%) industries than the two counties to the north.

Stakeholder engagement feedback: The State recently announced that nearly \$30 million dollars would be dedicated to workforce development partners within these three counties and counties to the south along the coast for aviation, aerospace, defense, manufacturing, cybersecurity, and information technology jobs. Stakeholders recognized the valuable opportunity to continue to collaborate along the coast in these key industries.

Regional Planning Council: Flagler County is a part of the Northeast Regional Planning Council region while Volusia and Brevard counties are both part of the East Central Regional Planning Council region. However, this consolidation action would not create new misalignments in this area.

FDOT District: Flagler, Volusia, and Brevard counties are all a part of the same FDOT District, which is District-5 (Central).

Adult Education Planning Region: Flagler County is a part of Adult Education Planning Region 5, while Volusia and Brevard counties are a part of Adult Education Planning Region 6.

OPTION 21

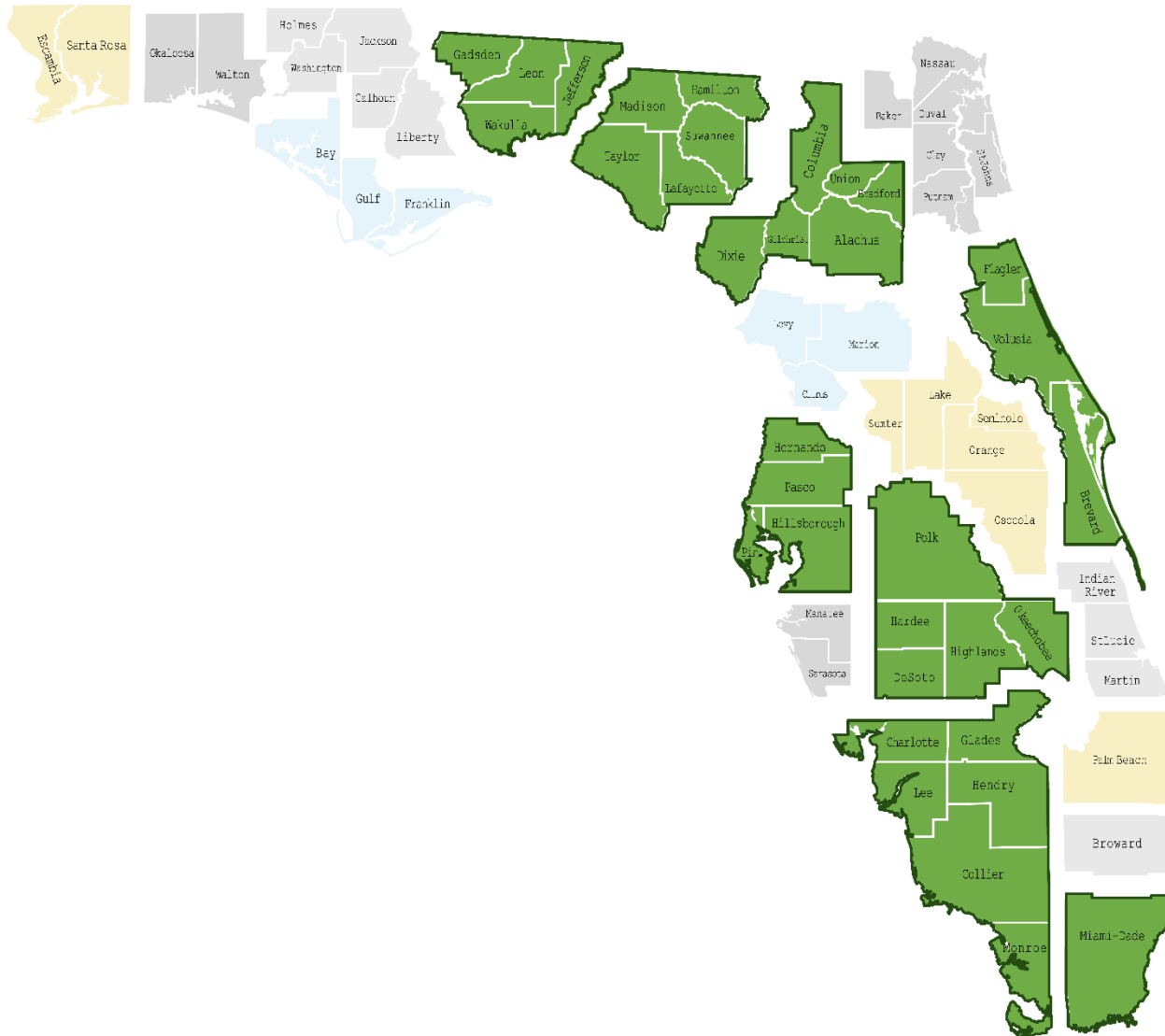
Current Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 11	Number of counties	2
	Total size	1,586 square miles
	Total population	685,344
Local workforce development area 13	Number of counties	1
	Total size	1,015 square miles
	Total population	616,628

New Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Flagler, Volusia, and Brevard counties	Number of counties	3
	Total size	2,601 square miles
	Total population	1,301,972

Option Profile: 19 Local Workforce Development Areas

Option Description and Map: The number of local workforce development boards is reduced by six local workforce development boards, from 24 areas to 19 areas. Thirteen local workforce development areas are impacted by the actions presented in this option. All of the actions presented in the 21 local workforce development boards option are included in this option. Areas that are impacted by a realignment action or a consolidation action are in dark green. To summarize: This option would realign Jefferson County (area 6) with Leon, Wakulla, and Gadsden Counties (area 5). It would then realign Madison, Taylor, Lafayette, Hamilton, and Suwannee Counties (area 6) into a five-county area. Monroe County (area 23) would realign with Charlotte, Glades, Lee, Hendry, and Collier Counties (area 24). Miami-Dade County (area 23) would realign as a single-county area. This option would also include the consolidation of the area 7 and the area 9; consolidation of full area 11 and area 13; consolidation of full area 17 and full area 19; and consolidation of full area 14, full area 15, and full area 16.

OPTION 19



OPTION 19

Realignment and Consolidation Action Details

The following pages include a detailed description of each potential action included in this option. It includes a description of the effect of the action on each REACH Act, WIOA, and other metrics.

Realignment of Leon, Wakulla, and Gadsden (currently in area 5) and Jefferson (currently in area 6) AND Realignment of Madison, Taylor, Lafayette, Hamilton, and Suwannee (currently in area 6) as a five-county area.

Action Description: This action acknowledges important factors that align Jefferson County more closely to area 5 than to area 6. As the county directly adjacent to Leon County and area 5 to the east and as the westernmost county in area 6, Jefferson County is in many ways more closely aligned to Leon, Wakulla, and Gadsden counties than to other counties further to the east within current local workforce development area 6. Strong commuting patterns to Leon County, an MSA alignment with all counties within current local workforce development area 5, and alignment to the current composition of the Apalachee Regional Planning Council including the area 5 counties are all indicative of a potentially positive fit for Jefferson County. Additionally, the action would provide Jefferson County access to the two WIOA Eligible Training Providers located in area 5.

REACH Act factors:

Population: The current population of area 5 is 371,221. The current population of area 6 is 121,518. Realigning Jefferson County with Leon, Wakulla, and Gadsden counties would create a new area with a population of 385,776 and a new area of Madison, Taylor, Lafayette, Hamilton, and Suwannee counties with a population of 106,963. This realignment would not greatly alter the current populations of the newly created local workforce development areas.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): Jefferson County has a much higher EIM with Leon County (64.4) than it does to Madison (8.6) or Taylor (4.1) counties. This indicates a much stronger commuting pattern tie to Leon County than to the counties directly east of Jefferson.

WIOA redesignation factors:

Labor Market Area (measured by MSA): Jefferson County is within the same MSA as Leon, Wakulla, and Gadsden counties. The Tallahassee MSA is made up of these four counties. This realignment would create a new local workforce development area that covers the entirety of that labor market.

Economic development area (measured by Enterprise Florida Regions): Jefferson County is within the Northwest Enterprise Florida Region. This realignment would move Jefferson to a new local workforce development area that aligns with that region and out of a current local workforce development area that is entirely within the North Central Enterprise Florida region.

OPTION 19

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

- *Florida College System Area:* Jefferson County is currently served by North Florida Community College along with the rest of the current area 6. This realignment would create a misalignment along those boundaries.
- *WIOA Eligible Training Providers:* Current area 5 has two WIOA Eligible Training Providers, both of which are located in Leon County. Currently, Jefferson County has no WIOA Eligible Training Providers but would have access to those in Leon in this realignment. Because Jefferson currently has no WIOA providers, this does not remove any providers from what is the current area 6.

Additional factors

Industry Composition: Jefferson County has a larger agriculture, forestry, fishing, and hunting industry (14.3%) than Leon (0.1%) or Wakulla (2.1%) as a share of industry employment. However, Gadsden County, which would also be in this newly created area, has a high share of that respective industry as a share of employment (39.9%).

Stakeholder engagement feedback: This realignment would align the newly formed area of Jefferson, Leon, Wakulla, and Gadsden counties around the current labor market and commuting area of Tallahassee to reflect that economic centroid more accurately. However, during stakeholder engagement, there was some discussion that Jefferson County would potentially object to this proposed realignment on the grounds that they wish to remain in the currently rural area 6. However, Gadsden County is currently within area 5 and exhibits the traits of a rural county.

Regional Planning Council: Leon, Wakulla, Gadsden, and Jefferson counties are all within the same Regional Planning Council region, the Apalachee Regional Planning Council.

FDOT District: Leon, Wakulla, Gadsden, and Jefferson counties are all within the same FDOT District, which is District-3 (Northwest).

Adult Education Planning Region: Leon, Wakulla, Gadsden, and Jefferson counties are all within the same Adult Education Regional Planning area.

OPTION 19

<u>Current</u> Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 5	Number of counties	3
	Total size	1,790 square miles
	Total population	371,221
Local workforce development area 6	Number of counties	6
	Total size	4,084 square miles
	Total population	121,518
<u>New</u> Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Jefferson, Wakulla, Gadsden, and Leon counties	Number of counties	4
	Total size	2,388 square miles
	Total population	385,776
New local workforce development area of Madison, Taylor, Lafayette, Hamilton, and Suwannee counties	Number of counties	5
	Total size	3,486 square miles
	Total population	106,963

OPTION 19

Realignment of Monroe County (currently in area 23), and Charlotte, Glades, Lee, Hendry, and Collier counties (currently in area 24) AND Realignment of Miami-Dade County (currently in area 23) as a new single-county area.

Action Description: This action aligns Monroe County with an area that is culturally more similar in nearly all characteristics than its current alignment. The action is largely driven by stakeholder engagement conversations reporting that the cultural characteristics of Monroe County more closely aligns with the counties that currently make up area 24. Stakeholders from area 24 indicated a desire to join their existing local workforce development area with Monroe County. A local elected official from Monroe County expressed similar sentiments during one of the Chief Local Elected Officials Webinars hosted by CareerSource Florida. Stakeholders also reported that Monroe County previously attempted to leave area 23 previously. While this set of realignment actions could present challenges related to commuting to Monroe County, the desires of the stakeholders to make this switch present an opportunity for an improved working relationship with counties within the newly created local workforce development area.

REACH Act factors

Population: The population of what is currently area 23 is 2,744,947. The population of what is currently area 24 is 1,421,346. The newly created single-county area of Miami-Dade would have a population of 2,662,777 and the newly created area of Charlotte, Glades, Lee, Hendry, Collier, and Monroe counties would have a population of 1,503,516. This realignment would not significantly impact the population of either newly formed area.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): This realignment action is not heavily influenced by commuting patterns. Monroe County has an EIM with Miami-Dade (33.1) that is much higher than Collier County (3.7). The counties within the current area 24 do have high EIMs with one another.

WIOA redesignation factors

Labor Market Area (measured by MSA): Monroe and Miami-Dade counties are not within the same MSA as one another, as Monroe County is currently not within an MSA and Miami-Dade County is a part of the Miami-Fort Lauderdale-Pompano Beach MSA. However, the two counties are a part of the same, larger Combined Statistical Area (combination of MSAs) of Miami-Port St. Lucie-Fort Lauderdale. This realignment would not split an MSA, but it would not join an MSA either.

Economic development area (measured by Enterprise Florida Regions): Monroe and Miami-Dade counties are in the same Southeast Enterprise Florida Region. Glades and Hendry counties are both in the South-Central Enterprise Florida Region. Charlotte, Lee, and Collier counties are within the Southwest Enterprise Florida Region. This realignment would split these economic development regions.

OPTION 19

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

- *Florida College System Area:* Monroe County is currently served by the Florida Keys Community College. Miami-Dade is served by Miami-Dade College. Glades, Hendry, Charlotte, Lee, and Collier counties are served by Edison State College. This realignment would not split any state college system areas across new local workforce development areas.
- *WIOA Eligible Training Providers:* Monroe County currently has no WIOA Eligible Training Providers located within the county. Miami-Dade has nine training providers with 31 programs. Glades County has one training provider, Hendry County has one training provider, Collier County has three training providers, Charlotte County has four training providers, and Lee County has 21 training providers. Monroe County joining a new area of Glades, Hendry, Collier, Charlotte, and Lee counties would give Monroe County access to more training providers than they currently do in area 23. However, geographic boundaries would need to be considered for those living in Monroe County - prompting the need for training providers located within high population areas of Monroe County to the extent possible.

Additional factors

Industry Composition: 27.8% of Monroe's employment share is employed within the accommodation and food services industry, which is reflective of their high share of tourism industry within the county. Charlotte (11.2%), Lee (10.9%), and Collier (12.0%) also have a higher share of workers in that industry than Miami-Dade (8.2%).

Stakeholder engagement feedback: This realignment is largely driven by stakeholder engagement. There were representatives from area 24 that expressed a desire to potentially add Monroe County to a newly formed area that would consist of Monroe County plus the counties in existing area 24. A local elected official from Monroe County also publicly expressed the desire to potentially join with a new area that is not the current formation. Stakeholders also reported that Monroe County previously attempted to separate from the current local workforce development area configuration.

Regional Planning Council: Monroe and Miami-Dade counties are both in the South Regional Planning Council region. This realignment would split that regional planning council region. The remaining counties are all in the Southwest Regional Planning Council region.

FDOT District: Monroe and Miami-Dade counties are both in FDOT District-6 (South). This realignment would split that FDOT District. The remaining counties discussed in this option are in the same FDOT District-1 (Southwest).

Adult Education Planning Region: Monroe and Miami-Dade counties are both in the same Adult Education Planning Region. This realignment would split that regional planning region.

OPTION 19

Current Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 23	Number of counties	2
	Total size	2,883 square miles
	Total population	2,744,947
Local workforce development area 24	Number of counties	5
	Total size	5,422 square miles
	Total population	1,421,346
New Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Miami-Dade County	Number of counties	1
	Total size	1,900 square miles
	Total population	2,662,777
New local workforce development area of Monroe, Charlotte, Glades, Lee, Hendry, and Collier counties	Number of counties	6
	Total size	6,405 square miles
	Total population	1,503,516

OPTION 19

Consolidation of Dixie, Gilchrist, Columbia, and Union counties (currently full area 7) and Alachua and Bradford counties (currently full area 9)

Action Description: This consolidation action would consolidate the full area 7 and the full area 9 into a newly formed local workforce development area with six counties. The new area would have a significantly elevated population of nearly 430,000 residents, bringing more WIOA funding to be administered under one workforce development board in this area as opposed to the Current State of two local workforce development boards. The only MSA included within this new local workforce development board would be Gainesville - which is currently split across three local workforce development areas. Under this action, it would be only split across two local workforce development areas. Stakeholders within area 7 reported a desire to maintain rural service delivery and the ability to tailor services to the needs of rural residents. A Future State would aim to maintain that service delivery.

REACH Act factors

Population: The population of current local workforce development area 7 is 122,182. The population of current local workforce development area 9 is 307,778. Consolidating these two local workforce development areas into one area would yield a population of 429,960 - which would bring more WIOA resources to support the area with workforce development activities which is a strong reason for including this consolidation action within this *Future State Options Report*.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): Gilchrist (43.6), Union (29.2), and Bradford (28.6) counties all have strong EIMs with Alachua County - indicating a high level of commuting to that county for employment. Columbia (19.8) and Dixie (14.8) counties both have slightly lower EIMs to Alachua County but are high enough to justify inclusion in this newly formed local workforce development area given the already established area 7 and population considerations.

WIOA redesignation factors

Labor Market Area (measured by MSA): Of the six counties included in this consolidation action, only Alachua and Gilchrist counties are within an MSA, which is the Gainesville MSA. Columbia County is not included in the Gainesville MSA, but it is within the Gainesville combined statistical area. Levy County is also within the Gainesville MSA but is not included in this action, so this consolidation would not fully unify the Gainesville MSA in one local workforce development area but would still bring greater unity to the MSA by reducing the number of local workforce development boards serving that Gainesville MSA.

Economic development area (measured by Enterprise Florida Regions): All six of these counties are within the same Enterprise Florida Region, which is the North Central region.

OPTION 19

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

- *Florida College System Area:* Dixie, Columbia, Union, and Gilchrist counties are served by Florida Gateway College (which also serves Baker County - which is not included in this consolidation action). Alachua and Bradford counties are served by Santa Fe College. This consolidation action would unite two colleges within one local workforce development area and not additionally split state colleges across local workforce development areas.
- *WIOA Eligible Training Providers:* Area 7 currently only has one WIOA Eligible Training Provider, located in Columbia County. Area 9 has five WIOA Eligible Training Providers, with four in Alachua County and one in Bradford County. Combining these two areas would increase the amount of training provider resources available to the population served within this local workforce development area.

Additional factors

Industry Composition: Bradford County (8.6%) has similar share of employment by industry for the transportation and warehousing industry as Union County (9.9%). Bradford County (11.3%) also shares industry similarities with Columbia County (11.3%) in that they both have a high share of accommodation and food services employment. Alachua County has a much higher share of health care and dental assistant workers (17.1%) than the other counties in this newly formed area, which brings the potential for economic diversification within the new local workforce development area.

Stakeholder engagement feedback: Stakeholders within current area 7 expressed pride regarding the current rural makeup of their local workforce development area. If this action were to be pursued, the proper governance mechanisms would need to be included to support inclusive local workforce development board processes amongst all of the six counties. Stakeholders within the current area 9 expressed the potential for sharing resources and leading practices in delivery of workforce development services throughout the broader region.

Regional Planning Council: Dixie, Columbia, Union, Gilchrist, Bradford, and Alachua counties are all within the North Central Regional Planning Council region.

FDOT District: Dixie, Columbia, Union, Gilchrist, Bradford, and Alachua counties are all within the FDOT District-2 (Northeast).

Adult Education Planning Region: Dixie, Columbia, Union, Gilchrist, Bradford, and Alachua counties are all within the same Adult Education Planning Region 4.

OPTION 19

<u>Current</u> Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 7	Number of counties	4
	Total size	2,096 square miles
	Total population	122,182
Local workforce development area 9	Number of counties	2
	Total size	1,170 square miles
	Total population	307,778

<u>New</u> Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Dixie, Gilchrist, Columbia, Union, Alachua, and Bradford counties	Number of counties	6
	Total size	3,265 square miles
	Total population	429,960

OPTION 19

Consolidation of Flagler and Volusia counties (currently full area 11) and Brevard County (currently full area 13)

Action description: This action would consolidate Flagler and Volusia counties (full area 11) and Brevard County as the single area 13 into one newly created local workforce development area. This new area would have a population of about 1.3 million residents and include two MSAs (Deltona-Daytona Beach-Ormond Beach and Palm Bay-Melbourne-Titusville). The consolidation would not break apart those two MSAs but would rather house them in one local workforce development area. Recently, the State announced that nearly \$30 million dollars would be dedicated to workforce development partners within these three counties and counties to the south along the coast for aviation, aerospace, defense, manufacturing, cybersecurity, and information technology jobs. Stakeholders at the state and local level recognized the valuable opportunity to continue to collaborate along the coast in these key industries.

REACH Act factors

Population: The population of Flagler County is 120,932. The population of Volusia County is 564,412. This means the current population of local area 11 is currently 685,344. The population of Brevard County and the single-county area 13 is 616,628. The new population of this newly created local workforce development board through consolidation would be 1,301,972. Current area 11 and area 13 have relatively equal population sizes. This increased population under one single administrative local workforce development board could bring great economies of scale to service the region with great workforce development resources and assets.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): Flagler has a high EIM with Volusia County of 31.8 - indicating that Flagler residents travel to Volusia County to work with some frequency. However, the EIM relationship for Volusia with Brevard is 4.0 and Brevard with Volusia is only 3.5. This indicates that the two counties do not have strong commuting patterns between one another.

WIOA redesignation factors

Labor Market Area (measured by MSA): Flagler and Volusia counties are both within the Deltona-Daytona Beach-Ormond Beach MSA and are the only two counties within that MSA. Brevard is within the Palm Bay-Melbourne-Titusville MSA and is the only county within that MSA. This consolidation action would not split any MSAs and would unite the two MSAs within the same local workforce development area.

Economic development area (measured by Enterprise Florida Regions): This newly consolidated area would include two economic development regions as Flagler is within the Northeast region and Volusia and Brevard are both within the East Central region. However, this would not be a new misalignment, as area 11 is currently split across these two economic development regions in the present day.

OPTION 19

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

- *Florida College System Area:* Flagler and Volusia counties are served by Daytona State College. Brevard County is served by Eastern Florida State College, which only serves Brevard County. This newly created local workforce development area would be served by two state colleges.
- *WIOA Eligible Training Providers:* Flagler County currently has one WIOA training provider and Volusia County has four WIOA Eligible Training Providers. Brevard County currently has five WIOA Eligible Training Providers. This newly created local workforce development area would have ten total WIOA Eligible Training Providers - increasing the total number of training providers to service the new area greatly.

Additional factors

Industry Composition: Flagler (13.7%), Volusia (11.5%), and Brevard (9.5%) counties all have a relatively high share of employment working in accommodation and food services. The three counties also have a high share of employment in health care and dental assistance industry. Brevard does capture a higher share of employment within the manufacturing (11.8%) and professional, scientific, and financial services (7.6%) industries than the two counties to the north.

Stakeholder engagement feedback: The State recently announced that nearly \$30 million dollars would be dedicated to workforce development partners within these three counties and counties to the south along the coast for aviation, aerospace, defense, manufacturing, cybersecurity, and information technology jobs. Stakeholder recognized the valuable opportunity to continue to collaborate along the coast in these key industries.

Regional Planning Council: Flagler County is a part of the Northeast Regional Planning Council region while Volusia and Brevard counties are both a part of the East Central Regional Planning Council region. However, this consolidation action does not create new misalignments in this area.

FDOT District: Flagler, Volusia, and Brevard counties are all a part of the same FDOT District (5-Central).

Adult Education Planning Region: Flagler County is a part of Adult Education Planning Region Five while Volusia and Brevard counties are a part of Adult Education Planning Region Six.

OPTION 19

Current Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 11	Number of counties	2
	Total size	1,586 square miles
	Total population	685,344
Local workforce development area 13	Number of counties	1
	Total size	1,015 square miles
	Total population	616,628

New Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Flagler, Volusia, and Brevard counties	Number of counties	3
	Total size	2,601 square miles
	Total population	1,301,972

OPTION 19

Consolidation of Polk County (currently full area 17) and Hardee, DeSoto, Highlands, and Okeechobee counties (currently full area 19)

Action Description: This action would consolidate the Hardee, DeSoto, Highlands, and Okeechobee counties (full area 19) with Polk County (single-county area 17) to form a new 5-county workforce development area. This new area would have a population of about 950,000 residents. This option does not split any MSAs but brings both the Sebring-Avon Park MSA and the Lakeland-Winter Haven MSA into one workforce development area. This consolidation action would consolidate the administrative body overseeing these five counties from two local workforce development boards down to one to bring greater workforce development resources to this entire inland area.

REACH Act factors

Population: Polk County and the single-county current area 17 have a population of 753,520. Hardee County has a population of 25,425. DeSoto County has a population of 34,408. Highlands County has a population of 103,296. Okeechobee County has a population of 40,266. The current area 19 has a combined population of 203,395. This consolidation action would create a new local workforce development area, which would have a population of 956,915. This increased population under one single administrative local workforce development board could bring economies of scale to service the region with more workforce development resources and assets.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): Hardee has an EIM of 27.9 with Polk County - indicating a relatively strong relationship of people traveling to Polk County from Hardee County for their jobs. DeSoto and Hardee counties both have smaller, but not insignificant EIMs with Highlands County, at 6.1 and 17.6, respectively. More people are traveling to Polk County for their work from Hardee than they are Highlands County, according to the EIM.

WIOA redesignation factors

Labor Market Area (measured by MSA): Of the five counties within this consolidation, Polk County is included within the Lakeland-Winter Haven MSA and Highlands County is included within the Sebring-Avon Park MSA. Polk County is the only county within the Lakeland-Winter Haven MSA, so this consolidation would not break up that MSA. Highland County is the only county within the Sebring-Avon Park MSA, so this consolidation would also not break up that MSA. However, this consolidation would bring both MSAs into one local workforce development area. Hardee County is located within the broader Combined Statistical Area of Orlando-Lakeland-Deltona which includes Polk County - among a large number of other counties in Central Florida.

Economic development area (measured by Enterprise Florida Regions): Polk County is within the Tampa Bay Enterprise Florida region. Hardee, DeSoto, Highlands, and Okeechobee counties are all within the South-Central Enterprise Florida region.

OPTION 19

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

- *Florida College System Area:* Polk County is served by Polk State College which is a single-county service area. Hardee, DeSoto, and Highlands counties are served by South Florida State College. Okeechobee County is served by Indian River State College, which also serves Indian River, St. Lucie, and Martin counties to the east, which are not included in this consolidation action. While this action would create a new area with three state colleges, it would not create any new misalignments as Indian River State College is already split between current area 19 and current area 20. There is also precedent within other existing local workforce development areas for 3 state colleges to serve one area.
- *WIOA Eligible Training Providers:* Highlands County is the only county within current area 19 that has a WIOA training provider, with just a singular provider providing 26 programs. Hardee, DeSoto, and Okeechobee counties do not have a training provider. Polk County has 12 WIOA Eligible Providers, offering 109 programs. This consolidated area would then have 13 WIOA Eligible Training Providers - which could greatly expand access to training provider resources for the entire newly created area.

Additional factors

Industry Composition: Hardee, DeSoto, Highlands, and Okeechobee counties all share similar industry compositions with one another - with all four of them having large shares of their workers in the agriculture, forestry, fishing, and hunting industry. Polk County does not have that same level of industry share. However, DeSoto and Polk counties both have a large percentage of their workers concentrated in transportation and warehousing (10.9% and 11.2%) respectively.

Stakeholder engagement feedback: Stakeholders from area 19 indicated that they did not wish to be consolidated or realigned with any coastal counties. They also indicated and expressed a desire to access more resources to support their workforce development efforts, commonly citing that, due to the low population within their four-county region, they are resource constrained due to low WIOA funding. This consolidation action keeps the area within a central, inland region while also increasing overall resources under one administrative local workforce development board for the newly created 5-county local workforce development area. The current area 19 has locations within each of the four counties due to their rural nature and associated lack of broadband and computer literacy which limits virtual services. Stakeholders in this area requested that in person services remain intact in a Future State.

Regional Planning Council: The Central Regional Planning Council region is comprised of these five specific counties and no others.

FDOT District: All five of these counties are included within FDOT District-1 (Southwest).

OPTION 19

Adult Education Planning Region: Polk County is within Adult Education Planning Region 7. Hardee, DeSoto, and Highlands counties are within Adult Education Planning Region 8. Okeechobee County is within Adult Education Planning Region 10.

Current Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 17	Number of counties	1
	Total size	1,798 square miles
	Total population	753,520
Local workforce development area 19	Number of counties	4
	Total size	3,061 square miles
	Total population	203,395

New Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Hardee, DeSoto, Highlands, Okeechobee, and Polk counties	Number of counties	5
	Total size	4,859 square miles
	Total population	956,915

OPTION 19

Consolidation of Hillsborough County (currently full area 15), Pinellas County (currently full area 15), and Pasco and Hernando counties (currently full area 16).

Action Description: This action would consolidate Hillsborough County (single-county area 15), Pinellas County (single-county area 14), and Pasco and Hernando counties (full area 16) into one local workforce development area. This can also be understood as a further consolidation of a previous consolidation action. This would result in a local workforce development area with a population of more than 3.2 million people - which would make it the largest consolidated area by population within this report. This consolidation would be largely driven by the opportunity to bring the entire Tampa-St. Petersburg-Clearwater MSA into one local workforce development area, instead of the current situation where it is split across three local workforce development areas.

REACH Act factors

Population: Pinellas County and the single-county area 14 has a population of 956,615. Hillsborough County and the single-county area 15 has a population of 1,478,194. Pasco County has a population of 584,067. Hernando County has a population of 200,638. This new combined population would be 3,219,514 residents.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): Pinellas has an EIM with Hillsborough County of 29.7 and Hillsborough has an EIM with Pinellas County of 19.2. This indicates that there are relatively high levels of commuting between these two counties - but more from Pinellas County to Hillsborough County for employment. Pasco County also has a high EIM with Hillsborough County (45.3) and a lower, but not insignificant EIM with Pinellas County (23.4). Hernando County has an EIM of 30.5 with Pasco County, but a lower EIM with Hillsborough (19.8) and Pinellas (11.4) counties.

WIOA redesignation factors

Labor Market Area (measured by MSA): Pinellas, Hillsborough, Pasco, and Hernando counties are all within the same Tampa-St. Petersburg-Clearwater MSA. This consolidation action would unify what is currently three distinct local workforce development areas as one area to serve the entire Tampa-St. Petersburg-Clearwater in its entirety.

Economic development area (measured by Enterprise Florida Regions): Pinellas, Hillsborough, Pasco, and Hernando counties are all within the same Enterprise Florida Region, which is the Tampa Bay region.

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

- *Florida College System Area:* Pinellas County is served by St. Petersburg College. Hillsborough County is served by Hillsborough Community College. Pasco and Hernando counties are served by the Pasco-Hernando Community College. This consolidation action would not separate any existing Florida College System areas and would combine the three state colleges under one local workforce development area.

OPTION 19

- *WIOA Eligible Training Providers:* Hillsborough County currently has 29 WIOA Eligible Training Providers. Pinellas County currently has nine WIOA Eligible Training Providers. Hernando County has one WIOA Training Provider and Pasco has two WIOA Eligible Training Providers. This new local workforce development area would have 41 total WIOA Eligible Training Providers to service the population.

Additional factors

Industry Composition: Pinellas and Hillsborough counties have similar employment share across a variety of industries such as finance and insurance (5.5% and 8.6% respectively); professional, scientific, and financial services (7.8% and 9.7% respectively); health care and dental assistance (13.9% and 11.8% respectively); and accommodation and food services (9.9% and 7.4% respectively). The major differences in industry composition as a share of employment come from a greater concentration of both agriculture, forestry, fishing, and hunting jobs and transportation and warehousing jobs within Hillsborough County. Hernando and Pasco counties have very similar shares of employment with one another, especially in regard to health care and dental assistance - with both of them having 19.5% and 16.3% of their employment in that industry respectively. The two counties in the northern most of this new area look similar in their industry composition and do differ slightly from Pinellas and Hillsborough - with noticeably lower levels of finance and insurance workers as well as professional, scientific, and financial services workers.

Stakeholder engagement feedback: Stakeholders from area 14, area 15, and area 16 were resistant to the idea of a reduction in the number of workforce development boards in their particular region. Resistance in the consolidation of Pinellas and Hillsborough was covered previously. Stakeholders from area 16 also voiced similar resistance, citing a concern that if the entire Tampa-St. Petersburg-Clearwater MSA were to share workforce development resources that they would not be directed to Pasco and Hernando counties. However, during engagement sessions with groups across all four counties, stakeholders expressed frustration regarding having to work with two different local workforce development boards located within the same MSA - citing different processes, contracts, approvals, and other administrative burdens that were deterrents to engagement with the system.

Any new local workforce development area of these four counties would require governance and by-laws mechanisms to ensure the proper distribution of resources amongst all counties.

Regional Planning Council: Pinellas, Hillsborough, Pasco, and Hernando counties are all within the same Regional Planning Council region which is the Tampa Bay region.

FDOT District: Pinellas, Hillsborough, Pasco, and Hernando counties are all within the same FDOT region, which is District 7 (West Central Region).

Adult Education Planning Region: Pinellas, Hillsborough, Pasco, and Hernando counties are all within the same Adult Education Planning region.

OPTION 19

<u>Current</u> Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 14	Number of counties	1
	Total size	274 square miles
	Total population	956,615
Local workforce development area 15	Number of counties	1
	Total size	1,022 square miles
	Total population	1,478,194
Local workforce development area 16	Number of counties	2
	Total size	1,220 square miles
	Total population	784,705

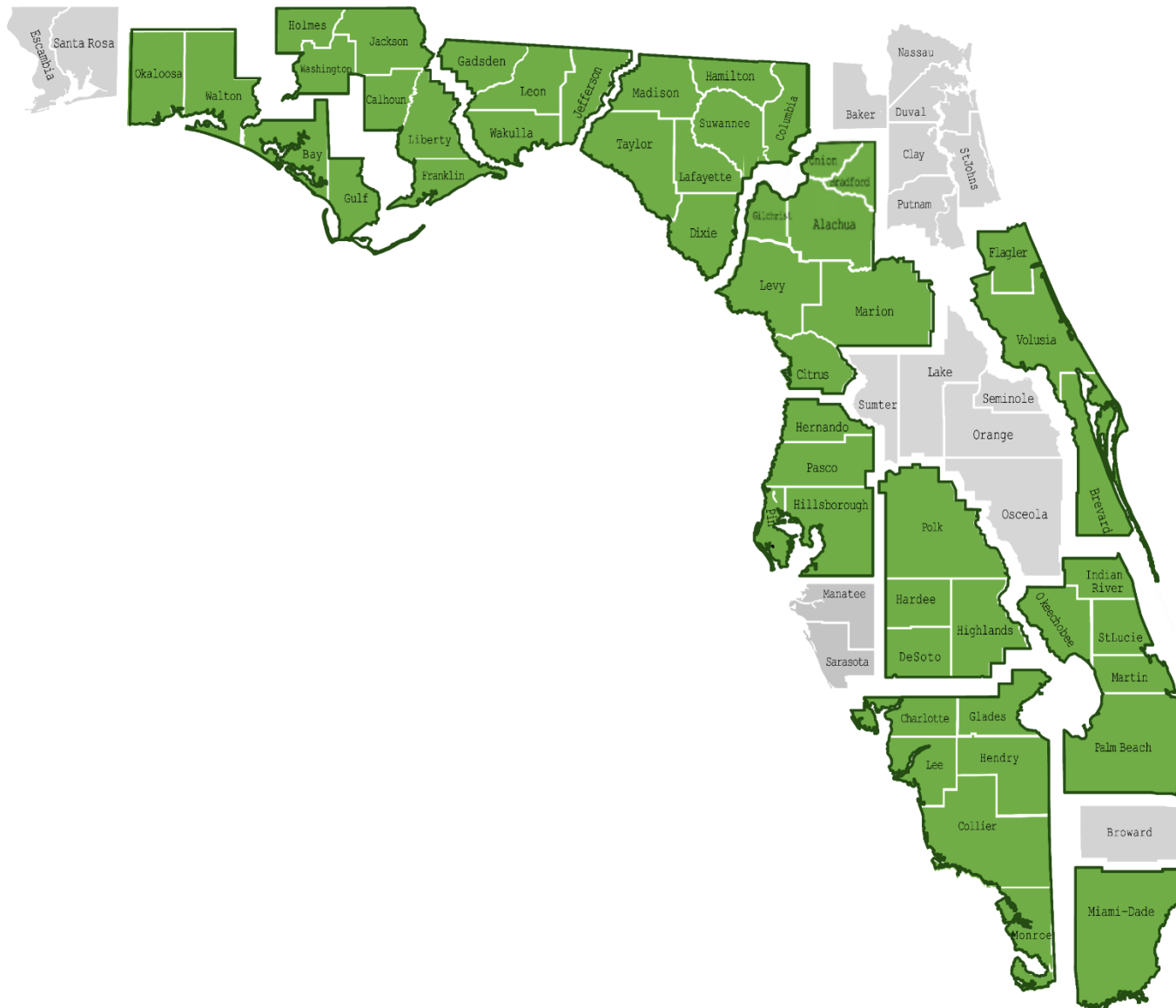
<u>New</u> Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Hillsborough, Pinellas, Pasco, and Hernando counties	Number of counties	4
	Total size	2,515 square miles
	Total population	3,219,514

OPTION 16

Option Profile: 16 Local Workforce Development Boards

Option Description and Map: In this option the number of local workforce development boards is reduced by 8, from 24 areas to 16 areas. 19 local workforce development areas are impacted by this option. Areas that are impacted by a realignment action or a consolidation action are in dark green. This option would realign Jefferson County (currently in area 6) with Leon, Wakulla, and Gadsden counties (currently in area 5); would realign Madison, Taylor, Lafayette, Hamilton, and Suwannee counties (currently in area 6) into a five-county area; Monroe County (currently in area 23) would realign with Charlotte, Glades, Lee, Hendry, and Collier counties (currently in area 24); Miami-Dade County (currently in area 23) would realign as a single-county area; Polk County (currently full area 17) would realign with Hardee, DeSoto, and Highlands counties (currently in area 19), while Okeechobee County (currently in area 19) would realign with Martin, St. Lucie, Indian River counties (currently full area 20) and Palm Beach County (currently full area 21); Okaloosa and Walton counties (currently full area 2) would realign with Bay and Gulf counties (currently in area 4), while Franklin County (currently in area 4) would realign with Holmes, Washington, Jackson, Calhoun, and Liberty counties (currently in area 3); Dixie and Columbia counties (currently in area 7) would realign with Madison, Taylor, Lafayette, Suwannee, and Hamilton counties (currently in area 6); and finally, Gilchrist and Union counties (currently in area 7) would realign with Alachua and Bradford counties (currently in area 9) and Citrus, Levy, and Marion counties (currently full area 10). This potential option suggests consolidating full area 11 and area 13. This option would also further consolidate area 14, area 15, and full area 16 to unite the Tampa Bay MSA into one local workforce development area.

OPTION 16



OPTION 16

Realignment and Consolidation Action Details

The following pages include a detailed description of each potential action included in this option. It includes a description of the effect of the action on each REACH Act, WIOA, and other metric.

Realignment of Leon, Wakulla, and Gadsden (currently in area 5) and Jefferson (currently in area 6) AND Realignment of Madison, Taylor, Lafayette, Hamilton, and Suwannee (currently in area 6) as a five-county area.

Action Description: This action acknowledges important factors that align Jefferson County more closely to area 5 than to area 6. As the county directly adjacent to Leon County and area 5 to the east and as the westernmost county in area 6, Jefferson County is in many ways more closely aligned to Leon, Wakulla, and Gadsden counties than to other counties further to the east within current local workforce development area 6. Strong commuting patterns to Leon County, an MSA alignment with all counties within current local workforce development area 5, and alignment to the current composition of the Apalachee Regional Planning Council including the area 5 counties are all indicative of a potentially positive fit for Jefferson County. Additionally, the action would provide Jefferson County access to the two WIOA Eligible Training Providers located in area 5.

REACH Act factors:

Population: The current population of area 5 is 371,221. The current population of area 6 is 121,518. Realigning Jefferson County with Leon, Wakulla, and Gadsden counties would create a new area with a population of 385,776 and a new area of Madison, Taylor, Lafayette, Hamilton, and Suwannee counties with a population of 106,963. This realignment would not greatly alter the current populations of the newly created local workforce development areas.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): Jefferson County has a much higher EIM with Leon County (64.4) than it does to Madison (8.6) or Taylor (4.1) counties. This indicates a much stronger commuting pattern tie to Leon County than to the counties directly east of Jefferson.

WIOA redesignation factors:

Labor Market Area (measured by MSA): Jefferson County is within the same MSA as Leon, Wakulla, and Gadsden counties. The Tallahassee MSA is made up of these four counties. This realignment would create a new local workforce development area that covers the entirety of that labor market.

Economic development area (measured by Enterprise Florida Regions): Jefferson County is within the Northwest Enterprise Florida Region. This realignment would move Jefferson to a new local workforce development area that aligns with that region and out of a current local workforce development area that is entirely within the North Central Enterprise Florida region.

OPTION 16

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

- *Florida College System Area:* Jefferson County is currently served by North Florida Community College along with the rest of the current area 6. This realignment would create a misalignment along those boundaries.
- *WIOA Eligible Training Providers:* Current area 5 has two WIOA Eligible Training Providers, both of which are located in Leon County. Currently, Jefferson County has no WIOA Eligible Training Providers but would have access to those in Leon in this realignment. Because Jefferson currently has no WIOA providers, this does not remove any providers from what is the current area 6.

Additional factors

Industry Composition: Jefferson County has a larger agriculture, forestry, fishing, and hunting industry (14.3%) than Leon (0.1%) or Wakulla (2.1%) as a share of industry employment. However, Gadsden County, which would also be in this newly created area, has a high share of that respective industry as a share of employment (39.9%).

Stakeholder engagement feedback: This realignment would align the newly formed area of Jefferson, Leon, Wakulla, and Gadsden counties around the current labor market and commuting area of Tallahassee to reflect that economic centroid more accurately. However, during stakeholder engagement, there was some discussion that Jefferson County would potentially object to this proposed realignment on the grounds that they wish to remain in the currently rural area 6. However, Gadsden County is currently within area 5 and exhibits the traits of a rural county.

Regional Planning Council: Leon, Wakulla, Gadsden, and Jefferson counties are all within the same Regional Planning Council region, the Apalachee Regional Planning Council.

FDOT District: Leon, Wakulla, Gadsden, and Jefferson counties are all within the same FDOT District, which is District-3 (Northwest).

Adult Education Planning Region: Leon, Wakulla, Gadsden, and Jefferson counties are all within the same Adult Education Regional Planning area.

OPTION 16

<u>Current</u> Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 5	Number of counties	3
	Total size	1,790 square miles
	Total population	371,221
Local workforce development area 6	Number of counties	6
	Total size	4,084 square miles
	Total population	121,518
<u>New</u> Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Jefferson, Wakulla, Gadsden, and Leon counties	Number of counties	4
	Total size	2,388 square miles
	Total population	385,776
New local workforce development area of Madison, Taylor, Lafayette, Hamilton, and Suwannee counties	Number of counties	5
	Total size	3,486 square miles
	Total population	106,963

OPTION 16

Realignment of Monroe County (currently in area 23), and Charlotte, Glades, Lee, Hendry, and Collier counties (currently in area 24) AND Realignment of Miami-Dade County (currently in area 23) as a new single-county area.

Action Description: This action aligns Monroe County with an area that is culturally more similar in nearly all characteristics than its current alignment. The action is largely driven by stakeholder engagement conversations reporting that cultural characteristic of Monroe County more closely aligns with the counties that currently make up area 24. Stakeholders from area 24 indicated a desire to join their existing local workforce development area with Monroe County. A local elected official from Monroe County expressed similar sentiments during one of the Chief Local Elected Officials Webinars hosted by CareerSource Florida. Stakeholders also reported that Monroe County previously attempted to leave area 23 previously. While this set of realignment actions would present challenges related to commuting to Monroe County, the desires of the stakeholders to make this switch present an opportunity for an improved working relationship with counties within the newly created local workforce development area.

REACH Act factors

Population: The population of what is currently area 23 is 2,744,947. The population of what is currently area 24 is 1,421,346. The newly created single-county area of Miami-Dade would have a population of 2,662,777 and the newly created area of Charlotte, Glades, Lee, Hendry, Collier, and Monroe counties would have a population of 1,503,516. This realignment would not significantly impact the population of either newly formed area.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): This realignment action is not heavily influenced by commuting patterns. Monroe County has an EIM with Miami-Dade (33.1) that is much higher than Collier County (3.7). The counties within the current area 24 do have high EIMs with one another.

WIOA redesignation factors

Labor Market Area (measured by MSA): Monroe and Miami-Dade counties are not within the same MSA as one another as Monroe County is currently not within an MSA and Miami-Dade County is a part of the Miami-Fort Lauderdale-Pompano Beach MSA. However, the two counties are a part of the same, larger Combined Statistical Area (combination of MSAs) of Miami-Port St. Lucie-Fort Lauderdale. This realignment would not split an MSA, but it would not join an MSA either.

Economic development area (measured by Enterprise Florida Regions): Monroe and Miami-Dade counties are in the same Southeast Enterprise Florida Region. Glades and Hendry counties are both in the South-Central Enterprise Florida Region. Charlotte, Lee, and Collier counties are within the Southwest Enterprise Florida Region. This realignment would split these economic development regions.

OPTION 16

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

- *Florida College System Area:* Monroe County is currently served by the Florida Keys Community College. Miami-Dade is served by Miami-Dade College. Glades, Hendry, Charlotte, Lee, and Collier counties are served by Edison State College. This realignment would not split any state college system areas across new local workforce development areas.
- *WIOA Eligible Training Providers:* Monroe County currently has no WIOA Eligible Training Providers located within the county. Miami-Dade has nine training providers with 31 programs. Glades County has one training provider, Hendry County has one training provider, Collier County has three training providers, Charlotte County has four training providers, and Lee County has 21 training providers. Monroe County joining a new area of Glades, Hendry, Collier, Charlotte, and Lee counties would give Monroe County access to more training providers than they currently do in area 23. However, geographic boundaries would need to be considered for those living in Monroe County - prompting the need for training providers located within high population areas of Monroe County to the extent possible.

Additional factors

Industry Composition: 27.8% of Monroe's employment share is employed within the accommodation and food services industry which is reflective of their high share of tourism industry within the county. Charlotte (11.2%), Lee (10.9%), and Collier (12.0%) also have a higher share of workers in that industry than Miami-Dade (8.2%).

Stakeholder engagement feedback: This realignment is largely driven by stakeholder engagement. There were representatives from area 24 that expressed a desire to potentially add Monroe County to a newly formed area of Monroe plus the existing area 24. A local elected official from Monroe County also publicly expressed the desire to potentially join with a new area that is not the current formation. Stakeholders also reported that Monroe County previously attempted to separate from the current local workforce development area configuration.

Regional Planning Council: Monroe and Miami-Dade counties are both in the South Regional Planning Council region. This realignment would split that regional planning council region. The remaining counties are all in the Southwest Regional Planning Council region.

FDOT District: Monroe and Miami-Dade counties are both in FDOT District-6 (South). This realignment would split that FDOT District. The remaining counties discussed in this option are in the same FDOT District-1 (Southwest).

Adult Education Planning Region: Monroe and Miami-Dade counties are both in the same Adult Education Planning Region. This realignment would split that regional planning region.

OPTION 16

<u>Current</u> Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 23	Number of counties	2
	Total size	2,883 square miles
	Total population	2,744,947
Local workforce development area 24	Number of counties	5
	Total size	5,422 square miles
	Total population	1,421,346
<u>New</u> Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Miami-Dade County	Number of counties	1
	Total size	1,900 square miles
	Total population	2,662,777
New local workforce development area of Monroe, Charlotte, Glades, Lee, Hendry, and Collier counties	Number of counties	6
	Total size	6,405 square miles
	Total population	1,503,516

OPTION 16

Realign Okaloosa and Walton counties (currently in area 2) and Bay and Gulf counties (currently in area 4).

Action description: This action would realign Okaloosa and Walton counties (entire area 2) and Bay and Gulf counties (part of area 4) into a newly formed local workforce development area. It is important to note that this is a realignment, not a consolidation, because it does not involve the entirety of what is current local workforce development area 4 (does not include Franklin County). This new workforce development area of 4 counties would have a population of 486,855. It would include the Crestview-Fort Walton Beach-Destin MSA and the Panama City MSA. This realignment would not break up any MSAs across local workforce development areas but would rather unite two MSAs in one local workforce development area.

REACH Act factors

Population: The current population of Okaloosa County is 213,255. The current population of Walton County is 80,069. The current population of Bay County is 179,168. The current population of Gulf County is 14,363. The current local workforce development area 2, which is comprised of Okaloosa and Walton counties, is 293,324. The current population of current local workforce development area 4, which includes Gulf, Bay, and Franklin counties is 206,103 (as a reminder, this newly realigned area would not include Franklin County). This newly realigned local workforce development area of Okaloosa, Walton, Bay, and Gulf counties would have a population of 486,855. This increased population under one single administrative local workforce development board could bring economies of scale to service the region with more workforce development resources and assets.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): Walton County has an EIM of 43.7 with Okaloosa County - indicating that residents of Walton County travel to Okaloosa for employment with a high frequency. Bay County residents largely work within the self-contained county, but the next highest commuting relationships or EIMs are with Okaloosa (7.3) and then Walton (7.1). Gulf County residents travel to Bay County to work with a large frequency, with an EIM of 33.2.

WIOA redesignation factors

Labor Market Area (measured by MSA): Okaloosa and Walton counties are both within the Crestview-Fort Walton Beach-Destin MSA. They are the only two counties within that MSA. Bay County is within the Panama City MSA and is the only county within that MSA. Gulf County is not within an MSA. This realignment would not separate any MSAs and would unite the Panama City and Crestview-Fort Walton Beach-Destin MSA within one local workforce development area.

Economic development area (measured by Enterprise Florida Regions): All four of these counties are within the same Enterprise Florida region, which is the Northwest region.

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

OPTION 16

- *Florida College System Area:* Okaloosa and Walton counties are within the Northwest State College footprint and no other counties are within that college's footprint. Bay and Gulf counties are both served by Gulf Coast State College - which also serves Franklin County. Franklin County is not included in this realigned new area. This realignment would split up the existing service area of Gulf Coast State College.
- *WIOA Eligible Training Providers:* Okaloosa County has two training providers, Walton County has one training provider, Bay County has three training providers, and Gulf County has one training provider. The newly consolidated local workforce development area would include a total of seven training providers - which is higher than the current level of training providers available in current area 2 or current area 4.

Additional factors

Industry Composition: Walton County has a high percentage of their workers (21.4%) in the accommodation and food services industry. Okaloosa, Bay, and Gulf counties all have similar shares (around 12%) in that industry. Bay and Gulf counties both have greater than 10% of their workforce in the health care and dental assistance industry.

Stakeholder engagement feedback: These four counties all have strong military populations and presence. The current local workforce development boards that govern these counties anchor many of their specialty services around the military, as reported by stakeholders. This newly realigned local workforce development area would take that feature into account. It would also keep coastal counties together, as requested by stakeholders.

Regional Planning Council: Okaloosa, Walton, and Bay counties are all a part of the Emerald Coast Regional Planning Council region. Gulf is a part of the Apalachee Regional Planning Council region. However, this realignment does not create a new misalignment as the current area 4 is already split amongst regional planning council regions.

FDOT District: All four of these counties are within the same FDOT District, which is District-3 (Northwest).

Adult Education Planning Region: Okaloosa and Walton counties are in Adult Education Planning Region One. Bay and Gulf counties are in Adult Education Planning Region Two.

OPTION 16

<u>Current</u> Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 2	Number of counties	2
	Total size	1,968 square miles
	Total population	293,324
Local workforce development area 4	Number of counties	3
	Total size	1,857 square miles
	Total population	206,103

<u>New</u> Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Okaloosa, Walton, Bay, and Gulf counties	Number of counties	4
	Total size	3,280 square miles
	Total population	486,855

OPTION 16

Realign Holmes, Washington, Jackson, Calhoun, and Liberty counties (currently in area 3) and Franklin County (currently in area 4).

Action description: This realignment action would realign Holmes, Washington, Jackson, Calhoun, and Liberty counties (full current area 3) and Franklin County (part of area 4). Note that this is a realignment, not a consolidation, as the entirety of local workforce development area 4 is not included in this action. The new population of this 6-county area would be 127,027. None of these six counties are included within an MSA. This realignment action would be pursued to achieve REACH Act goals of reducing the number of local workforce development boards, while balancing stakeholder desires of maintaining rural and culturally similar counties in the same local workforce development area in this region of the state.

REACH Act factors

Population: Holmes County has a population of 19,784. Washington County has a population of 25,436. Jackson County has a population of 47,694. Calhoun County has a population of 13,641. Liberty County has a population of 7,900. Franklin County has a population of 12,572. The current local workforce development area 3 has a population of 114,455. This newly created area would have a population of 127,027.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): Holmes, Washington, Jackson, Calhoun, and Liberty counties, which currently make up local workforce development area 3, all have relatively strong commuting patterns with one another - indicating that people travel amongst the broader area for employment opportunities. Franklin County has a relatively limited EIM with the other five counties, with the highest EIM at 3.2 with Liberty County.

WIOA redesignation factors

Labor Market Area (measured by MSA): None of the six counties of Holmes, Washington, Jackson, Calhoun, Liberty, or Franklin are within an MSA.

Economic development area (measured by Enterprise Florida Regions): All six counties are within the Northwest Enterprise Florida Region.

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

- *Florida College System Area:* Holmes, Washington, Jackson, Calhoun, and Liberty counties are all within the Chipola College footprint. Franklin County is within the Gulf Coast State College footprint. This realignment decision would split the footprint of Gulf Coast State College between two local workforce development areas.

OPTION 16

- *WIOA Eligible Training Providers:* Currently, Washington County has one training provider and Jackson County has one training provider. No other counties in this area have training providers. This new area would have two training providers, which is the same number of training providers that current local workforce development area 3 currently utilizes.

Additional factors

Industry Composition: Holmes, Washington, Jackson, Calhoun, and Liberty counties which currently make up local workforce development area 3 have relatively similar industry compositions, with the exception of a few outliers. 13.2% of Liberty County's workers work in manufacturing, which is significantly higher than other counties within the area. Franklin County has similar industry employment as the other five counties, with the exception of a much higher accommodation and food services worker base with 17.8% of workers employed in this industry. This would diversify the economic makeup of this local workforce development area.

Stakeholder engagement feedback: Stakeholders from both current areas 3 and area 4 voiced opposition to a reduction in the number of local workforce development boards as required by the REACH Act. Stakeholders in area 3 voiced a desire to maintain a largely rural local workforce development area due to concerns that the inclusion of an urban core could potentially complicate rural service delivery. This realignment would take those concerns into consideration as there still is no major MSA in this newly formed local workforce development area.

Regional Planning Council: Holmes and Washington counties are a part of the Emerald Coast Regional Planning Council. Jackson, Calhoun, Liberty, and Franklin are a part of the Apalachee Regional Planning Council. This realignment would not create any new misalignments, as local workforce development area 3 is already splitting RPC regions.

FDOT District: All six of these counties are within FDOT District-3 (Northwest).

Adult Education Planning Region: All six of these counties are within the Adult Education Planning Region Two.

OPTION 16

<u>Current</u> Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 4	Number of counties	3
	Total size	1,857 square miles
	Total population	206,103
Local workforce development area 3	Number of counties	5
	Total size	3,385 square miles
	Total population	114,455

<u>New</u> Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Holmes, Washington, Jackson, Calhoun, Liberty, and Franklin counties	Number of counties	6
	Total size	3,930 square miles
	Total population	127,027

OPTION 16

Realign Dixie and Columbia counties (currently in area 7) and Madison, Taylor, Lafayette, Hamilton, and Suwannee counties (currently in area 6).

Action description: This action would realign Dixie and Columbia counties (area 7) with Madison, Taylor, Lafayette, Hamilton, and Suwannee counties (area 6). Note that this is a realignment, not a consolidation, as the entirety of what is current local workforce development areas 7 or 6 would not be involved in this realignment. The population of this newly created local workforce development area would be 194,450. None of these seven counties are part of an MSA. This realignment action would be pursued to achieve REACH Act goals of reducing the number of local workforce development boards, while balancing stakeholder desires of maintaining rural and culturally similar counties in the same local workforce development area in this region of the state.

REACH Act factors

Population: Madison County has a population of 18,288. Taylor County has a population of 21,815. Lafayette County has a population of 8,382. Hamilton County has a population of 13,993. Suwannee County has a population of 44,485. Dixie County has a population of 17,102. Columbia County has a population of 70,385. The population of current local workforce development area 6 is 121,518. The population of current local workforce development area 7 is 122,182. The population of this newly realigned local workforce development area would be 194,450. This increased population under one single administrative local workforce development board could bring great economies of scale to service the region with great workforce development resources and assets.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): The five counties which make up the current local workforce development area 6 that are included in this realignment are all relatively self-contained in terms of EIM or commuting amongst one another - with Lafayette and Hamilton counties each having EIMs higher than 25 with Suwannee County. Hamilton County has an EIM of 23.6 with Columbia County. Columbia and Dixie counties are also relatively self-contained in terms of commuting with both have sub-25 EIMs with Alachua County (which is not included in this realignment).

WIOA redesignation factors

Labor Market Area (measured by MSA): None of the seven counties of Dixie, Columbia, Madison, Taylor, Lafayette, Hamilton, or Suwannee are part of an MSA.

Economic development area (measured by Enterprise Florida Regions): All seven of the counties in this realignment action are in the same Enterprise Florida region of North Central Florida.

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

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- *Florida College System Area:* Madison, Taylor, Lafayette, Hamilton, and Suwannee counties (current local workforce development area 6) are all served by North Florida Community College. Dixie and Columbia counties are served by Florida Gateway College (Florida Gateway College also serves Gilchrist, Union, and Baker counties). Florida Gateway College would be split with this realignment action.
- *WIOA Eligible Training Providers:* Madison, Taylor, Suwannee, and Columbia counties each have one training provider. Lafayette, Hamilton, and Dixie counties do not currently have a training provider. Current local workforce development area 6 has three training providers. This new area would have an additional from Columbia County, bringing the total to four training providers offering 41 programs.

Additional factors

Industry Composition: The seven counties within this newly formed, realigned area share similar industry composition - especially in regard to manufacturing (Taylor, Hamilton, Suwannee, and Dixie counties all have large manufacturing employment) and agriculture, forestry, fishing, and hunting (Lafayette, Suwannee, and Hamilton counties). All seven of these counties have low levels of professional, scientific, and financial services employment.

Stakeholder engagement feedback: Stakeholders from both area 6 and area 7 described a desire to maintain their approach to workforce development services for rural areas. This realignment aims to achieve the goals of the REACH Act of reducing the number of local workforce development boards while maintaining rural areas with one another as requested by this stakeholder group.

Regional Planning Council: All seven of these counties are within the North Central Regional Planning Council region.

FDOT District: All seven of these counties are within the FDOT District-2 (Northeast).

Adult Education Planning Region: Madison and Taylor counties are in Adult Education Planning Region Three. Lafayette, Hamilton, Suwannee, Dixie, and Columbia counties are in Adult Education Planning Region Four.

OPTION 16

<u>Current</u> Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 6	Number of counties	5
	Total size	4,084 square miles
	Total population	121,518
Local workforce development area 7	Number of counties	4
	Total size	2,096 square miles
	Total population	122,182

<u>New</u> Area Data Profile for Impacted Local Workforce Development Areas		
NEW local workforce development area of Dixie, Columbia, Madison, Taylor, Lafayette, Hamilton, and Suwannee counties	Number of counties	7
	Total size	4,988 square miles
	Total population	194,450

OPTION 16

Realign Gilchrist and Union counties (currently in area 7), Alachua and Bradford counties (currently in area 9), and Citrus, Levy, and Marion counties (currently full area 10).

Action description: This action would realign Gilchrist and Union counties (7), Alachua and Bradford counties (area 9), and Citrus, Levy, and Marion counties (area 10). Note that this is a realignment, not a consolidation, as the entirety of what is current local workforce development areas 7 would not be involved in this realignment, although the entirety of what is current local workforce development areas 9 and 10 would be included in this newly created local workforce development area. The population of this newly created local workforce development area would be about 930,000 across seven counties. The Ocala MSA would also be included within this new local workforce development area and only contains Marion County. This new local workforce development area would not split any existing MSAs and would unify Gainesville under one new local workforce development area instead of being split across three areas today. This realignment action would be pursued to achieve REACH Act goals of reducing the number of local workforce development boards, while balancing stakeholder desires of maintaining rural and culturally similar counties in the same local workforce development area in this region of the state.

REACH Act factors

Population: Union County has a population of 16,335. Gilchrist County has a population of 18,360. Bradford County has a population of 28,540. Alachua County has a population of 279,238. Levy County has a population of 44,158. Marion County has a population of 385,915. Citrus County has a population of 158,083. This new area would have a combined total population of 930,629 across seven counties. This increased population under one single administrative local workforce development board could bring great economies of scale to service the region with great workforce development resources and assets.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): Gilchrist (43.6), Union (29.2), Levy (33.8) and Bradford (28.6) counties all have strong EIMs with Alachua County - indicating a high level of commuting to that county for employment. Citrus, Levy, and Marion counties all have a somewhat strong commuting presence amongst one another.

WIOA redesignation factors

Labor Market Area (measured by MSA): Alachua, Levy, and Gilchrist counties are all within the Gainesville MSA. This realignment would create a new area that would unify the entirety of the Gainesville MSA into one local workforce development area. The Ocala MSA would also be included within this new local workforce development area and only contains Marion County. This new local workforce development area would not split any existing MSAs and would unify Gainesville under one new local workforce development area instead of being split across three areas today.

Economic development area (measured by Enterprise Florida Regions): Union, Gilchrist, Bradford, Alachua, Levy, and Marion counties are all in the North Central Enterprise Florida region. Citrus is located in the Tampa Bay region. However, this

OPTION 16

realignment would not create any new misalignments as the current local workforce development area 10 consists of two of these regions.

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

- *Florida College System Area:* Union and Gilchrist counties are within the Florida Gateway College footprint (which also services Columbia, Dixie, and Baker counties). Alachua and Bradford counties are within the Santa Fe College footprint. Levy, Marion, and Citrus counties are within the College of Central Florida's footprint. This newly created local workforce development area would include three Florida College System footprints, however, that is not unprecedented within the state, such as current local workforce development area 12.
- *WIOA Eligible Training Providers:* Union, Gilchrist, and Levy counties all have zero training providers. Bradford has one training provider. Marion and Citrus counties both have two training providers. Alachua County has four training providers. This newly created area would have nine training providers, offering 21 programs to the area.

Additional factors

Industry Composition: Alachua, Marion, and Citrus counties share similar levels of employment within the healthcare and dental assistance industry (17.1%, 14.4%, and 19.3% respectively). Gilchrist and Union counties both have elevated levels of agriculture, forestry, fishing, and hunting employment. This new area would have a healthy and diverse mix of employment opportunities and industries due to the geographic diversity.

Stakeholder engagement feedback: This would bring forward a realigned area with three former areas within it. It would require significant change management and the assurance of inclusive board governance as well as resource-sharing agreements. Another consideration of importance would be that local workforce development board 9 recently went through a reorganization where the employees of their board are now staff of the Alachua County government - which would need to be considered in an implementation phase.

Regional Planning Council: Union, Gilchrist, Bradford, Alachua, and Levy counties are all within the North Central Regional Planning Council region. Marion County is in the East Central Regional Planning Council region. Citrus County is within the Tampa Bay Regional Planning Council region. This realignment would not create any new misalignments.

FDOT District: Union, Gilchrist, Bradford, Alachua, and Levy counties are within the FDOT District-2 (Northeast). Marion County is within FDOT District-5 (Central), and Citrus County is within FDOT District-7 (West Central).

Adult Education Planning Region: All counties within this new seven county area are within the Adult Education Planning Region Four, except for Citrus County, which is in region seven.

OPTION 16

<u>Current</u> Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 7	Number of counties	4
	Total size	2,096 square miles
	Total population	122,182
Local workforce development area 9	Number of counties	2
	Total size	1,170 square miles
	Total population	307,778
Local workforce development area 10	Number of counties	3
	Total size	3,289 square miles
	Total population	588,156

<u>New</u> Area Data Profile for Impacted Local Workforce Development Areas		
NEW local workforce development area of Gilchrist, Union, Alachua, Bradford, Citrus, Levy, and Marion counties	Number of counties	7
	Total size	5,052 square miles
	Total population	930,629

OPTION 16

Realign Polk County (currently full area 17) and Hardee, DeSoto, and Highlands counties (currently in area 19).

Action description: This action would realign Polk County as a single-county local workforce development area 17 with Hardee, DeSoto, and Highlands counties (currently local workforce development area 19). Note that this is a realignment, not a consolidation action, because the entirety of local workforce development area 19 is not included in this action (Okeechobee County is not included). This realignment action would create a new local workforce development area, which would have a population of 916,649. This realignment would bring the Lakeland-Winter Haven MSA and Sebring-Avon Park MSA into one local workforce development area.

REACH Act factors

Population: Polk County and the single-county current area 17 have a population of 753,520. Hardee County has a population of 25,425. DeSoto County has a population of 34,408. Highlands County has a population of 103,296. The current area 19 has a combined population amongst 4 counties of 203,395. This realignment action would create a new local workforce development area which would have a population of 916,649. This increased population under one single administrative local workforce development board could bring great economies of scale to service the region with great workforce development resources and assets.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): Hardee has an EIM of 27.9 to Polk County - indicating a relatively strong relationship of people traveling to Polk County from Hardee County for their jobs. DeSoto and Hardee counties both have small, but not insignificant EIMs, to Highlands County. More people are traveling to Polk County for their employment from Hardee County than they are from Highlands County, according to the EIM.

WIOA redesignation factors

Labor Market Area (measured by MSA): Of the four counties within this consolidation, Polk County is included within the Lakeland-Winter Haven MSA and Highlands County is included within the Sebring-Avon Park MSA. Polk County is the only county within the Lakeland-Winter Haven MSA, so this consolidation does not break up that MSA. Highland County is the only county within the Sebring-Avon Park MSA, so this consolidation does not break up that MSA. However, this consolidation does bring both MSAs into one local workforce development area. Hardee County is located within the broader Combined Statistical Area of Orlando-Lakeland-Deltona, which includes Polk County - among a large number of other counties in Central Florida. The other counties in this realignment do not contain MSAs.

Economic development area (measured by Enterprise Florida Regions): Polk County is within the Tampa Bay Enterprise Florida region. Hardee, DeSoto, and Highlands counties are all within the South-Central Enterprise Florida region.

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Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

- *Florida College System Area:* Polk County is served by Polk State College, which is a single-county service area. Hardee, DeSoto, and Highlands counties are served by South Florida State College. Okeechobee County, which would not be included in this new area, is served by Indian River State College, which also serves Indian River, St. Lucie, and Martin counties to the east. Polk State College and South Florida State College would have footprints in this newly aligned area.
- *WIOA Eligible Training Providers:* Highlands County is the only county within current area 19 that has a WIOA training provider, with just a singular provider providing 26 programs. Hardee and DeSoto counties do not have a training provider. Polk County has 12 WIOA Eligible Training Providers, offering 109 programs. This consolidated area would then have 13 WIOA Eligible Training Providers - which could greatly expand access to training provider resources for the entire newly created area.

Additional factors

Industry Composition: Hardee, DeSoto, and Highlands counties all share similar industry compositions with one another - with all three of them having large shares of their workers in the agriculture, forestry, fishing, and hunting industry. Polk County does not have that same level of industry share. However, DeSoto and Polk counties both have a large percentage of their workers concentrated in transportation and warehousing (10.9% and 11.2%) respectively.

Stakeholder engagement feedback: Stakeholders from area 19 indicated that they did not wish to be consolidated or realigned with any coastal counties. They also indicated and expressed a desire to access more resources to support their workforce development efforts, commonly citing that, due to the low population within their four-county region, they are resource constrained due to low WIOA funding. The current area 19 has locations within each of the four counties due to their rural nature and associated lack of broadband and computer literacy which limits virtual services. Stakeholders in this area requested that in person services remain intact in a Future State.

Regional Planning Council: The Central Regional Planning Council region is comprised of these four counties, along with Okeechobee County, which is not included in this newly formed area.

FDOT District: All four of these counties are included within FDOT District-1 (Southwest).

Adult Education Planning Region: Polk County is within Adult Education Planning Region 7. Hardee, DeSoto, and Highlands counties are within Adult Education Planning Region 8.

OPTION 16

Current Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 17	Number of counties	1
	Total size	1,798 square miles
	Total population	753,520
Local workforce development area 19	Number of counties	4
	Total size	3,061 square miles
	Total population	203,395

New Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Polk, Hardee, DeSoto, and Highlands counties	Number of counties	4
	Total size	4,089 square miles
	Total population	916,649

OPTION 16

Realign Okeechobee County (currently in area 19) and Indian River, St. Lucie, and Martin counties (currently full area 20), and Palm Beach County (currently full area 21).

Action description: This realignment action would realign Okeechobee (area 19), Indian River, St. Lucie, Martin (area 20), and Palm Beach counties (area 21) into one local workforce development area. This would bring together these five counties, which are currently in three separate local workforce development areas, into one realigned local workforce development area. This newly realigned area would have a total population of 2.2 million residents. This newly created local workforce development area would have three MSAs within its area, which include the Port St. Lucie, Sebastian-Vero Beach, and Miami-Fort Lauderdale-Pompano Beach MSAs. While the entirety of the Miami-Fort Lauderdale-Pompano Beach MSA would not be included in this newly created local workforce development area, it would not create any new misalignments that are not already existing in the present day (that MSA is currently split across three local workforce development areas).

REACH Act factors

Population: Okeechobee County has a population of 40,266. Martin County has a population of 159,942. St. Lucie County has a population of 343,579. Indian River County has a population of 163,662. Palm Beach County has a population of 1,497,987. This new realigned area would have a total population of 2,205,436. This increased population under one single administrative local workforce development board could bring great economies of scale to service the region with great workforce development resources and assets.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): Martin, St. Lucie, and Indian River counties all have a strong commuting pattern relationship amongst one another. Martin and St. Lucie have EIMS of 36.0 and 18.6, respectively, with Palm Beach County. Okeechobee County has its highest EIMs with St. Lucie (16.6) and Palm Beach (13.6), while its highest with any Heartland area county is with Highlands (5.3).

WIOA redesignation factors

Labor Market Area (measured by MSA): Okeechobee County is not within an MSA. Martin and St. Lucie counties are both within the Port St. Lucie MSA and are the only two counties within that MSA. Indian River County is within the Sebastian-Vero Beach MSA and is the only county within that MSA. Palm Beach County is within the Miami-Fort Lauderdale-Pompano Beach MSA. This realignment would maintain the Current State of Miami-Fort Lauderdale-Pompano Beach MSA's three counties across three different local workforce development areas in the Current State.

Economic development area (measured by Enterprise Florida Regions): Okeechobee County is within the Central Enterprise Florida region. Martin, St. Lucie, Indian River, and Palm Beach counties are within the Southeast region. This newly formed area would contain two different economic development areas.

OPTION 16

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

- *Florida College System Area:* This newly realigned local workforce development area would include all four counties that are within Indian River State College's footprint, bringing alignment to this particular factor. Palm Beach County is served in a single-county footprint by Palm Beach State College. This newly realigned area would be served by two state colleges.
- *WIOA Eligible Training Providers:* Of the five counties in this newly created area, only St. Lucie County and Palm Beach County have any training providers, with five and 11 providers, respectively. This newly aligned area would have 16 providers, increasing the number of providers that would service the entire new area.

Additional factors

Industry Composition: Okeechobee County has a much higher agriculture, forestry, fishing, and hunting employment share (13.5%) than the other four counties within this newly aligned area. All five counties have elevated levels of health care and dental assistance employment, along with accommodation and food services. This large area would bring a relatively diverse mix of industries and employment opportunities.

Stakeholder engagement feedback: Okeechobee County was recently with the current three counties that make up area 20 but then moved to area 19 as they felt their economy better fit their profile. This realignment would emphasize commuting relationships that Okeechobee has with coastal counties and the Indian River State College footprint over stakeholder perspectives.

Regional Planning Council: Okeechobee County is in the Southwest Regional Planning Council region. The other four counties in this alignment are in the Treasure Coast Regional Planning Council region.

FDOT District: Okeechobee County is in the FDOT District-1 (Southwest). The other four counties are in the FDOT District-4 (Southeast).

Adult Education Planning Region: Palm Beach County is in Adult Education Planning Region 11 while the other four counties are in region 10.

OPTION 16

Current Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 19	Number of counties	4
	Total size	3,061 square miles
	Total population	203,395
Local workforce development area 20	Number of counties	3
	Total size	1,618 square miles
	Total population	667,183
Local workforce development area 21	Number of counties	1
	Total size	1,964 square miles
	Total population	1,497,987

New Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Polk, Hardee, DeSoto, and Highlands counties	Number of counties	5
	Total size	4,352 square miles
	Total population	2,205,436

Consolidation of Flagler and Volusia counties (currently full area 11) and Brevard County (currently full area 13).

OPTION 16

Action description: This action would consolidate Flagler and Volusia counties (full area 11) and Brevard County as the single area 13 into one newly created local workforce development area. This new area would have a population of about 1.3 million residents and include two MSAs (Deltona-Daytona Beach-Ormond Beach and Palm Bay-Melbourne-Titusville). The consolidation would not break apart those two MSAs but would instead house them in one local workforce development area. Recently, the State announced that nearly \$30 million dollars would be dedicated to workforce development partners within these three counties and counties to the south along the coast for aviation, aerospace, defense, manufacturing, cybersecurity, and information technology jobs. Stakeholders at the state and local level recognized the valuable opportunity to continue to collaborate along the coast in these key industries.

REACH Act factors

Population: The population of Flagler County is 120,932. The population of Volusia County is 564,412. This means the current population of local area 11 is currently 685,344. The population of Brevard County and the single-county area 13 is 616,628. The new population of this newly created local workforce development board through consolidation would be 1,301,972. Current area 11 and area 13 have relatively equal population sizes. This increased population under one single administrative local workforce development board could bring great economies of scale to service the region with great workforce development resources and assets.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): Flagler has a high EIM with Volusia County of 31.8 - indicating that Flagler residents travel to Volusia County to work with some frequency. However, the EIM relationship for Volusia with Brevard is 4.0 and Brevard with Volusia is only 3.5. This indicates that the two counties do not have strong commuting patterns between one another.

WIOA redesignation factors

Labor Market Area (measured by MSA): Flagler and Volusia counties are both within the Deltona-Daytona Beach-Ormond Beach MSA and are the only two counties within that MSA. Brevard is within the Palm Bay-Melbourne-Titusville MSA and is the only county within that MSA. This consolidation action would not split any MSAs and would unite the two MSAs within the same local workforce development area.

Economic development area (measured by Enterprise Florida Regions): This newly consolidated area would include two economic development regions as Flagler is within the Northeast region and Volusia and Brevard are both within the East Central region. However, this would not be a new misalignment, as area 11 is currently split across these two economic development regions in the present day.

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

OPTION 16

- *Florida College System Area:* Flagler and Volusia counties are served by Daytona State College. Brevard County is served by Eastern Florida State College, which only serves Brevard County. This newly created local workforce development area would be served by two state colleges.
- *WIOA Eligible Training Providers:* Flagler County currently has one WIOA training provider and Volusia County has four WIOA Eligible Training Providers. Brevard County currently has five WIOA Eligible Training Providers. This newly created local workforce development area would have ten total WIOA Eligible Training Providers - increasing the total number of training providers to service the new area greatly.

Additional factors

Industry Composition: Flagler (13.7%), Volusia (11.5%), and Brevard (9.5%) counties all have a relatively high share of employment working in accommodation and food services. The three counties also have a high share of employment in health care and dental assistance industry. Brevard does capture a higher share of employment within the manufacturing (11.8%) and professional, scientific, and financial services (7.6%) industries than the two counties to the north.

Stakeholder engagement feedback: The State recently announced that nearly \$30 million dollars would be dedicated to workforce development partners within these three counties and counties to the south along the coast for aviation, aerospace, defense, manufacturing, cybersecurity, and information technology jobs. Stakeholder recognized the valuable opportunity to continue to collaborate along the coast in these key industries.

Regional Planning Council: Flagler County is a part of the Northeast Regional Planning Council region while Volusia and Brevard counties are both a part of the East Central Regional Planning Council region. However, this consolidation action does not create new misalignments in this area.

FDOT District: Flagler, Volusia, and Brevard counties are all a part of the same FDOT District (5-Central).

Adult Education Planning Region: Flagler County is a part of Adult Education Planning Region Five while Volusia and Brevard counties are a part of Adult Education Planning Region Six.

OPTION 16

<u>Current</u> Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 11	Number of counties	2
	Total size	1,586 square miles
	Total population	685,344
Local workforce development area 13	Number of counties	1
	Total size	1,015 square miles
	Total population	616,628

<u>New</u> Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Flagler, Volusia, and Brevard counties	Number of counties	3
	Total size	2,601 square miles
	Total population	1,301,972

OPTION 16

Consolidation of Hillsborough County (currently full area 15), Pinellas County (currently full area 14), and Pasco and Hernando counties (currently full area 16).

Action Description: This action would consolidate Hillsborough County (single-county area 15), Pinellas County (single-county area 14), and Pasco and Hernando counties (full area 16) into one local workforce development area. This can also be understood as a further consolidation of a previous consolidation action. This would result in a local workforce development area with a population of more than 3.2 million people - which would make it the largest consolidated area by population within this report. This consolidation would be largely driven by the opportunity to bring the entire Tampa-St. Petersburg-Clearwater MSA into one local workforce development area, instead of the current situation where it is split across three local workforce development areas.

REACH Act factors

Population: Pinellas County and the single-county area 14 has a population of 956,615. Hillsborough County and the single-county area 15 has a population of 1,478,194. Pasco County has a population of 584,067. Hernando County has a population of 200,638. This new combined population would be 3,219,514 residents.

Commuting Patterns (measured as Employment Interchange Measure (EIM)): Pinellas has an EIM with Hillsborough County of 29.7 and Hillsborough has an EIM with Pinellas County of 19.2. This indicates that there are relatively high levels of commuting between these two counties - but more from Pinellas County to Hillsborough County for employment. Pasco County also has a high EIM with Hillsborough County (45.3) and a lower, but not insignificant EIM with Pinellas County (23.4). Hernando County has an EIM of 30.5 with Pasco County, but a lower EIM with Hillsborough (19.8) and Pinellas (11.4) counties.

WIOA redesignation factors

Labor Market Area (measured by MSA): Pinellas, Hillsborough, Pasco, and Hernando counties are all within the same Tampa-St. Petersburg-Clearwater MSA. This consolidation action would unify what is currently three distinct local workforce development areas as one area to serve the entire Tampa-St. Petersburg-Clearwater in its entirety.

Economic development area (measured by Enterprise Florida Regions): Pinellas, Hillsborough, Pasco, and Hernando counties are all within the same Enterprise Florida Region, which is the Tampa Bay region.

Education and training providers (measured by both the Florida College System Area and WIOA Eligible Training Providers):

- *Florida College System Area:* Pinellas County is served by St. Petersburg College. Hillsborough County is served by Hillsborough Community College. Pasco and Hernando counties are served by the Pasco-Hernando Community College. This consolidation action would not separate any existing Florida College System areas and would combine the three state colleges under one local workforce development area.

OPTION 16

- *WIOA Eligible Training Providers:* Hillsborough County currently has 29 WIOA Eligible Training Providers. Pinellas County currently has nine WIOA Eligible Training Providers. Hernando County has one WIOA Training Provider and Pasco has two WIOA Eligible Training Providers. This new local workforce development area would have 41 total WIOA Eligible Training Providers to service the population.

Additional factors

Industry Composition: Pinellas and Hillsborough counties have similar employment share across a variety of industries such as finance and insurance (5.5% and 8.6% respectively); professional, scientific, and financial services (7.8% and 9.7% respectively); health care and dental assistance (13.9% and 11.8% respectively); and accommodation and food services (9.9% and 7.4% respectively). The major differences in industry composition as a share of employment come from a greater concentration of both agriculture, forestry, fishing, and hunting jobs and transportation and warehousing jobs within Hillsborough County. Hernando and Pasco counties have very similar shares of employment with one another, especially in regard to health care and dental assistance - with both having 19.5% and 16.3% of their employment in that industry respectively. The two counties in the northern most of this new area look similar in their industry composition and do differ slightly from Pinellas and Hillsborough - with noticeably lower levels of finance and insurance workers as well as professional, scientific, and financial services workers.

Stakeholder engagement feedback: Stakeholders from area 14, area 15, and area 16 were resistant to the idea of a reduction in the number of workforce development boards in their particular region. Resistance in the consolidation of Pinellas and Hillsborough was covered in a previous consolidation. Stakeholders from area 16 also voiced similar resistance, citing a concern that if the entire Tampa-St. Petersburg-Clearwater MSA were to share workforce development resources that they would not be directed to Pasco and Hernando counties. However, during engagement sessions with groups across all four counties, stakeholders expressed frustration regarding having to work with two different local workforce development boards located within the same MSA - citing different processes, contracts, approvals, and other administrative burdens that were deterrents to engagement with the system.

Any new local workforce development area of these four counties would require governance and by-laws mechanisms to ensure the proper distribution of resources amongst all counties.

Regional Planning Council: Pinellas, Hillsborough, Pasco, and Hernando counties are all within the same Regional Planning Council region which is the Tampa Bay region.

FDOT District: Pinellas, Hillsborough, Pasco, and Hernando counties are all within the same FDOT region, which is District-7 (West Central Region).

OPTION 16

Adult Education Planning Region: Pinellas, Hillsborough, Pasco, and Hernando counties are all within the same Adult Education Planning region.

<u>Current</u> Area Data Profile for Impacted Local Workforce Development Areas		
Local workforce development area 14	Number of counties	1
	Total size	274 square miles
	Total population	956,615
Local workforce development area 15	Number of counties	1
	Total size	1,022 square miles
	Total population	1,478,194
Local workforce development area 16	Number of counties	2
	Total size	1,220 square miles
	Total population	784,705

<u>New</u> Area Data Profile for Impacted Local Workforce Development Areas		
New local workforce development area of Hillsborough, Pinellas, Pasco, and Hernando counties	Number of counties	4
	Total size	2,515 square miles
	Total population	3,219,514

Options Conclusion

The three options presented in this report outline a potential Future State of 21, 19, or 16 local workforce development boards with discrete consolidation and realignment actions. These options, if pursued, would achieve the REACH Act directive of reducing the number of local workforce development boards. Careful implementation, state support, and guidance will be required to achieve the reduction - no matter which option is selected.



Florida Workforce Development System-Wide Consistencies

Future State Options Report

Phase 2 of the Local Workforce Development Board Alignment Evaluation

Florida Workforce Development System-Wide Consistencies

Along with a reduction in the number of local workforce development boards, this report synthesizes a selection of high-level system-wide consistencies that the state of Florida could pursue to achieve REACH Act goals. These possible improvements include organizational and structural changes, streamlined user experiences, and modernized processes and technologies. All improvements should lead to enhanced customer service, greater collaboration, and reduced complexity. Ultimately, system-wide consistencies could result in an even stronger talent pipeline, engaging more people and businesses in the workforce development ecosystem and helping workforce development professionals become even more effective in their roles.

The improvements offered for consideration below were largely informed by stakeholder engagement conversations. As the REACH Act calls for greater consistency and coordination of the workforce development system, the project team asked stakeholders for ideas and thoughts for general system improvement, irrespective of local workforce development board alignment. The items included in this list does not suggest that the current system is lacking in any of these functions or features. Rather, it indicates a desire to see these improvements be preserved, built upon, or implemented in a Future State.

This section begins with a list of potential improvements and points for consideration that are related to each. This list was informed by stakeholder engagement conversations and is not definitive or binding to CareerSource Florida or their partners. Rather, it is a starting point for pursuing system-wide consistencies in line with REACH Act goals of greater system coordination. The list is followed by a description of the potential benefits and risks related to system-wide consistencies.

Potential system-wide consistencies: Structure and Organization

The first type of potential system-wide improvement includes policy, structural and organizational enhancements. The suggestions below were derived from stakeholder input and an understanding of leading practices, and they aim to streamline and simplify systems. *These are considerations only at this point, and each will need additional exploration and planning if they are to be implemented.*

1. Develop statewide policy guidance and resources for local workforce development boards.

- Draft, review, and validate statewide policies, to include developing supporting tools such as guides, customer assessment tools, and other materials to help local workforce development boards comply with state and federal requirements. This includes guidance on ways to effectively manage complex federal programs.
- Establish a consistent and high-quality statewide customer experience and program management, including but not limited to customer assessments, supportive services, and eligibility.

- Establish a consistent and uniform approach to supportive services (such as childcare, transportation, additional coaching, computer literacy, etc.) at the state level.
 - Provide local workforce development boards that are to be realigned or consolidated with funding, other resources, and support to ensure a successful transition.
- 2. Ensure Rural Areas of Opportunity are equally represented when part of a local workforce development area that includes counties with greater population density.**
- Consider enacting state policy that calls for rural counties to have an equal number of board representatives.
 - Consider encouraging local workforce development boards to adopt governance that allows rural representatives to cycle into board chair and leadership positions.
- 3. Strengthen existing partnerships and identify new training provider additions to provide training services for in-demand, industry-recognized skills.**
- Expand successful and leading practice of local training programs statewide, to include, but not limited to, providing access to programs directed towards youth, veterans, and returning citizens.
 - Expand partnership networks to reach the hardest to access job seekers such as those with significant barriers to employment opportunities.
- 4. Support pursuit of additional and alternative funding sources.**
- Identify and pursue alternative funding sources, such as local, federal, or private grants. This could be conducted either at a state level or through regional groups comprised of multiple workforce development boards. A regional or state approach could appeal to funders more than an individual board applying on its own.
 - Provide state-level grant writing support for local workforce development boards, such as Rural Areas of Opportunity, that have limited resources available.

Potential system-wide consistencies: People

The second type of system-wide improvement brings a customer-centered approach to transformation. The following suggested system-wide consistencies are focused on supporting job seekers, businesses, and workforce development professionals. *These are considerations only at this point, and each will need additional exploration and planning if they are to be implemented.*

5. Expand communications with job seekers and employers to strengthen awareness of services.

- Develop an updated communications plan for greater collaboration and coordination across the state.
- In addition, create a more expansive communications toolkit to help amplify CareerSource Florida's statewide message and support local workforce development boards with their own efforts.
- Provide local workforce development boards greater access to communication tools, such as webpage layouts and other branded materials, that they can choose to customize and adopt.
- Launch a communications campaign focused on the Future State transformation that will take place as a result of REACH Act implementation.
- Raise awareness of workforce development services and labor market information to help increase participation in the workforce development system among both job seekers and employers. This could create additional points of access to new employers for job seekers, while also providing an expanded talent pool from which employers can draw.

6. Define clear Future State training needs for local workforce development professionals.

- Establish a stronger state-level approach and curricula for staff training and professional development. This could include human-centered program training, compliance support, and program development training.
- Explore the creation of a credentials or badge program for building the skills of workforce development professionals.
- Determine training objectives for the Future State focused on equipping one-stop center staff and other employees with the necessary knowledge and tools to better serve customers.
- Identify leading practices already occurring within local workforce development boards and make those models available statewide.
- Ease access to and build awareness of strong existing state-level training programs.

7. Complete key change management activities.

- Identify "change champions" (those who can serve as advocates and help complete key change activities) to facilitate broader understanding of the transition to the Future State.

- Determine stakeholder engagement and communications key activities and milestones around the system-wide consistencies.
- Determine key activities around training and knowledge transition for the system-wide consistencies.

8. Offer state-level human resource (HR) support to local workforce development boards.

- Leverage statewide or regional procurement for various employee benefits.
- Offer HR support for employee benefits, health and life insurance, and temporary staffing.
- Standardize contract language and offer a contract template to local workforce development boards to use in their own HR activities.

Potential system-wide consistencies: Process, data, and technology

The third type of system-wide improvement is related to improving processes and technologies. These suggestions are designed to standardize and optimize in areas with the greatest impact and are based on stakeholder input. *These are considerations only at this point, and each will need additional exploration and planning if they are to be implemented.*

9. Establish state-level ownership of labor market data and other subscription services.

- Explore state-level ownership of labor market data and research software to ensure greater consistency of information, provide more robust and modern data to local workforce development boards and their customers, save costs, and relieve administrative barriers, while retaining the ability to generate reports at the local workforce development board level.
- Establish state-level vendor relationships and contracts for employment verification services to help standardize and track performance measurements for program participants.
- Consider a state-level contract for The Work Number to help streamline reporting of income and employment verification.

10. Standardize templates for contracts, financial reporting, and agreements.

- Develop state-established templates and other tools for contracting, financial reporting, partnering with other community organizations (nonprofits, educators, businesses, etc.), and agreements with third parties.

- Ask local workforce development boards to share examples of contracts currently in use as potential models for new state templates.

11. Simplify and standardize Eligible Training Provider List (ETPL) and processes.

- Centralize the ETPL application and approval process to be at the state level, per U.S. Department of Labor guidance. State leaders indicated this process was already underway and should be prioritized.
- Establish a statewide ETPL to provide consistency for training providers and job seekers that migrate or span across multiple local workforce development areas.
- Reduce duplicative application and eligibility requirements for training providers that are statewide or serve multiple local workforce development areas.

12. Improve technology tools and systems to simplify user experience for job seekers, employers, and workforce development professionals.

- Assess local workforce development boards' technology or system-related needs and the effectiveness of current systems. (See the *Organizational and Operational Research Report* for an initial inventory of systems currently in use.)
- Modernize and integrate technologies to create an improved user experience and enhance compliance reporting, including financial reporting systems, case management and customer relationships systems, Employ Florida, and other tools. Determine which of these systems are more effectively managed by local workforce development boards and which systems could benefit from state-level ownership.

13. Improve in digital access to help job seekers and employers access workforce development services.

- Work with other organizations to communicate the important correlation between workforce development and the availability of community-level access such as enhanced cell phone service and broadband.
- Coordinate with state broadband planning efforts help align investments in broadband service, digital tools, and digital literacy with needs in local workforce development areas.
- Continue to identify potential new locations to serve as points of connectivity, to include, but not limited to, public schools, faith-based institutions, and nonprofit organizations.

With these potential system-wide consistencies and others that may be considered, the Future State could deliver strong benefits to job seekers, employers, and workforce development professionals. Job seekers may experience greater consistency and

responsiveness, enhanced and easier access to services, and more clarity on services and opportunities for skills building. For employers, especially those operating in multiple local workforce development areas, potential improvements could save time and result in a stronger pipeline of skilled talent. Also, workforce development professionals could have better access to timely data, enhanced professional development opportunities, and a simpler format for reporting required metrics.

There could be implications to implementing these improvements. Some improvements will require multiple agencies to coordinative activities across long time horizons, at the state and local level. Geographic alignment itself does not guarantee success without collaboration. Also, the suggested changes will need adequate resources to successfully implement, such as dedicated staff and funding.



Regional Planning

Future State Options Report

Phase 2 of the Local Workforce Development Board Alignment Evaluation

Regional Planning

In addition to local workforce development board reduction and system-wide consistencies, regional planning is throughout the state is a third initiative that could be pursued by the workforce development system. Regional planning would entail multiple local workforce boards working together on joint plans to support job seekers, employers, and their own workforce development professionals. Day-to-day functions and operations planning would remain within the domain of each local workforce development board. In addition, however, there could be an opportunity for local workforce development board leaders to collaborate with each other to envision and activate plans for larger initiatives to help their regions of the state, or even similar cohorts elsewhere in the state, accelerate the development of Florida's talent pipeline and serve employers.

The development of regional plans is encouraged by WIOA § 679.510 and WIOA § 679.200. WIOA § 679.200 states that “the purpose of identifying regions is to align workforce development activities and resources with larger regional economic development areas and available resources to provide coordinated and efficient services to both job seekers and employers.”

States are responsible for identifying these regions under WIOA. According to WIOA, the regional planning process should result in the following:

- Preparation of a regional plan.
- Establishment of regional service strategies, including cooperative service delivery agreements.
- Development of and implementation of sector initiatives and strategic for in-demand industry sectors for the planning region.
- The collection and analysis of regional labor market data (in conjunction with the State).
- The coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate.
- The coordination of transportation and other support services for job seekers as appropriate.
- The coordination of services with regional economic development services and providers.
- The establishment of an agreement concerning how the planning regionally with collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures for the local areas within the region.

The state is required, under WIOA, to provide regions with “technical assistance and labor market data as requested to assist with regional planning and subsequent service deliver efforts.”

Working more closely together to share ideas, data, external resources, training approaches, funding pursuits, and other related activities could result in enhanced support overall for Florida businesses and job seekers.

Regional Planning Overview

Throughout the stakeholder input process, numerous examples surfaced of local workforce development boards collaborating with their neighboring boards to share resources, data, and effective leading practices. As the project team observed, there are many positive examples of how local workforce development professionals are making a meaningful difference in the lives of people and businesses in their communities. In addition, there are inspiring stories of how local workforce development boards are stepping in to assist other areas in their times of need, such as hurricane recovery, pursuit of federal funds, and attracting new business investments.

Regional planning and thinking are occurring within the Florida Workforce Development Association, for example. Currently, the Association organizes peer groups of financial executives, IT professionals, and others to share insights and support with one another. These examples and others indicate that a level of regionalism is already happening organically.

When exploring options for local workforce development board reduction, there was a realization that there was a limit to the level of reduction. At some level, those actions could create structural and organizational challenges that detract from achieving the desired Future State. Regionalized planning may result in an even better workforce development ecosystem without detrimentally impacting structures.

Regional Planning Benefits

While a detailed approach to regional planning and associated geographies has not yet been determined, there are benefits to regional planning and supporting federal WIOA guidance. Benefits could include, but limited to:

- Greater awareness of successes, workforce and economic data, and leading practices across geographic areas.
- More collaboration among workforce development areas that share similar characteristics such as economic bases or population densities (e.g., Rural Areas of Opportunity).
- Better informed strategies for supporting key Florida industries and groups of job seekers.
- A more intentional, unified voice when advocating for state and federal policies that impact local workforce development.

- A more practiced and comfort-level of collaboration that could speed response time to regional economic development opportunities as well as crises such as a natural disaster or business closure.
- Stronger alignment among WIOA, education, and other workforce partners when it comes to education and training program planning to support economic development.
- A team mentality and possibly a more competitive approach toward applying for additional funding for local programs and projects.

There could be other benefits as well. Overall, more concerted regional planning and improved connectivity could strengthen Florida's talent pool and the economic development opportunities that result.

Organizing regional planning initiatives

As stated, the structure for regional planning is something that could be determined as part of implementation activities. If this activity is pursued, ideas to consider are:

- Coordinating regional plans around established economic development or regional planning council geographies.
- Establishing even stronger connection and planning efforts among local workforce development boards that serve Rural Areas of Opportunity.
- Aligning regional plans with state college and Department of Education planning areas.
- Organizing regional plans that are specific to transportation corridors and industry clusters.
- Ensuring planning regions reflect similar labor sheds or industry characteristics.

Finally, regionalism could not be limited to planning alone. Regionalism could also include formats for sharing leading practices between local workforce development boards, pursuing funding together, providing professional development to team members across multiple boards, sharing technologies, and perhaps most importantly, creating a frequent dialogue to exchange ideas and insights. Some regions may eventually result in local workforce development boards that have coordinated administrative cost agreements, shared resources, and seamless programming.



High-Level Change Considerations

Future State Options Report

Phase 2 of the Local Workforce Development Board Alignment Evaluation

High-Level Change Considerations

Overview

Transforming to the Future State will require strong consideration of the change taking place and the impact on all parties. CareerSource Florida will need to address the change by understanding the context and complexity of the impacts for those experiencing the change. Decisions on how to educate and bring awareness about the options, realignment, and consolidation options, as well as other Future State considerations, will be a key driver for managing the change. Next, communicating the change and equipping those impacted by the change, will help determine the success of transitioning to the Future State.

There are a number of factors for Florida's workforce development system to focus on in order to realize the Future State. This section provides change management considerations around the following:

- Communications and outreach
- Stakeholder engagement
- Knowledge transition
- Training

The Future State requires CareerSource Florida and each local workforce development board to adopt new ways of working. For example, better coordination and collaboration could help improve **customer service delivery** and also enhance the employee experience of those in the CareerSource Florida network. Several high-level change consideration factors are outlined below.

Communications and outreach

The communications and outreach efforts should outline the goals and objectives, key audiences, messages, approach, and important activities that are necessary to bring greater awareness about the Future State. Marketing or selling the Future State to stakeholders is not the goal. Rather, the communications and outreach should describe the change, benefits of the change, and challenges or obstacles for achieving the desired Future State outcomes.

Communications and outreach can be facilitated through a wide range of communication types and vehicles, to include in-person, virtual, electronic, or print materials for those impacted. The following table represents examples of various communication types and vehicles.

In-person and virtual	Electronic	Print
<ul style="list-style-type: none"> ○ Area/region specific meetings ○ Town halls ○ All-hands meetings ○ Staff meetings ○ Lunch and learn sessions ○ Feedback sessions ○ Office hours ○ Technology and tools demonstrations 	<ul style="list-style-type: none"> ○ Tailored talking points ○ Leadership emails ○ Monthly newsletter ○ One-pager success stories ○ FAQs 	<ul style="list-style-type: none"> ○ Monthly newsletter ○ One-pager success stories ○ Desk guides

Stakeholder engagement

Engaging with stakeholders is crucial to the success of achieving the Future State. The feedback from over 700 stakeholders has been a key input to inform the decisions around the Future State design. Stakeholder opinions and insights have been incredibly valuable during all stages of the Options Design effort. The approach will be to continue to engage stakeholders as realignment and consolidation decisions are shared. It will be important to understand local area and state-level desires as well as concerns throughout the Future State journey.

Several activities listed below are aimed at engaging and monitoring stakeholders over time and can support the transition to the Future State.

- Understand context, vehicles and identify Change Champions (e.g., individuals who have a direct impact and are critical to success).
- Understand levels of support, determine requirements, and establish foundations.
- Design a stakeholder engagement strategy and approach.
- Implement, monitor, and review.

Keys to success:

- Educate leaders on their Stakeholder Management responsibilities.
- Execute Stakeholder Management activities and receive/prompt regular updates.
- Monitor stakeholder engagement levels, identify, and mitigate risks, lessons learned and key concerns.
- Regularly review stakeholders list and refine Stakeholder Management approach and messaging, as necessary.

Knowledge transition

CareerSource Florida's goal will be to gain, not lose, key knowledge about the operations of local areas to help improve customer service for job seekers. Whether it involves transferring technology platform, organization and culture, and other insights about how work gets done, knowledge transition will need to take place at all levels throughout the workforce system. For example, realignment and consolidation and system-level change will require that local area resources work together to effectively transfer knowledge and experience to minimize disruption.

Knowledge transition could also help to identify and capture critical information from those who perform work and functions across the system. It also ensures that this information is structured and transferred to everyone who could benefit from it, whether at a particular local area impacted or at the state-wide level.

During the transition from the current to Future State, it is essential to plan, facilitate, and monitor the progress of knowledge transfer activities for CareerSource Florida.

Key Knowledge Transition Activities:

- Prioritize transferred tasks or activities to enable Future State success.
- Align and validate task/activity list with CareerSource Florida stakeholders.
- Initiate knowledge transfer between current owner and Future State owner.
- Report progress and completion, as necessary.

Sample Knowledge Transfer Materials

- Knowledge Transfer notes.
- Work templates and work products.
- Physical documents (e.g., training agreements, job application documents).
- Contact point and details.
- Tools (existing and previous) (e.g., Excel tools, dashboard).
- Historical data and records.

Training

Moving to the Future State will be an important time for the network of employees in the area of talent development. The realignment and consolidation efforts will provide employees an opportunity to expand the customer reach and serve job seekers

in newer ways. Many employees will have insights into what worked in their previous roles and apply those experiences and skills to a different customer landscape.

In many cases, common practices and ways of serving job seekers will change, roles will shift, and employees may be required to perform different tasks to serve customers in expanded local areas. By making training and upskilling a priority, it will reinforce the importance of providing staff with the right skills and opportunities to succeed as they serve job seekers.

Designing and delivering a well-defined training plan and program will be critical to the transition to the Future State. It will help equip employees with the right skills and experiences to serve a growing customer base system-wide.

Key Training Activities (sample):

- Design
 - Outline tailored training curriculum objectives for CareerSource Florida stakeholders.
 - Design course catalog and training materials template that can be leveraged system-wide.
- Develop
 - Create learner training materials, training schedule for job seekers, employers, and CareerSource Florida network.
- Implement
 - Deploy and deliver training. Finalize training materials to provide overview and understanding of desired Future State.
- Evaluate
 - Evaluate training effectiveness and conduct assessments for all courses; refine as needed.

Outputs (sample):

- Training objectives and plans.
- Course catalog.
- Training materials.
- Defined training delivery methods.
- Experience and skills evaluation methods.



Next Steps

Future State Options Report

Phase 2 of the Local Workforce Development Board Alignment Evaluation

Next Steps

A critical process for moving to the Future State will be to plan, execute, and monitor the implementation activities in a programmatic and structured manner. Decisions about the scope, key activities, milestones, timeframes, and sequencing of events will help create a roadmap for a successful implementation.

CareerSource Florida will need to provide impacted parties clarity on key activities, timing, and responsibilities to minimize implementation and delivery risk.

In this Next Steps section, an overall approach to delivering the Future State is outlined to address immediate and longer-term planning considerations. This section includes:

- Overall timeline
- Implementation considerations
- Sequencing of system-wide consistencies

Next Step Activities: Overall Timeline

System-wide consistencies across Structure and Organization; People; and Process, Data, and Technology have been organized in a timeline. Also, below is a three-wave approach for the completing the improvements based on the illustrative waves and timeframe.

Standardization (e.g., March to June 2023)

- Sequenced to help enable standardization as a first step toward achieving the Future State.
- Includes high priority improvement opportunities focused on standardizing processes.

Optimization (July 2023 to June 2024)

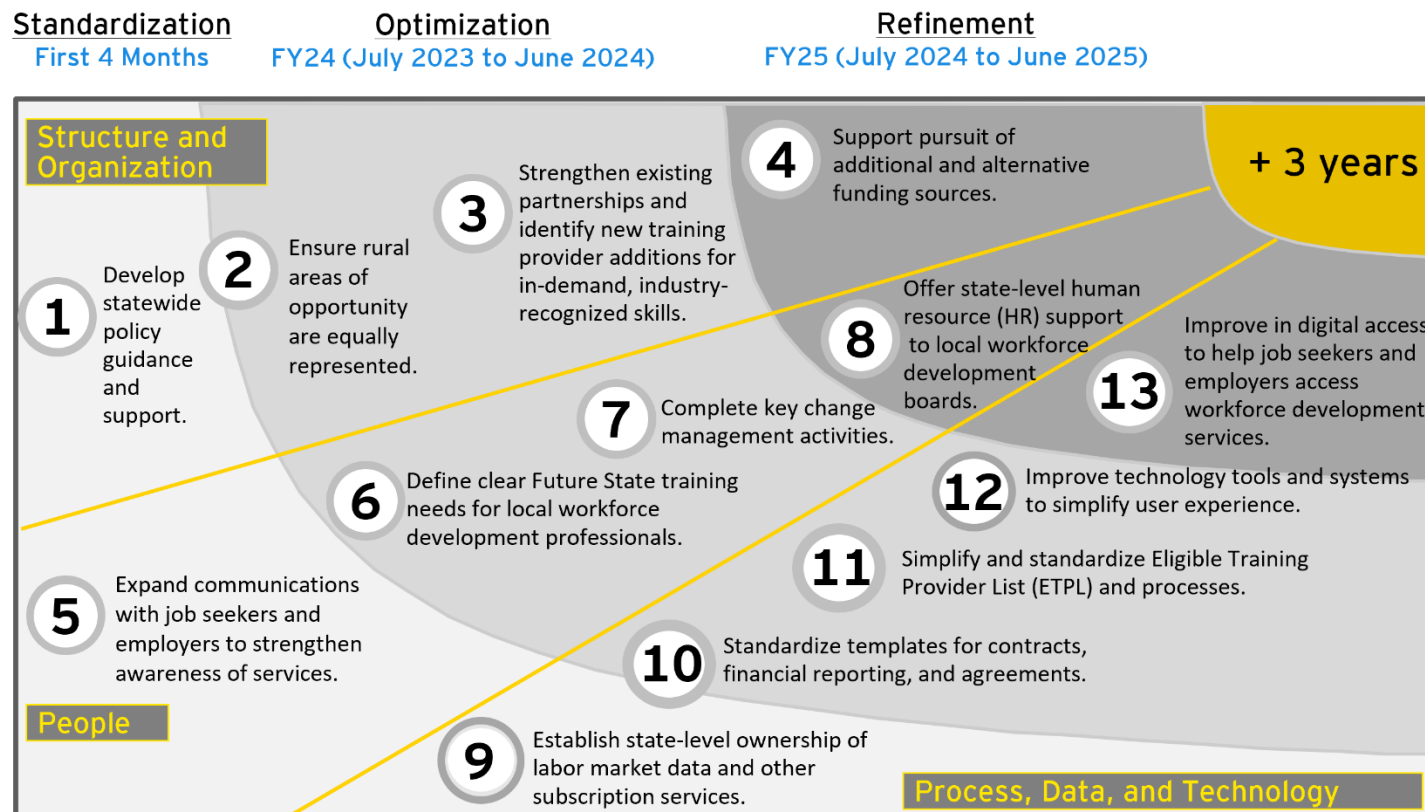
- Focused on optimizing new improvements adopted in Wave 1, as well as standardizing existing capabilities.
- Includes mid-term efforts implementation efforts.

Refinement (July 2024 to June 2025)

- Targeted to continuously reassess and refine and improve Future State operating model.
- Includes steady state improvements.

In the graphic below, potential system-wide consistencies are organized into three categories referenced earlier in this report: Structure and Organization; People; and Process, Data, and Technology. The opportunities are then planned over a three-year timeline from the first four months to June 2025, illustrative of a three-wave plan. In sequencing the opportunities, one from each category appears in the first wave “Standardization” highlighting the aim of this initial effort. In the next wave, “Optimization,” two to three opportunities from each category are included. In the third wave, “Refinement”, one opportunity from each category is included: Structure and Organization, People, and Process, Data, and Technology.

For example, the People focused opportunities for system-wide consistencies includes items five, six, seven and eight. Number eight, which concerns state level HR support, appears in “Refinement” to highlight this potential improvement in state level and local level human resources, which occurs to some degree in the Current State, and presents an opportunity for further refinement and improvement to support the local workforce development boards.



Implementation considerations

Successful implementation will require CareerSource Florida to be thoughtful about common implementation strategies that can be tailored to address the needs of all local areas in the Future State environment. Each local area is different and there is no “one-size-fits-all” plan for implementation. A local area will have challenges that are specific to their population based the needs of job seekers for that area, and the available human capital and financial resources available to that area. Additionally, most areas have formed community partnerships that will continue to be vital to delivering better customer service.

Identifying potential obstacles as part of implementation planning will help CareerSource Florida to be better prepared to address challenges, should they arise. Several implementation elements to consider when looking towards Future State are listed below.

Impact

- How does this option impact the day-to-day operations of the current workforce development areas? Will this option create significant disruption within the Current State operating model?

Priority Factors

- In addition to the goals and objectives of the REACH Act and federal WIOA, does this option enable other High Priority Considerations and other key factors?

Customer Reach

- How will this option impact the ability of CareerSource Florida to reach its customers (both job seekers and employers)? Does this option impact all stakeholders the same? Is there a limited or broad customer reach for both job seekers and employers?

Ease of Implementation

- How feasible is this option for potential implementation? Will this option require significantly more change efforts than others? Will the option require significant resources to execute?

Timeframe

- Will this option require significantly more time to implement than others, especially given the number of workforce development boards being consolidated? Consider three to six months, at one year and at two years.

Sequencing of System-wide Consistencies

CareerSource Florida will be able to better manage the transition to the Future State by prioritizing and sequencing key Future State implementation activities. It will be important to have a structured process to look at all of the activities, for example, realignment, consolidation, system-wide consistencies, etc. that must be completed, and determine a “critical path” or the best sequencing to take.

By planning the key activities, tasks, responsibilities, and timing against the sequence of events, the likelihood of resource constraints or conflicts is minimized. Given that resource demands will vary by local area and must factor in local area planning, sequencing will be a key driver for implementation success.

Next Step Activities

In conjunction with the overall timing, sequencing of events, and implementation considerations, we have outlined several next steps for CareerSource Florida to be completing over the next 90 days.

- Finalize key activities to be completed over the next six months, and at the ends of years one, two, and three.
- Confirm leaders, key stakeholders, and others to communicate Phase Two outcomes.
- Prioritize the most critical system-wide improvement opportunities.
- Facilitate leadership alignment sessions to gather feedback and approval.
- Align on best-fit option.
- Determine the most effective ways to measure success of the changes.
- Finalize implementation considerations.



Reference Materials and Appendix

Future State Options Report

Phase 2 of the Local Workforce Development Board Alignment Evaluation

Reference Materials and Appendix

Summary of Realignment and Consolidation Actions Across All Three Options

Each option includes discrete actions to achieve the Future State. Some actions are presented across multiple options. These actions are presented as realignments and consolidations to existing local workforce development areas, not as mergers of existing local workforce development board entities. The reduction of local workforce development areas will, by default, result in a statewide reduction of the number of local workforce development boards to govern those new areas. However, this report does not comment on the method of forming governing bodies for the newly created local workforce development areas. Further, this report is not suggesting any merger, expansion, dissolution, takeover, or combination of existing local workforce development boards as entities. This report focused on analyzing counties as the geographic basis for this evaluation, as they are geographic units which comprise the local workforce development areas. This Options Report did not utilize any evaluation of the local workforce development boards as entities as a factor to influence realignment or consolidation actions. However, it can be inferred that any newly created local workforce development area formed through either consolidation or realignment, will only be governed by one local workforce development board.

The pursuit of one of these options would require the creation of an entirely *new*, redesignated local workforce development area of the grouped counties. This is an important consideration to note when reading this option report and evaluating each of the actions. For example, one action is the realignment of Jefferson County to join a new local workforce development area consisting of Wakulla, Gadsden, and Leon counties. In this scenario, those four counties would create a new local workforce development area. Jefferson County would *not* be joining an already existing local workforce development area, nor would it become a new county governed by an existing local workforce development board (such as in this scenario, CareerSource Capital Region). This action was only selected for explanatory purposes and does not indicate preference or deference to that particular action.

However, each of these actions will require related administrative and transformation activities to achieve the goal of creating and designating a new local workforce development area - as well as the new local workforce development board to govern that area. Once an option is selected, each consolidation or realignment action will require careful attention, detail, and planning to achieve the desired realignment or consolidation.

Below is a full list of all actions included in all three options.

The actions are presented based upon the current local workforce development area number. For example, the realignment that is first presented in this table is the realignment of Okaloosa and Walton counties (currently in area 2) and Bay and Gulf counties (currently in area 4). The order presented in this table does not reflect any preference or deference towards an action.

Realignment or Consolidation	Outcome (in general order of current local workforce development area numbers)	Local workforce development board option affected by action		
		21	19	16
Realignment	Realign Okaloosa and Walton counties (currently in area 2) and Bay and Gulf counties (currently in area 4)			X
Realignment	Realign Holmes, Washington, Jackson, Calhoun, and Liberty counties (currently in area 3) and Franklin County (currently in area 4).			X
Realignment	Realign Jefferson County (currently in area 6) and Leon, Wakulla, and Gadsden counties (area 5) as a four-county area.	X	X	X
Realignment	Realign Madison, Taylor, Lafayette, Hamilton, and Suwannee counties (currently in area 6) as a five-county area.	X	X	
Consolidation	Consolidate Dixie, Gilchrist, Union, and Columbia counties (currently full area 7) with Alachua and Bradford counties (currently full area 9).	X	X	
Realignment following on actions under 21- and 19-board options	Realign Dixie and Columbia counties (currently in area 7) and Madison, Taylor, Lafayette, Hamilton, and Suwannee counties (currently in area 6).			X
Realignment following on actions under 21- and 19-board options	Realign Gilchrist and Union counties (currently in area 7), Alachua and Bradford counties (currently in area 9), and Citrus, Levy, and Marion counties (currently in area 10).			X
Consolidation	Consolidate Flagler and Volusia counties (currently full area 11) with Brevard County (currently full area 13).	X	X	X
Consolidation	Consolidate Pinellas County (currently full area 14) and Hillsborough County (currently full area 15).	X	X	

Consolidation following on consolidation under 21- and 19-board options	Consolidate Pinellas County (currently full area 14), Hillsborough County (currently full area 15), and Pasco and Hernando counties (currently full area 16).			X
Consolidation	Consolidate Polk County (currently full area 17) with Hardee, DeSoto, Highlands, and Okeechobee counties (currently full area 19).		X	
Realignment following on consolidation under 19-board option	Realign Polk County (currently in area 17) and Hardee, DeSoto, and Highlands counties (currently in area 19)			X
Realignment following on consolidation under 19-board option	Realign Okeechobee County (currently in area 19) and Indian River, St. Lucie, and Martin counties (currently full area 20), and with Palm Beach County (currently full area 21).			X
Realignment	Realign Monroe County (currently in area 23) and Charlotte, Glades, Lee, Hendry, and Collier counties (currently in area 24) as a new six-county area.	X	X	X
Realignment	Realign Miami-Dade County (currently in area 23) as a single-county area.	X	X	X

21 local workforce development board option summary table

21 Local Workforce Development Boards Option	
MSAs split across local workforce development areas	3
College systems split across local workforce development areas	3
Local workforce development area with parts of multiple economic development region	4
Number of county pairs with EIM > 25 not in the same local workforce development area	12
Number of local workforce development areas <500,000 in population	7
Percent of local workforce development areas <500,000 in population	33%
Area population range	Maximum: 2,827,563
	Minimum: 106,963
Number of local workforce development areas with <5 training providers	8
Local workforce development land area maximum	Maximum: 6,405 square miles
	Minimum: 1,203 square miles

19 local workforce development board option summary table

19 Local Workforce Development Boards Option	
MSAs split across local workforce development areas	2
College systems split across local workforce development areas	3
Local workforce development area with parts of multiple economic development region	4
Number of county pairs with EIM > 25 not in the same local workforce development area	10
Number of local workforce development areas <500,000 in population	6
Percent of local workforce development areas <500,000 in population	27%
Area population range	Maximum: 3,219,514
	Minimum: 106,963
Number of local workforce development areas with <5 training providers	6
Local workforce development land area maximum	Maximum: 6,405 square miles
	Minimum: 1,203 square miles

16 local workforce development board option summary table

16 Local Workforce Development Boards Option	
MSAs split across local workforce development areas	1
College systems split across local workforce development areas	2
Local workforce development area with parts of multiple economic development region	4
Number of county pairs with EIM > 25 not in the same local workforce development area	8
Number of local workforce development areas <500,000 in population	4
Percent of local workforce development areas <500,000 in population	25%
Area population range	Maximum: 3,219,514
	Minimum: 127,027
Number of local workforce development areas with <5 training providers	3
Local workforce development land area maximum	Maximum: 6,405 square miles
	Minimum: 1,203 square miles

State Leader Engagement Summary: December 2022 and January 2023

Since the completion of the *Stakeholder Engagement Summary Report* in December 2022, the project team continued engagement with state leaders across the following organizations:

- CareerSource Florida
- The Department of Children and Families
- The Department of Economic Opportunity
- The Executive Office of the Governor
- Enterprise Florida
- The Florida Department of Education
- The Florida Chamber of Commerce
- The Florida Economic Development Council
- The Governor’s REACH Office

State Leader Engagement Summary:

In addition to the general themes captured in the Stakeholder Engagement Summary Report, the following themes were expressed by state leaders.

State partners have an opportunity to support and guide this system transformation.

There are potential system-wide improvements at the state level.

Leaders from the organizations consulted were eager to offer their assistance, expertise, and collaboration to achieve the goals of the REACH Act - recognizing the need for continuously improving coordination among workforce development, economic development, and community development partners.

State partners brainstormed opportunities to increase coordination and collaboration to ensure that state workforce development partners and local workforce development board staff are “singing from the same song sheet.” These improvements are detailed in the main body of this report and were informed by these interviews and others.

State Leader Engagement Summary:

In addition to the general themes captured in the Stakeholder Engagement Summary Report, the following themes were expressed by state leaders.

Customer service and experience should be a top priority for all future changes.

The experience of job seekers and employers should be seamless. Opportunities for system-wide improvement should be rooted in efforts to improve the already high-quality customer experience.

Talent is a top concern for business growth.

Economic development and state leaders stressed the critical role that the workforce development system plays in Florida's future growth. Sourcing and retaining high-quality talent will remain a top concern for Florida businesses. The local workforce development boards act as a key group to service those needs.

Local workforce development boards play an important role in helping people achieve economic self-sufficiency.

State leaders also recognized and elevated the important role that local workforce development boards play in assisting job seekers in obtaining economic self-sufficiency via training, coaching, and subsequent employment within in-demand industries.

Chief Local Elected Official (CLEO) Engagement: January and February 2023

Since the completion of the *Stakeholder Engagement Summary Report* in December 2022, the project team continued engagement with CLEOs from local workforce development boards across the state. Elected officials from each local workforce development area were asked to interview with the project team from January 17-27, 2023. In addition to the first CLEO Webinar on October 27, 2022, CareerSource Florida hosted a second CLEO Webinar on February 1, 2023.

CLEO Stakeholder Engagement Summary

In addition to the general themes captured in the Stakeholder Engagement Summary Report, the following themes were expressed by CLEOs.

Continuous and consistent improvement of the system.

The REACH Act presents an opportunity to evaluate leading practices around the state and replicate them when possible. Elected officials expressed a desire to build upon an already successful system.

Concern regarding the reduction of the number of local workforce development boards.

CLEOs in rural areas are concerned about a reduction of the number of local workforce development boards, expressing concerns that more populous counties could divert resources and programmatic attention from rural areas in a Future State.

CLEO Stakeholder Engagement Summary

In addition to the general themes captured in the *Stakeholder Engagement Summary Report*, the following themes were expressed by CLEOs.

Proud of the efforts of their local workforce development board to tailor services to local needs.

Nearly every CLEO consulted expressed pride in the hard work, tenacity, and service of their local workforce development board, recognizing that they are the devoted personnel who provide support to workers and businesses in need around the state.

Support and guidance from state partners will be needed to enable changes at the local level.

Impacted local workforce development areas around the state will need support, guidance, time, and resources to assist with periods of transition.

Potential to leverage economies of scale within larger workforce development areas.

New local workforce development areas could bring access to new resources, partnerships, and workforce development assets along with the opportunity to pursue regional plans.

Customer experience and service should be a focal point of improvement.

An improved customer experience should be a focal point of system-wide improvement in relation to REACH Act goals of greater consistency and coordination.

Inclusive board governance is needed for any new local workforce development boards.

In particular, CLEOs from rural counties expressed a desire for their counties' representatives to have the same number of board seats as the representatives from more populated counties.

Action Item

REIMAGINING FLORIDA'S WORKFORCE SYSTEM: A THREE-PILLAR PLAN FOR TRANSFORMATION

Advancing system transformation statewide, the Reimagining Education and Career Help (REACH) Act was unanimously approved by the Florida Legislature and signed into law by Governor DeSantis in 2021. The REACH Act addresses the evolving needs of Florida's economy by increasing the level of collaboration and cooperation among state businesses and education communities while improving training within and access to a more integrated workforce and education system. The REACH Act establishes a comprehensive blueprint for the state's talent development ecosystem. It demands customer-focused improvements to reimagine and modernize complementary, but often siloed systems for education, workforce development and public assistance directly affecting the state's talent pipeline through both policy and performance. In the case of the state workforce system — the CareerSource Florida network — the REACH Act directs:

- A reduction in the current number of local workforce development boards to:
 1. Eliminate multiple layers of administrative entities to improve coordination of the workforce development system.
 2. Establish consistent eligibility standards across the state to improve the accountability of workforce-related programs.
 3. Provide greater flexibility in allocating resources to maximize the funds directed to training and business services.

The work to address this statutory directive has resulted in a multi-phase Alignment Evaluation initiative to consider realignment and consolidation opportunities for Florida's 24 local workforce development boards. The approach to this undertaking involved qualitative and quantitative research and discovery to develop a data-driven alignment strategy to achieve these three objectives. Additionally, this work further advances efforts to accomplish the overarching intent of the REACH Act as well as the goals of the federal Workforce Innovation and Opportunity Act (WIOA) for a more effective and accountable workforce development system that maximizes resources directed to services for job seekers, workers and employers, while helping more Floridians facing barriers become self-sufficient and achieve economic mobility and prosperity.

The Alignment Evaluation initiative was launched by CareerSource Florida in collaboration with the Governor's REACH Office and other vital partners in April 2022. This initiative has resulted in the following recommended three-pillar plan for accomplishing the REACH Act charge to reduce the number of local workforce development boards, allowing the CareerSource Florida network to modernize the local workforce development board governance structure in the nation's third-largest state and better position the system to be even more customer-centered, cost effective and responsive to meet workforce talent demands today and in the future. The Florida Workforce System Transformation Plan as outlined below focuses on **alignment and consolidation** for local workforce development boards; **system-wide improvements** for improved customer consistency and better leveraging of public funds; and **regional planning** to further promote workforce system alignment with education and economic development and optimize opportunities for regional economic growth.

Key Alignment Evaluation Background

CareerSource Florida contracted with Ernst & Young LLP (EY) to conduct research and discovery through an in-depth evaluation process that included the review and analysis data from all 24 local workforce development boards and the state of Florida as well as a look at local workforce development board realignment processes in three other states — Alabama, North Carolina and Tennessee.

Data research included, but was not limited to, the review of available education and training providers, commuter flows, economic development regions, industry composition, labor force conditions, labor market areas and Florida College System service areas.

The intensive Florida stakeholder engagement and input process directly involved more than 700 individuals representing local workforce development boards, employers, chief local elected officials, economic development organizations, education providers, community development/nonprofit organizations and state leaders. The work followed guiding principles focused on legislative direction and federal criteria, addressing the needs of job seekers and business customers, and ensuring transparency, holistic listening and proactive communication.

Planning, research and initial stakeholder engagement for Phase One began in April 2022, and EY's data analysis and stakeholder engagement have expanded through Phase Two, which was launched in September 2022. EY has conducted 145 virtual and in-person engagement sessions with stakeholders since last spring.

EY's comprehensive work led it to complete its Future State Options Report in February 2023, outlining three options that reflect the combined realignment and consolidation of local workforce development areas and an overall reduction in the number of local workforce development boards to comply with state law.

Alignment and Consolidation

A realignment represents the movement of one or more counties from one local workforce development area to a new local workforce development area. A consolidation of areas is combining two complete local workforce development areas to create an entirely new local workforce development area.

Through EY's work with CareerSource Florida and the Governor's REACH Office and after careful consideration and deliberation, the **CareerSource Florida professional team recommends a reduction in the number of local workforce development boards from 24 to 21**. Designation of new local workforce development areas would occur consistent with the authorities afforded to the Governor in WIOA.

When designating or redesignating a local workforce development area, WIOA requires that the local workforce development area share a common economic development area, a consistent labor market area and have appropriate education and training institutions to support workforce development activities. Additional factors such as population centers, labor force conditions, industry composition and other geographic boundaries also may be considered.

Under WIOA, the Governor is responsible for designating local workforce development areas served by local workforce development boards. WIOA further charges local workforce development boards and local elected officials with designing their local system with a regional focus to address their community's workforce needs.

Additionally, the REACH Act requires that population and commuting patterns be considered when reducing the number of local workforce development boards. To comply with the REACH Act directive for local workforce development board reduction, the recommendation for reducing the number of local workforce development boards to 21 includes consolidating six local workforce development areas and realigning two counties affecting four additional areas. These changes would directly affect 10 current local workforce development boards and the areas they serve. Changes being recommended to the state workforce development board that, if approved, would be recommended next to Governor DeSantis, who holds the authority for the designating and redesignating of local workforce development areas, are as follows:

- Realignment:
 - Realigning Jefferson County with CareerSource Capital Region (Local Workforce Development Area 5, currently Leon, Gadsden and Wakulla counties) resulting in a new four-county area instead of with CareerSource North Florida (Local Workforce Development Area 6), resulting in a new five-county area for North Florida that includes only Madison, Taylor, Lafayette, Hamilton and Suwannee counties.
 - Realigning Monroe County with CareerSource Southwest Florida (Local Workforce Development Area 24) instead of with CareerSource South Florida (Local Workforce Development Area 23). CareerSource Southwest

Florida would become a six-county area by adding Monroe County to its service area that already includes Charlotte, Collier, Glades, Hendry and Lee counties. CareerSource South Florida would become a single-county service area for Miami-Dade County only, Florida's largest county.

- Consolidation:
 - Consolidating CareerSource Florida Crown (Local Workforce Development Area 7) and CareerSource North Central Florida (Local Workforce Development Area 9). The new combined six-county local workforce development area would include the following: Alachua, Bradford, Columbia, Dixie, Gilchrist and Union counties.
 - Consolidating CareerSource Flagler Volusia (Local Workforce Development Area 11) and CareerSource Brevard (Local Workforce Development Area 13) to create a new three-county local workforce development area for Flagler, Volusia and Brevard counties.
 - Consolidating CareerSource Pinellas (Local Workforce Development Area 14) and CareerSource Tampa Bay (Local Workforce Development Area 15) to create a new, two-county local workforce development area composed of Hillsborough and Pinellas counties.

These changes would further efforts to join highly interconnected counties to reduce administrative redundancies and maintain or improve economic development alignment to drive regional growth. In several instances, these changes reinforce strong commuting patterns, align labor market areas and reduce the number of local workforce development boards serving in some Metropolitan Statistical Areas. The proposed changes largely maintain or improve access to education and training providers.

While local leaders in communities directly affected by realignment will need to come together in their new local workforce development areas to evaluate and make appropriate administrative and operational changes, this work should not affect the continuation of services provided locally through career centers to businesses and job seekers. The number and location of career centers is not tied to how many local workforce development areas exist but is instead a locally driven decision that also must comply with federal and state policies for ensuring quality services are accessible to every community.

More detailed descriptions on impact and information about the option to reduce the number of local workforce development boards to 21 as well as other options outlined by EY for potentially reducing the number of boards and local workforce development areas to 19 or 16 can be found in the Future State Options Report included with the agenda materials for this meeting and on CareerSource Florida's REACH Act Implementation information page at careersourceflorida.com.

The local workforce development areas for 11 other boards would remain the same. However, every local workforce development board in the state would be subject to improvements reflected by the two additional pillars for transformation that will be discussed later in this action item.

A new local governance structure of 21 boards would address the REACH Act directive for board reduction while maintaining a strong localized approach to service delivery in Florida's vast and diverse communities. This recommendation additionally considers extensive stakeholder input highlighting successes in a workforce system that performs well overall on both the federal and state level and requesting to minimize changes to the current governance structure. It also opens a door for identifying additional strategies with statewide impact that can further address the three REACH Act objectives for board reduction to eliminate layers of administration to improve coordination, establish consistency that improves accountability and help maximize resources directed to training and business services. Thus, emerging from the EY research are future considerations for system-wide improvements that can be achieved beyond alignment and consolidation to combine and leverage resources across the entire workforce system while maintaining and improving local service levels.

System-wide Improvements

During its stakeholder engagement and research work, EY identified potential improvements through organizational and structural changes, streamlined user experiences and modernized processes and technologies. These system-wide improvements in areas such as technology, administration, fiscal, procurement/contracts and programmatic policies reflect a second pillar for transformation. EY's findings, as noted by CareerSource Florida and the REACH Office, provide an unprecedented opportunity to combine strategic local workforce development board alignment changes with statewide and state-level improvements in policy and operations to further enhance consistency and coordination among and between local workforce development boards and state workforce partners including CareerSource Florida and the Florida Department of Economic Opportunity. Focusing on greater opportunities for system-wide consistency will help streamline experiences for job seekers, workers and businesses, allowing a more agile workforce system to cultivate and strengthen local and state partnerships to advance workforce development priorities and outcomes and better adapt to changing marketplace and consumer expectations.

Regional Planning

The third and final pillar recommended for system transformation is the development of WIOA planning regions. Currently, Florida has 24 local workforce development boards and areas and an equal number of planning regions. However, WIOA strongly encourages states to create planning regions that combine two or more local workforce development boards and areas to "align workforce development activities and resources with larger regional economic development areas and available resources to provide

coordinated and efficient services to both job seekers and employers.” Further, the U.S. Department of Labor, strongly supports greater collaboration among local workforce development boards to build system capacity through regional service strategies, promote better alignment with economic development and education partners, improve workforce service quality and performance, including through coordinated and pooled funds for administrative costs, as well as regional planning and the coordination of supportive services for job seekers in need. A future structure for planning regions in Florida among a newly structured 21 local workforce development boards would also allow the CareerSource Florida network to continue seeking system-wide access, alignment and accountability improvements expected by the REACH Act.

Conclusion

The CareerSource Florida Board of Directors serves as the Governor’s principal workforce policy and investment board. In addition, the state board works closely with the Department of Economic Opportunity, which is responsible for the state workforce system’s fiscal and administrative affairs. Together they provide policy leadership and oversight for Florida’s local workforce development boards that serve job seekers, workers and businesses through about 100 career centers. Collectively, these entities make up the CareerSource Florida network, a key contributor to Florida’s overall workforce development efforts. The REACH Act defines Florida’s broader workforce development system as the “entities and activities that contribute to the state’s talent pipeline system through education, training, and support services that prepare individuals for employment or career advancement, and the entities that are responsible for oversight or conducting those activities such as CareerSource Florida, Inc., local workforce development boards, one-stop career centers, the Department of Economic Opportunity, the Department of Education, and the Department of Children and Families.”

The Florida Workforce System Transformation Plan underscores the CareerSource Florida network’s commitment to continuous improvement and creates a framework for innovation. The plan will create accessible and enhanced approaches to service delivery for job seekers, workers and businesses as well as improved opportunities for leveraging regional partnerships and workforce development strategies and resources. Together, the recommended three pillars represent a transformational shift to improve access to and performance outcomes by the CareerSource Florida network for years to come. More details about EY’s research and findings that examine the state workforce system and support these recommendations can be found in the following four reports available on the CareerSource Florida website:

- [Future State Options](#) (February 2023)
- [Operational and Organizational Research](#) (February 2023)
- [Stakeholder Engagement Summary](#) (January 2023)
- [Statewide Data Collection and Analysis](#) (November 2022)

Consolidated Action Item – Reimagining Florida’s Workforce System: A Three-Pillar Plan for Transformation.

* * * * *

FOR CONSIDERATION

1. Approve a recommendation to the Governor for a combination of four realigned and six consolidated local workforce development areas (six consolidated into three) and the continuation of 11 existing areas with no geographic and local workforce development board governance changes that would reduce the number of local boards in Florida from 24 to 21 to comply with the state REACH Act.
2. Direct the CareerSource Florida professional team and the Department of Economic Opportunity, in collaboration with the Governor’s REACH Office and local workforce development boards, to develop a plan for specific system-wide improvements for consistency, improved customer experience and efficiencies to include, but may not be limited to, technology, administration, fiscal, procurement/contracts and programmatic policies.
3. Direct the CareerSource Florida professional team, in collaboration with the Governor’s REACH Office, the Department of Economic Opportunity and local workforce development boards, to develop recommendations to the Governor and state workforce development board for the designation of WIOA-compliant planning regions made up of two or more local workforce development areas and boards to further improve workforce system alignment with larger economic development areas to support economic mobility, growth and prosperity.

Information Items



Speakers' Bios

Stacy Campbell-Domineck

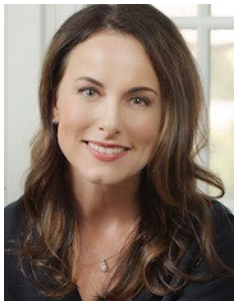


Stacy Campbell-Domineck serves as president and CEO of CareerSource Polk. In this role, Ms. Campbell-Domineck leads a workforce system consisting of two full-service career centers, a mobile unit, an administrative office and an employer services division. She has served the organization for nearly 20 years in a variety of roles including assistant director, program director and her current role. She also serves as president of the Florida Workforce Development Association representing Florida's local workforce development boards statewide.

Ms. Campbell-Domineck takes seriously the responsibility of improving Polk County's workforce through continuous improvement in skills development and leadership management. Prior to joining CareerSource Polk, she served in leadership positions at the University of Florida and Florida Southern College.

Ms. Campbell-Domineck holds bachelor's and master's degrees from Mississippi State University. She is a certified Senior Professional in Human Resources, a certified Florida and National Workforce Development Professional and a Job and Career Transition Coach.

Amy Holloway



Amy Holloway is a principal and national director of Economic Development Advisory Services at Ernst & Young LLP. She assists clients with economic development strategies, leadership engagement, competitive assessments and benchmarking analyses, visioning, goal setting and organizational planning. She is a national thought leader and speaker on the topic of economic development.

Over the course of her 25-year career, Holloway has served as an advisor to more than 200 communities across the Americas and Europe. Her work has established strategic plans that coalesce community leaders around a shared course of action to grow jobs and business investment and improve opportunities for all residents. This has resulted in the creation of tens of thousands of new jobs and billions in capital investment.

Prior to joining EY, Holloway was a successful entrepreneur. After a decade as a consultant at other companies, she established Avalanche Consulting in 2005, which became a prominent national economic development consultancy. In the 15 years before joining EY, Avalanche worked for more than 150 communities. Its experience includes serving as the economic development strategist in regions such as Atlanta, Charleston, Charlotte, Cincinnati, Columbus, Houston, Jacksonville and Miami, as well as thriving small and mid-sized communities across the United States.

Chris Ward



Chris Ward is a principal and Americas leader for markets and industry sectors for the People Advisory Services (PAS) practice with Ernst & Young LLP. He previously served as the PAS Southeast Region leader and the PAS Americas Sector leader for both consumer products and retail and government and public service. With more than 25 years of management consulting experience, Ward has advised C-level executives at Fortune 1000 companies, public sector organizations, workforce organizations and boards, and higher education institutions.

Ward started his career with a leading management consulting, technology, and outsourcing company. He focused on large-scale transformation initiatives and served several Fortune 500 and large public sector clients. In 2007, Ward founded CharAge Group, Inc. (CGI), a management consulting, corporate services and product innovation company.

Ward has served as an Advisory Council member for the Salvation Army's Boys & Girls Clubs of Greater Atlanta since 2003.

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