

Strategic Policy and Performance Council Meeting Agenda

JUNE 6, 2023 • 9 – 11 A.M. ET

PARKVIEW AT CASCADES

414 E. BLOXHAM STREET, TALLAHASSEE, FL 32301

MEETING ROOM: BALLROOM

Chair's Welcome and Remarks

Sophia Eccleston

Business and Workforce Strategies Unit Initiatives Update

Dan McGrew

Senior Vice President, Business and Workforce Strategies

Consent Agenda

Sophia Eccleston

1. Feb. 22, 2023, Meeting Minutes
2. Sunset Reobligation and Deobligation of Temporary Assistance for Needy Families (TANF) Funds Strategic Policy

Florida Workforce System Transformation:

Action Items

Dan McGrew

1. Board Governance and Leadership Strategic Policy Revision
2. Revision to Certification of Local Workforce Development Areas and Local Workforce Development Boards Strategic Policy
3. Florida Career Ladder Identifier and Financial Forecaster (CLIFF) Dashboard Strategic Policy

Statewide Labor Market & Program Performance Update

Jimmy Heckman

Chief, Bureau of Workforce Statistics and Economic Research

Florida Department of Economic Opportunity

Kristy Farina

Economic Research and Analysis Administrator

Florida Department of Economic Opportunity

Open Discussion/Public Comment

Chair's Closing Remarks

Sophia Eccleston

Information Items

UPCOMING MEETINGS

Board of Directors Field Experience
12 – 1:30 p.m., Lively Technical College

Finance Council
June 6, 2:30 – 4:30 p.m., Ballroom

Board of Directors Meeting
June 7, 9 a.m. – 12:30 p.m., Ballroom

Board of Directors and Council Meetings
September 18-19, 2023

Board of Directors and Council Meetings
December 2023



Program Year 2022-2023 Business and Workforce Strategies Team Initiatives

Credentials Review Committee

In 2021, the Florida Legislature unanimously passed and Governor Ron DeSantis signed the Reimagining Education and Career Help (REACH) Act ([Chapter 2021-164](#), Florida Statutes) to address the evolving needs of Florida's economy by increasing collaboration and cooperation among businesses and education communities while improving access to a more integrated workforce education training system for all Floridians.

The REACH Act directed CareerSource Florida to convene a Credentials Review Committee to identify degree and nondegree credentials of value, develop a Master Credentials List for performance funding, and establish policy direction for funding that prioritizes outcomes.

Status update: Following final development of an online Master Credentials List application platform and supporting business processes in early 2023, the first set of credential submissions was received by the March 15 deadline. Over the next several weeks the interagency partner group evaluated the applications against the Framework of Quality adopted in December 2022 and recommended credentials that satisfied those criteria for addition to the Master Credentials List at the Credentials Review Committee meeting in May.

At the direction of the committee, the CareerSource Florida professional team contracted with Lightcast to complete research and analysis on occupational career pathways that link credentials in a sequence leading to higher-paying jobs. Lightcast presented the preliminary findings to the committee at the May meeting and the complete report will be available in the coming weeks.

Additionally, the CareerSource Florida professional team partnered with the Florida Chamber Foundation to participate in regional industry focus groups. The purpose of these groups was to inform and engage businesses on the work of the Credentials Review Committee and identify gaps or needs not identified on the Master Credentials List. Preliminary findings were reported to the committee at the May meeting.

New data from the Labor Market Estimating Conference is anticipated this summer. The Master Credentials List will continue to evolve as new credentials that meet current labor market needs are added during the year. Credentials Review Committee work and related cross-partner REACH Act implementation efforts aimed at increasing alignment and efficiencies as well as strengthening outcomes for stakeholders across Florida's workforce and education systems, will continue through the remainder of this program year and into the next. All meetings of the Credentials Review Committee and associated documents can be viewed [online](#).

Local Workforce Development Board Letter Grades

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

Status update: Using the letter grade methodology adopted in 2022, baseline informational grades for the 2021-2022 program year were calculated and shared with the CareerSource Florida Board of Directors in late 2022. In January of this year, the interagency team conducted a technical assistance webinar in conjunction with the release of performance data for Quarter 1 of program year 2022-23. In early April, performance data for Quarter 2

was released, at which point case-level reports for each local workforce development board were also made available for the first time. Information on letter grades can be found on CareerSource Florida's [Analytics site](#).

Florida Career Ladder Identifier and Financial Forecaster (CLIFF) Dashboard

The Florida CLIFF Dashboard, developed through a partnership between CareerSource Florida and the Federal Reserve Bank of Atlanta, provides information to help users understand the potential impact of employment earnings on the timing and size of reductions in public assistance as individuals progress along in-demand career pathways on their road to self-sufficiency. While the initial development of this tool predates the passage of the REACH Act, this instrument aligns with key activities and objectives outlined in the law. This robust and valuable tool has been available since early 2022: floridacliffdashboard.com.

Status Update: The partnership between the Federal Reserve Bank of Atlanta and the professional team at CareerSource Florida continues to pursue expanded use of the CLIFF tools across the network and around the state. Earlier this year, the Federal Reserve team introduced an additional resource to the CLIFF suite, which now includes three tools that can be deployed strategically with different customer groups along a theoretical crisis-stability continuum: CLIFF Snapshot is for those who need immediate assistance in stabilizing their financial situation; the Florida CLIFF Dashboard (the subject of our pilot initiative in 2022) focuses on the mitigation of benefit cliffs for individuals on public assistance as they earn more money and proceed along the path to self-sufficiency; and the CLIFF Financial Planner allows for a more detailed examination of the mechanics of a household's finances. Following completion of Spanish versions of the Dashboard and the informational video on this powerful tool earlier this year, current plans include reaching users whose native language is Creole.

Looking ahead to next program year, the CLIFF collaboration team is focused on promoting statewide implementation of the CLIFF suite of tools across the CareerSource Florida network. To that end, a strategic policy on CLIFF usage has been submitted for consideration by the Strategic Policy and Performance Council and the CareerSource Florida Board. Finally, in the context of interagency efforts, our team aims to leverage connections between the CLIFF tools and the work of the Hope Florida — A Pathway to Prosperity initiative led by the Florida Department of Children and Families. As in the past, these efforts are focused on promoting expanded usage of the tools and exploring additional programmatic use cases and external partner engagement. Informational and training resources for the Florida CLIFF suite of tools can be found on the [Policies and Initiatives page](#).

Apprenticeship Expansion

For the 2022-2023 fiscal year, the CareerSource Florida Board of Directors approved \$1.5 million to support Apprenticeship Navigators, regional experts in registered apprenticeship, at each of the 24 local workforce development boards. Apprenticeship Navigators at the local level conduct outreach with business leaders, local governments, associations, community groups and education partners to develop and expand registered apprenticeships and pre-apprenticeships as a work-based talent solution.

Status Update: CareerSource Florida and the Apprenticeship Navigators participated in 11 Apprenticeship Accelerator events throughout the state this fiscal year at which employers, education partners and industry associations learned about the benefits of registered apprenticeships to train and develop their own talent. These events focused on numerous industries including aviation and aerospace, healthcare, advanced manufacturing, information technology, construction, supply chain, logistics and transportation, and emerging industries. Three new registered apprenticeship programs have been created as a direct result of the Apprenticeship Accelerators, with an additional six currently in the process of registration.

Navigators continue to meet with employers, present at industry events, organize apprenticeship hiring events, and connect interested job seekers to apprenticeships, resulting in the creation of new registered apprenticeship programs, expansion of existing programs and support of apprentices. As an example, Apprenticeship Navigators throughout the state are currently working to connect 44 healthcare pre-apprentice graduates to apprenticeship employers in their region. Apprenticeship Navigators report more than 40 programs are becoming registered, have been registered or have expanded their programs to include new employers this year alone.

Industry Engagement

A key component of CareerSource Florida's mission is connecting employers with qualified, skilled talent. The Business and Workforce Strategies team employs a sector strategy approach aligned with the state's industry sectors of focus. Senior Director Dehryl McCall focuses on manufacturing, trade and logistics, headquarters, and financial/professional services. Director Carmen Hilbert specializes in aviation/aerospace and information technology. Director Susan Bosse focuses on healthcare/life sciences and apprenticeships. The team collaborates with industry leaders, associations, and state and local workforce, economic development, and education partners to identify talent solutions for these target industries. Examples of partnerships include the Florida Chamber Foundation, the Florida Economic Development Council, FloridaMakes, Florida Trucking Association, Space Florida, IT consortiums, the Florida Senior Living Association, and the Florida Hospital Association.

Status Update: In late March and early April, Chamber Foundation staff, in cooperation and concert with CareerSource Florida staff, convened a series of employer focus groups in Pensacola, Jacksonville, Tampa, Fort Myers, Miami and Orlando. Additional virtual focus groups are being planned for June targeting the Tallahassee and Ocala regions.

Approximately 70 employers convened to examine skills-based employment needs that previous research identified as playing a key role in Florida's continued economic growth and development:

- Manufacturing/Construction/Skilled Trades
- Information Technology
- Healthcare
- Professional Services/Business and Finance

Research objectives included gaining additional insights on current and emerging skills needs, cataloguing best practices in employer-educator partnerships, and identifying ways to maximize use of training support initiatives. Each session introduced employers to the work of the Credentials Review Committee, including an overview of the Framework of Quality, allowing for feedback on the Master Credentials List itself, and identifying preferred methods for future employer engagement.

All learnings deriving from these sessions will inform strategies and policy recommendations in the final report of research findings to be released in late 2023.

Quick Response Training and Incumbent Worker Training Programs

The state-funded Quick Response Training grant program is a proven investment in supporting job creation and ensuring Florida has a highly skilled workforce to meet the talent needs of new-to-Florida or expanding businesses. Eligible businesses receive reimbursement for a portion of their training costs for newly hired employees in high-skill, high-wage jobs. Since 1993, CareerSource Florida has assisted more than 950 new and expanding companies in the state of Florida in the recruitment, selection, and training of more than 200,000 employees through the Quick Response Training grant program.

Incumbent Worker Training grants help businesses close skills gaps within their existing workforce, allowing companies to retain workers, grow, and prosper. Since 1999, the Incumbent Worker Training program has assisted more than 2,900 businesses and trained at least 195,000 workers.

Status Update: During the current program year, CareerSource Florida has executed more than \$4.1 million in contracts for Quick Response Training and \$1.3 million in contracts for Incumbent Worker Training. These programs continue to play a vital role in Florida's overall talent development efforts by ensuring Florida has a highly skilled workforce to meet the state's talent needs.

Consent Item 1

Approved _____
Disapproved _____

Consent Item 1

February 22, 2023, 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 22, 2023, Meeting Minutes, to include any modifications or changes noted by the board.

CareerSource Florida
Strategic Policy and Performance Council Meeting Minutes
February 22, 2023

I. Call to Order

Chair Sophia Eccleston called the meeting to order at 2 p.m. on February 22, 2023.

II. Roll Call

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

Shevaun Harris
Kiley Damone
Laurie Sallarulo
Holly Borgmann
Robert Doyle
Sophia Eccleston
Bayne Beecher
Eric Hall
Tim Hinson
Joe Marino

III. Member Introduction

Chair Eccleston welcomed new council members and asked them to introduce themselves, stating which organization they represent on the Strategic Policy and Performance Council (SPPC).

IV. Consent Item

Chair Eccleston called for a motion to approve the meeting minutes from the June 2022 meeting.

Motion: Eric Hall
Second: Shevaun Harris

The Consent Item passed unanimously.

I. Strategic Policy and Performance Council Overview

CareerSource Florida Business and Workforce Strategies Senior Vice President Dan McGrew presented an overview of the SPPC and its roles and responsibilities, including the council's role in Policy Development, Workforce Innovation and Opportunity Act (WIOA) Plan Development and Performance Reporting.

Under WIOA, Florida is required to submit a strategic plan for the state workforce system every four years and modify the plan every two years. McGrew acknowledged CareerSource Florida Business and Workforce Strategies Policy Analyst Warren Davis's role as the staff member who collaborates with state partners and key partner agencies to develop and submit the WIOA Unified Plan.

The WIOA Unified Plan is published on the CareerSource Florida website and includes a variety of strategic elements, including labor market information, demographic populations, credential attainment rates, emerging industries, performance goals and other items.

McGrew talked about two types of policies: strategic policies that guide the goals and objectives of implementation, and administrative policies that are managed by the Florida Department of Economic Opportunity (DEO) to establish specific business rules, requirements and processes at the state level.

McGrew highlighted the importance of performance reporting, noting the letter grades recently assigned to local workforce development boards based on criteria established by the Governor's Reimagining Education and Career Help (REACH) Office. Letter grades were determined using data from the 2021-2022 fiscal year and were intended to measure and identify areas for improvement in outcomes for job seekers, workers and businesses.

II. Florida Department of Economic Opportunity Update

Florida Department of Economic Opportunity Workforce Statistics and Economic Research Bureau Chief Jimmy Heckman provided an economic update for Florida. He compared national and statewide statistics and highlighted a lower unemployment rate in Florida compared to the US. Additionally, he noted significant growth in Florida's private-sector jobs and overall labor force.

Heckman provided a detailed breakdown of the unemployment rate by county, including the counties with the highest and lowest rates in December 2022. He gave an overview on net industry growth since February 2020 and shared results from the US Bureau of Labor Statistics Job Openings and Labor Turnover Survey, which showed the number of job openings, hires and resignations from September 2012 to September 2022.

Heckman concluded his presentation by sharing the increasing number of new business applications in Florida and the state's population growth and net migration in comparison with other states like Texas and North Carolina. In 2021, Florida saw a three-fold increase in net job flows from out of state, resulting in the second largest influx of workers behind Texas.

Council member Holly Borgmann asked whether the Florida labor force report includes residents working in other states. Heckman clarified that the report represents workers according to their employer.

Additional questions from members included whether the unemployment rate includes a demographic breakdown, specifically among youth and retirees returning to the workforce and how they are trending. Heckman said the demographic breakdown is not included in the report but an update on those demographics was shared at a previous meeting.

Chair Eccleston said she would like to see a breakdown of unemployment in key industries. Heckman said he could provide an update on unemployed Floridians that includes their education level and most recent employer.

III. Performance Monitoring

CareerSource Florida Business and Workforce Strategies Senior Director Adam Briggs, Ph.D., presented an overview of performance monitoring. Briggs shared quarterly performance goals and results for the 2022-2023 Program Year for WIOA and Wagner-Peyser programs.

Briggs gave an overview of the work of the CareerSource Florida Business and Workforce Strategies team and invited council members to visit the online Workforce Training Institute to view training modules to learn how performance is defined, measured, and reported. He also gave an update on letter grades for local workforce development boards and the Get There Faster state initiative.

Members asked if the Business and Workforce Strategies team could consider other variables in measuring performance. Briggs said there are opportunities to consider additional inputs that drive outcomes.

Chair Eccleston asked when letter grades will be final. Briggs said letter grades will be published annually near the end of the calendar year.

Council member Shevaun Harris said she would like to learn how the Florida Department of Children and Families can further support local workforce development boards with job readiness in terms of providing useful information to customers.

IV. Business and Workforce Strategic Initiatives

McGrew introduced more CareerSource Florida Business and Workforce Strategies team members – Senior Director Dehryl McCall, Director Susan Bosse, Director Carmen Hilbert and Senior Program Analyst Jacqueline Barreiros. They each shared brief background on their role at CareerSource Florida and how they support the council and industry sector engagement.

Members asked about the completion rates among registered apprenticeships and how registered apprenticeships are funded. Bosse said the retention rate has improved and she would provide a report from the Florida Department of Education that covers apprenticeship completion rates.

Members asked if the Analytics website was aligned with the Americans with Disabilities Act. McGrew said yes and acknowledged council member Robert Doyle, director of the Division of Blind Services at the Florida Department of Education, for his team's review and input of the website.

V. Open Discussion/Public Comment

Chair Eccleston asked if any board members or members of the public wished to comment on board business or other topics.

Council member Laurie Sallarulo thanked the speakers for providing helpful information to new council members.

There were no public comments.

Approved _____
Disapproved _____

Consent Item 2

SUNSET CAREERSOURCE FLORIDA STRATEGIC POLICY – 2005.08.25.A.2 – TEMPORARY ASSISTANCE FOR NEEDY FAMILIES (TANF) DEOBLIGATION POLICY MODIFICATION

In 2005, the CareerSource Florida Board of Directors, known at the time as Workforce Florida, approved a strategic policy to appropriately deobligate surplus Temporary Assistance for Needy Families (TANF) funds, resulting in these funds reverting to the state. This policy was originally designed to promote effective and efficient use of TANF funds statewide and to maximize the use of these funds by recommending sanctions for local workforce development boards that fail to timely and voluntarily deobligate TANF funds.

In 2021, the Policy Development Framework and the Statewide Workforce Development Board Policymaking Authority and Delegation Strategic Policy were adopted by this council and the Board of Directors. The framework and policy call for a periodic review of CareerSource Florida policies. For retention, strategic policies must focus on strategy or existing initiatives rather than operational aspects of workforce system oversight. Policies determined to be more operational may be transferred to the Florida Department of Economic Opportunity for administration. Obsolete or ineffective policies may be eliminated by action or consent of the CareerSource Florida Board of Directors.

The CareerSource Florida professional team reviewed the TANF Deobligation and Reobligation Strategic Policy and determined this policy is operational in nature. The professional team consulted with the Department of Economic Opportunity's Bureau of One Stop and Program Support and Bureau of Financial Management.

The Department of Economic Opportunity has existing and sufficient operational processes in place to carry out the deobligation and reobligation of TANF funds.

CareerSource Florida recommends the Strategic Policy and Performance Council refer this policy to the Board of Directors to sunset the strategic policy and transfer authority for this process to the Department of Economic Opportunity.

FOR CONSIDERATION

- **Approve Sunset of Strategic Policy – 2005.08.25.A.2 – TANF Deobligation Policy Modification and remove the policy from the CareerSource Florida Strategic Policy portfolio.**

Approved _____
Disapproved _____

Action Item 1

CAREERSOURCE FLORIDA STRATEGIC POLICY – 2020.02.20.A.1 BOARD GOVERNANCE AND LEADERSHIP

Under the Workforce Innovation and Opportunity Act (WIOA), local workforce development boards, partner programs and entities jointly responsible for workforce and economic development, educational and other human resource programs collaborate and create an ethical, transparent customer-focused career center network that integrates service delivery across all programs. This includes taking all necessary steps to avoid the appearance of conflicts of interest.

CareerSource Florida Strategic Policy 2020.02.20.A.1 – Board Governance and Leadership requires local workforce development boards to employ sound management practices and controls for the proper expenditure of funds and verification of program outcomes. Both local workforce development board members and staff must maintain integrity, accountability and transparency in decisions and actions that earn and protect the public trust.

This policy requires local workforce development boards and local workforce development areas to align local strategies and policies for employment, education and training with the Workforce Innovation and Opportunity Act (WIOA), the Reimagining Education and Career Help (REACH) Act, other Florida laws, CareerSource Florida strategic and administrative policies, and the state's workforce development plan. Local strategies shall prioritize employment, emphasize education and training, and ensure local boards are responsive to Florida employers' demand for qualified workforce talent. These strategies shall be written and placed in each local workforce development board's four-year plan and reflected in the local workforce development board operating policies.

Revisions to Strategic Policy 2020.02.20.A.1 – Board Governance and Leadership were recommended by the CareerSource Florida professional team and the Department of Economic Opportunity, Bureau of One-Stop and Program Support to support the Florida Workforce System Transformation Plan approved at the February board meeting and changes to Florida law in the 2023 Legislative Session. Revisions include:

- The requirement that local workforce development board composition appropriately and equitably includes representation from all counties in the designated area;

- The requirement that local workforce development boards implement a regular review process for Chief Executive Officers/Executive Directors to include performance on state and federal programs administered by the local workforce development board in the area and performance on state letter grades;
- Inclusion of new requirements for local workforce development board chairs to appoint members to an education and industry consortium for the area.

Local workforce development board staff were selected to provide consultation and review of this revised policy.

FOR CONSIDERATION

- **Approve revisions to Strategic Policy – 2020.02.20.A.1—Board Governance and Leadership.**



2020.02.20.A.1

Strategic Policy

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

I. PURPOSE AND SCOPE

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

Under the Workforce Innovation and Opportunity Act (WIOA), local workforce development boards, partner programs and entities jointly responsible for workforce and economic development, educational and other human resource programs must collaborate and create an ethical, transparent customer-focused career center network that integrates service delivery across all programs. This integrated system enhances job seekers' access to training programs and resources that build quality skills, provide employment opportunities and create a pipeline of talent for employers to find and hire qualified candidates.

This policy applies to CareerSource Florida, the Florida Department of Economic Opportunity and all local workforce development boards. Local workforce development boards shall align local strategies and policies for employment, education and training with the WIOA, Florida law and the state's workforce development plan. Local strategies shall prioritize employment, emphasize education and training, and ensure local workforce development boards are responsive to Florida employers' demand for qualified workforce talent. These strategies shall be written and placed in each local workforce development board's four-year plan and reflected in the local workforce development board operating policies.

II. BACKGROUND

State Workforce Development Board

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

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

Local Workforce Development Boards

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

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

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

III. POLICY

High-Performing Local Workforce Development Boards

Through this policy, the CareerSource Florida Board of Directors requires local workforce development boards to meet the functions described in WIOA, Sections 107 and 108, and employ sound management practices and controls for the proper expenditure of funds and verification of program outcomes. Local workforce development boards place a strong emphasis on data-driven decisions and encourage board staff to employ proven measurement and improvement systems to evaluate performance.

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

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

Both local workforce development board members and staff must maintain integrity, accountability and transparency in decisions and actions that earn and protect the public trust in compliance with CareerSource Florida Strategic Policy 2018.09.26.A.1: Ethics and

Transparency. This includes taking all necessary steps to avoid the appearance of conflicts of interest.

Local Workforce Development Area Representation

WIOA requires the chief local elected official(s) in each local area to play an active role in both the strategic planning and ongoing operation of the local system. The CLEO(s) is authorized to appoint the members of the local workforce development board in accordance with criteria established in Public Law 113-128, Section 107, the Workforce Innovation and Opportunity Act, and Chapter 445.007, Florida Statutes. Business representatives appointed to the local board shall include the industry sectors of focus identified in the local area WIOA plan.

The CLEO(s) may not delegate the responsibility of appointing members to the local workforce development board, to the executive director or to staff.

Designated local workforce development areas that are composed of multiple counties shall develop a process for all chief local elected officials to participate in the appointments process to ensure appropriate and equitable representation from all counties included in the area and reflect the representation in interlocal, consortium and/or other agreements. Chief local elected officials who are not active members of local workforce development boards are encouraged to participate in board meetings.

Duties of the Chair

Each local workforce development board shall elect a chair to direct the business of the board. The chair must be one of the business representatives on the board as described in WIOA Section 107(b)(2). Each local workforce development board may designate and direct the activities of standing committees to provide information and to assist the local workforce development board in conducting activities described in WIOA Section 107. Such standing committees shall be chaired by members of the board and shall include other individuals appointed by the local workforce development board as persons determined by the local workforce development board to have appropriate experience and expertise.

The board chair shall not simultaneously act as the employed Chief Executive Officer, President or Chief Financial Officer of any local workforce development board or career center.

Education and Industry Consortia

Each local workforce development board shall create an education and industry consortium composed of representatives of educational entities and businesses in the designated service delivery area. Education and industry consortia in each local area shall provide quarterly reports to the applicable local board which provide community-based information related to educational programs and industry needs to assist the local board in making decisions on programs, services, and partnerships in the service delivery area. The local board shall consider the information obtained from the consortium to determine the most effective ways to grow, retain and attract talent to the service delivery area.

The chair of the local workforce development board shall appoint the consortium members. A member of a local workforce development board shall not serve as a member of the consortium. Consortium members shall be appointed for two-year terms beginning on January 1 of the year of appointment, and any vacancy on the consortium must be filled for the remainder of the unexpired term in the same manner as the original appointment.

Education and industry consortiums are subject to state law and CareerSource Florida strategic and administrative policies.

Management of Executives

To effectively fulfill their responsibilities and expectations, local workforce development boards may hire executive directors, presidents and/or chief executive officers to conduct the board-directed programmatic, financial and operational functions of the local workforce development board and one-stop career centers. Local workforce development boards shall have policies requiring regular performance reviews for the executive director, president and/or chief executive officers. Performance reviews must, at a minimum, include local area performance in the federal and state programs administered by the workforce board in the designated area including, but not limited to WIOA, Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), and state-issued letter grades.

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

Chief executive officers, chief operating officers and chief financial officers shall not simultaneously act as members of any local workforce development board.

Contracts and Curing Conflicts of Interest

Local boards must adopt and abide by a conflict-of-interest policy that ensures compliance with federal and state laws, rules and regulations and applicable state policies. Upon appointment to the local board, members must be educated about and acknowledge state and local conflict-of-interest policies.

To increase transparency and accountability, a local workforce development board must comply with the requirements of Chapter 445.007(11), Florida Statutes before contracting with a member of the local board; a relative, as defined in Section 112.3143(1)(c), of a local board member; an organization or individual represented on the local board; or an employee of the local board. Such contracts may not be executed before or without the prior approval of the Department of Economic Opportunity. Such contracts, as well as documentation demonstrating adherence to Chapter 445.007(11), Florida Statutes as specified by the Department of Economic Opportunity, must be submitted to the department for review and approval. Such a contract must be approved by a two-thirds vote of the local board, a quorum having been established; all conflicts of interest must be disclosed before the vote in a manner that is consistent with the procedures outlined in Section 112.3143(4), Florida Statutes, and any member who may benefit from the contract, or whose organization or relative may benefit from the contract, must abstain from the vote. A contract subject to the requirements of Chapter 445.007(11), Florida Statutes may not be included on a consent agenda.

A contract under \$10,000 between a local workforce development board; a relative as defined in Section 112.3143(1)(c), of a local workforce development board member; or an employee of the local workforce development board is not required to have the prior approval of the Department of Economic Opportunity, but must be approved by a two-thirds vote of the local workforce development board, a quorum having been established, and must be reported to the

Department of Economic Opportunity and the CareerSource Florida Board of Directors within 30 days after approval.

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

In considering whether to approve a contract under Section 445.007(11), Florida Statutes, the Department of Economic Opportunity shall review and consider all documentation provided to the department by the local workforce development board, including the performance of the entity with which the local workforce development board is proposing to contract with, if applicable, and the nature, size, and makeup of the business community served by the local workforce development board, including whether the entity with which the local workforce development board is proposing to contract with is the only provider of the desired goods or services within the area served by the local workforce development board.

Local Workforce Development Board Budget

Subject to the approval of the chief local elected official, each local workforce development board shall develop a budget for the purpose of performing the duties of the local board under WIOA Section 107, Section 108 and Section 445.007, Florida Statutes. Each local board shall submit its annual budget for review to the Department of Economic Opportunity no later than two weeks after the chair approves the budget. The local board shall publish the budget on its website within 10 days after approval by the Department. The budget shall remain published on the website for the duration of the fiscal year for which it accounts for the expenditure of funds.

Employee Compensation

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

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

Return of Organization Exempt from Income Tax

Each local workforce development board shall annually publish its most recent Internal Revenue Service Form 990, Return of Organization Exempt from Income Tax, on its website, or the department's website if the local workforce development board does not maintain a website. The form must be posted on the local workforce development board's website within 60 calendar

days after it is filed with the Internal Revenue Service and remain posted for three years after it is filed.

IV. AUTHORITY

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

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

[Training and Employment Guidance Letter 35-10](#)

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

[Chapter 112, Florida Statutes](#)

[Chapter 119, Florida Statutes](#)

[Chapter 286, Florida Statutes](#)

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

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

[CareerSource Florida Strategic Policy 2021.12.09.A.1 – Comprehensive Employment Education and Training Strategy](#)

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

[Memorandum July 1, 2021: Reimagining Education and Career Help Act \(House Bill 1507\) and Related Party Contracts](#)

IV. RESOURCES

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

[Reimagining Florida’s Workforce System: A Three-Pillar Plan for Transformation](#)

V. HISTORY

Description

06/07/2023	Updated to reflect changes to Chapter 445, Florida Statutes, implementation of the 2021 Reimagining Education and Career Help (REACH) Act and implementation of Florida's Workforce System Transformation Plan; Strikes the term "chartering" and refers specifically to certification of local areas and local workforce development boards.
02/20/2020	Adopted by CareerSource Florida Board of Directors

Approved _____
Disapproved _____

Action Item 2

CAREERSOURCE FLORIDA STRATEGIC POLICY – 2008.08.15.8D REVISION TO CERTIFICATION OF LOCAL WORKFORCE DEVELOPMENT AREAS AND LOCAL WORKFORCE DEVELOPMENT BOARDS

Pursuant to Public Law 113-128, Workforce Innovation and Opportunity Act (WIOA), Section 107(2) and Chapter 445.007, Florida Statutes, the Governor is responsible for certifying local workforce development boards within the CareerSource Florida network. The Governor shall certify local workforce development boards every two years based on criteria established by Florida Statutes, the state workforce development board and the Florida Department of Economic Opportunity. Criteria shall be based on execution of statewide strategic and administrative policies, compliance with local planning instructions, performance accountability measures and sustained fiscal integrity as defined in WIOA Section 106(e)(2).

CareerSource Florida Strategic Policy 2008.08.15.8D – Chartering of Local Workforce Development Boards is revised and renamed to comply with WIOA and the Reimagining Education and Career Help (REACH) Act. The updated policy establishes requirements for local workforce development board composition to ensure that local design and local control of workforce service delivery and targeted activities occur within an appropriately representative governing body for the local area. The certification process ensures local workforce development boards represent the specific needs of counties, municipalities, educational institutions and businesses in the local workforce development boards' geographical areas while being consistent with the statewide four-year plan. Requiring certification every two years provides each local workforce development board flexibility to adapt to economic indicators and changes to local workforce needs. Specifically, the revisions to this policy include:

- Requirement that local workforce development board composition appropriately and equitably includes representation from all counties in the designated area.
- Requirement that business representatives on the local workforce development board reflect the industry sectors of focus identified in the local area WIOA plan.

These revisions support the Florida Workforce System Transformation Plan approved at the February board meeting.

CareerSource Florida professional staff and its administrative entity, DEO, are authorized to periodically review local workforce development board membership and develop and modify policies in consultation with the Governor and state workforce development board for compliance. This includes delegating certification responsibilities to DEO.

The CareerSource Florida professional team consulted with DEO's Bureau of One-Stop and Program Support and selected local workforce development boards to help revise and update this policy.

FOR CONSIDERATION

- **Approve revisions to Strategic Policy 2000.08.15.I.8D and the alteration of this policy's title from Chartering of Local Workforce Development Boards to Certification of Local Workforce Development Areas and Local Workforce Development Boards.**



2000.08.15.8D

Strategic Policy

<p>Title:</p>	<p>Revision to Certification of Local Workforce Development Areas and Local Workforce Development Boards</p>
<p>Adopted:</p>	<p>08/15/2000</p>
<p>Effective:</p>	<p>08/15/2000</p>

I. PURPOSE AND SCOPE

Pursuant to Public Law 113-128, Workforce Innovation and Opportunity Act (WIOA), Section 107(2) and Chapter 445.007, Florida Statutes, the Governor is responsible for certifying local workforce development boards within the CareerSource Florida network.

The Governor shall certify local workforce development boards every two years based on criteria established by Florida Statutes, CareerSource Florida, which is the state workforce development board, and the Florida Department of Economic Opportunity (DEO). Criteria shall be based on execution of statewide strategic and administrative policies, compliance with local planning instructions, performance accountability measures and sustained fiscal integrity as defined in WIOA Section 106(e)(2).

This policy establishes requirements for local workforce development board composition to ensure local design and local control of workforce service delivery and targeted activities occur within an appropriately representative governing body for the local area. The certification process ensures local workforce development boards represent the specific needs of counties, municipalities, educational institutions and businesses in the local workforce development boards' geographical areas while being consistent with the statewide four-year plan. Requiring certification every two years provides each local workforce development board flexibility to adapt to economic indicators and changes to local workforce needs.

CareerSource Florida professional staff and its administrative entity, DEO, are authorized to periodically review local workforce development board membership and develop and modify

policies in consultation with the Governor and state workforce development board for compliance. This includes delegating certification responsibilities to DEO.

This policy applies to CareerSource Florida, DEO and all local workforce development boards.

II. BACKGROUND

WIOA was signed into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. WIOA requires states to strategically align their core workforce development programs to coordinate the needs of both job seekers and employers through four-year statewide plans. WIOA promotes accountability and transparency through negotiated performance goals that are publicly available, fosters regional collaboration within states through local workforce development areas and improves the American Job Center system.

CareerSource Florida is the workforce development board for the state of Florida and is comprised of members appointed by the Governor to design and implement strategies that help Floridians enter, remain and advance in the workplace so they may become more highly skilled and successful. CareerSource Florida, Inc., is the professional team that works at the direction of the state workforce development board. DEO is CareerSource Florida's administrative entity that works in consultation with CareerSource Florida and its professional team to ensure local workforce development boards carry out the functions specified for local workforce development boards under WIOA, Florida Statutes, the statewide workforce development plan and strategic and administrative policies. The efforts of the federal workforce system benefit Floridians and Florida businesses, while advancing the development of the state's business climate.

III. POLICY

Each local workforce development area in the state must establish a local workforce development board to carry out the functions specified for the local workforce development board under WIOA Section 107(d) for such area. The CareerSource Florida Board of Directors, in consultation with DEO, will ensure local workforce development boards have a membership consistent with the requirements of federal and state law and state policy and have developed a plan consistent with the state's workforce development plan.

Local workforce development areas comprised of multiple counties shall develop a process for all chief local elected officials to participate in the appointments process to ensure appropriate and equitable representation from all counties included in the area and reflect the representation in interlocal, consortium and/or other agreements. Chief Local Elected Officials (CLEOs) who are not active members of local workforce development boards are encouraged to participate in board meetings.

Business representatives appointed to the local workforce development board shall include the industry sectors of focus identified in the local area WIOA plan.

Every two years, one local workforce development board must be certified for each local workforce development area in the state based on criteria in WIOA Section 107(b), Section

445.007 of Florida Statutes, and CareerSource Florida Administrative Policy 091 – Local Workforce Development Board Composition and Certification. For a second or subsequent certification, certification must also be based on the extent to which the local workforce development area ensures workforce investment activities carried out in the local workforce development area enabled the local area to meet the corresponding performance accountability measures and achieve fiscal integrity as defined in WIOA Sec. 106(e)(2).

The CareerSource Florida Board of Directors, on behalf of the Governor, shall approve the certification of local workforce development boards every two years. DEO, in consultation with the CareerSource Florida professional staff, will issue instructions to the local workforce development boards for certification.

Local workforce development boards must submit certification documents to DEO including:

- Local workforce development board membership, composition and policymaking authority.
- Local workforce development board chairperson.
- Membership of standing committees including education and business consortium(s).
- Documentation supporting the recruitment, vetting and nomination process of all board candidates.
- Documentation describing the respective roles of chief local elected officials in local areas that include more than one unit of local government.
- Documentation supporting the appointment of board members.
- Documentation describing the board member vacancies, term limits, resignation and removals.
- Certification documentation required under Chapter 445.007, Florida Statutes.

Upon satisfactory review of a local workforce development board's certification documents, DEO will provide a recommendation on certification to the CareerSource Florida Board of Directors. At the appropriate time, instructions will be issued to local workforce development boards about the certification process, to include documentation requirements.

Failure of a local workforce development board to achieve certification shall result in appointment and certification of a new local workforce development board for the local workforce development area pursuant to WIOA Section 107(c)(1).

The Governor may decertify a local workforce development board in accordance with WIOA Section 107(c)(3), as further prescribed in CareerSource Florida Administrative Policy 104 – Sanctions for Local Workforce Development Boards' Failure to Meet Federal and State Standards.

IV. AUTHORITY

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

[Training and Employment Guidance Letter One-Stop Operating Guidance for the Workforce Innovation and Opportunity Act No. 16-16](#)

[20 Code of Federal Regulations 678.800](#)

[34 Code of Federal Regulations 351.800](#)

[34 Code of Federal Regulations 463.800](#)

[Section 445.004, Florida Statutes](#)

[Section 445.007, Florida Statutes](#)

[CareerSource Florida Strategic Policy 2020.02.20.A.1 – Board Governance and Leadership Policy](#)

[CareerSource Florida Administrative Policy 091 – Local Workforce Development Board Composition and Certification](#)

[CareerSource Florida Administrative Policy 093 – One-Stop Delivery System and One-Stop Career Center Certification Requirements](#)

[CareerSource Florida Administrative Policy 104 - Sanctions for Local Workforce Development Boards' Failure to Meet Federal and State Standards](#)

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

[Reimagining Florida’s Workforce System: A Three-Pillar Plan for Transformation](#)

V. HISTORY

Date	Description
06/07/2023	Updated to reflect changes to Chapter 445, Florida Statutes, implementation of the 2021 Reimagining Education and Career Help (REACH) Act and implementation of Florida’s Workforce System Transformation Plan; Strikes the term “chartering” and refers specifically to certification of local areas and local workforce development boards.
05/17/2017	Revised copy to plain language; changed references to regions to local workforce development boards (or local boards; changed references to Workforce Innovation Act (WIA) to Workforce Innovation and Opportunity Act (WIOA); and consolidated sections to align more closely with DEO administrative policies.
06/08/2016	<u>Administrative Policy 91, Local Workforce Development Board Composition, Certification and Decertification</u>

Approved _____
Disapproved _____

Action Item 3

CAREERSOURCE FLORIDA STRATEGIC POLICY – FLORIDA CAREER LADDER IDENTIFIER AND FINANCIAL FORECASTER STRATEGY

Under Public Law 113-128, the Workforce Innovation and Opportunity Act (WIOA), partner programs and entities responsible for workforce and economic development, educational and other human resource programs collaborate to establish a career center network that integrates service delivery across all programs. This integrated system enhances job seekers' access to quality training and employment and creates a pipeline of talent for employers to find and hire qualified candidates.

For Floridians receiving public assistance, taking a job with higher wages may result in reduced benefits for their family. As CareerSource Florida's mission includes helping Floridians achieve self-sufficiency through education, training and the provision of wraparound services, it is imperative that career counselors guide jobseekers by supporting and sustaining their efforts to understand and address the short-term hurdles caused by changes to benefits through a structured, systematic action plan that will promote steady client engagement and growth toward longer-term economic prosperity.

Pursuant to CareerSource Florida Policy 2021.12.09.A.1 – Comprehensive Employment, Education and Training Strategy, local workforce development boards shall leverage all allowable tools and resources in their authority to assist Floridians in securing employment that leads to economic self-sufficiency and reduces the need for public assistance. This includes developing strategies to help job seekers understand their potential earnings from paid employment while mapping the timing and size of reductions in public assistance as they progress toward self-sufficiency along in-demand career paths.

Consistent with the objectives of WIOA, the Reimagining Education and Career Help Act (REACH), and the Workforce System Transformation Plan, CareerSource Florida developed the Florida Career Ladder Identifier and Financial Forecaster (CLIFF) Dashboard. This information tool allows one-stop center staff to assist Floridians in visualizing how returning to work or upskilling to a higher-paying occupation could impact their future earnings and public benefits as their household progresses along the path to self-sufficiency.

It is recommended that the CareerSource Florida Board of Directors approve this policy and direct that the Florida CLIFF Dashboard and associated suite of CLIFF tools shall be leveraged by local workforce development board leadership, career center staff and made available to extended partners and stakeholders to prioritize employment, emphasize education and training, reduce welfare dependency, increase economic self-sufficiency, and meet employer needs.

FOR CONSIDERATION

- **Approve Career Ladder Identifier and Financial Forecaster Strategic Policy**



TBD

Strategic Policy

Title:	Career Ladder Identifier and Financial Forecaster (CLIFF) Strategy
Adopted:	
Effective:	

I. PURPOSE AND SCOPE

The CareerSource Florida Board of Directors designs, implements and invests in strategies that foster collaboration and cooperation among workforce, education and industry partners to help Floridians succeed in the workforce. Moreover, a knowledgeable and skilled workforce is essential for attracting economic development opportunities that align with Florida growth strategies. The board's efforts to enhance employment, education and training that advances economic growth, upward mobility and diversification of Florida's economy. These strategies help Floridians and businesses to strengthen and develop the state's overall business climate.

Under the Workforce Innovation and Opportunity Act (WIOA), partner programs and entities responsible for workforce and economic development, educational and other human resource programs collaborate to establish a career center network that integrates service delivery across all programs. This integrated system enhances job seekers' access to quality skills and employment and creates a pipeline of talent for employers to find and hire qualified candidates.

For Floridians receiving public assistance, taking a job with higher wages may result in reduced benefits for their family. As CareerSource Florida's mission includes helping Floridians achieve self-sufficiency through education, training and the provision of wraparound services, it is imperative that career counselors guide job seekers by supporting and sustaining their efforts to understand and address the short-term hurdles caused by changes to benefits through a structured, systematic action plan that will promote steady client engagement and growth toward longer-term economic prosperity.

Local WIOA plans, aligned with Florida's WIOA state plan, clarify how local workforce development boards implement strategies that help Floridians secure good jobs, while

providing employers with the skilled workers they need to compete in the global economy. Local workforce development boards shall align local strategies and policies to help customers achieve self-sufficiency under WIOA, Florida law and the state's workforce development plan.

II. BACKGROUND

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

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

Pursuant to CareerSource Florida Policy 2021.12.09.A.1 – Comprehensive Employment, Education and Training Strategy, local workforce development boards shall leverage all allowable tools and resources in their authority to assist Floridians in securing employment that leads to economic self-sufficiency and reduces the need for public assistance. That policy also aligns with the Reimagining Education and Career Help (REACH) Act, which establishes a blueprint for Florida's talent ecosystem to ensure the state has the talent it needs to remain competitive in the global economy. This includes developing strategies to help career center customers and job seekers understand their potential earnings from paid employment while mapping the timing and size of reductions in public assistance as they progress toward self-sufficiency.

Consistent with the objectives and guidance above, CareerSource Florida and the Federal Reserve Bank of Atlanta developed the Florida Career Ladder Identifier and Financial Forecaster (CLIFF) Dashboard. This information tool allows one-stop center staff to assist Floridians in visualizing how returning to work or upskilling to a higher-paying occupation could impact their future earnings and public benefits as their household progresses along the path to self-sufficiency.

III. POLICIES AND PROCEDURES

POLICY

Workforce-related programs must be responsive to business and industry needs by providing recruitment, hiring and training to satisfy Florida employers' current and future talent needs. Strategies should align with state board strategic and administrative guidance, local labor

market data and industry sector and local business needs. A collaborative approach including industry, education and workforce partners should ensure the efficient use of resources.

Consistent with WIOA and Florida's WIOA state plan, it is the policy of the CareerSource Florida Board of Directors that the Florida CLIFF Dashboard and associated suite of CLIFF tools shall be leveraged by local workforce development board leadership, career center staff and made available to extended partners and stakeholders to prioritize employment, emphasize education and training, reduce welfare dependency, increase economic self-sufficiency, and meet employer needs.

IMPLEMENTATION

Case Management

The Florida CLIFF Tool Suite offers a graduated series of informational resources for use with customers in a case management setting based on where they are currently along a notional 'crisis-stability continuum':

- CLIFF Snapshot is for those needing immediate assistance in stabilizing their financial situation.
- CLIFF Dashboard focuses on mitigating benefits cliffs for individuals on public assistance as they earn more money and proceed along their path to self-sufficiency.
- CLIFF Financial Planner allows for a more detailed examination of the mechanics of a household's finances.

Career Planning

The Florida CLIFF Dashboard can help clients who have achieved basic financial stability better understand and visualize the timing, magnitude, and general effects of increased earnings from employment on their public assistance as they progress along in-demand career pathways toward self-sufficiency. Of particular value here are the area-specific wage data that allow customers to make informed decisions about which careers to consider and what the impacts of that decision might be.

Coordinated and Targeted Services

Consistent with the REACH Act and [CareerSource Florida's Reimagining Florida's Workforce System: A Three Pillar Plan for Transformation](#), the Florida CLIFF Tool Suite offers practical, actionable information to assist families in identifying and overcoming benefit cliffs on the road to self-sufficiency. The CLIFF Tool Suite further identifies opportunities for strengthening collaboration and alignment among community partners to increase economic mobility, reduce public assistance dependency, and enhance access to education, training and employment.

Efforts should result in greater degrees of coordination, cross-partner efficiencies, inter-partner gap identification and removal, and stronger overall outcomes for the partners' shared customers through more intentional and collaborative case management.

Local workforce development boards shall identify appropriate points within programmatic processes to implement use of the Florida CLIFF Tool Suite to:

- Better understand specific gaps and barriers faced by each client.

- Identify specific wraparound support services needed and assist clients in obtaining needed services through partner referrals or leveraging existing resources at local workforce development boards.
- Heighten awareness among all stakeholders of information useful for shaping each partner's role in the strategic and tactical approach to a given client's situation.
- Prompt exploration—by both individual stakeholders and groups of partners—into opportunities to organize, sequence, and assess the overall set of activities performed by one or more partners in support of their shared customers, particularly around inter-partner resource planning and collaborative service provision.

Local workforce development boards shall develop strategies and policies that provide simplified and expanded access to employment, education and training services. Allowable tools and resources include but are not limited to those described in Training and Employment Guidance Letter Number 19-16, CareerSource Florida Policy 2021.12.09.A.1 — Comprehensive Employment Education and Training Strategy, and the CLIFF Tool Suite. Local strategies for programmatic implementation and usage tracking of the CLIFF Tool Suite shall be written and placed in each local workforce development board's four-year plan, reflected in the local workforce development board's operating policies and implementation shall be monitored by the Department of Economic Opportunity.

IV. AUTHORITIES

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

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

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

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

[CareerSource Florida Policy 2021.12.09.A.1 – Comprehensive Employment Education and Training Strategy](#)

V. ATTACHMENTS

[State of Florida Workforce Innovation and Opportunity Act Unified Plan](#)

[CareerSource Florida's Reimagining Florida's Workforce System: A Three-Pillar Plan for Transformation](#)

[Florida CLIFF Dashboard](#)



Local Workforce Development Board Letter Grades PY 2022-2023 Q2 Performance Update | June 2023

Background

Florida's [2021 Reimagining Education and Career Help \(REACH\) Act](#) is a comprehensive blueprint for enhancing access, alignment and accountability across the state's workforce development system, which spans Florida's workforce, education and public assistance programs. With a focus on improved accountability, the law charges the Governor's REACH Office with developing criteria for determining [letter grades](#) for local workforce development boards. The law charges CareerSource Florida to assign letter grades to all local workforce development boards and publicly release them annually.

In November 2021, the REACH Office collaborated a stakeholder group of experts, including leaders from CareerSource Florida, the Florida Department of Economic Opportunity, the Florida Department of Education and local workforce development boards, to develop the letter grading system. Letter grades are calculated based on performance outcomes collected by the Department of Economic Opportunity, the Department of Children and Families and the Department of Education. Through this interagency collaboration, preliminary letter grades were calculated for the program year 2021-2022 (July 1, 2021, through June 30, 2022), for informational purposes only, using data and performance prior to the development of the methodology.

The CareerSource Florida Board of Directors was presented with a detailed overview of the methodology and metrics used to determine letter grades for each local workforce development board on September 12, 2022. These metrics include existing accountability measures for the federal workforce system along with new, statutorily defined measures focused on the local workforce development board's impact on the long-term self-sufficiency of participants. Additional measures capturing services to Florida businesses and upskilling of participants through training are also included.

Letter grades for program 2022-2023 will be assigned by CareerSource Florida for performance during the program year once the program year has ended and all program year data is finalized. Visit the [Letter Grades website](#) for the latest performance updates and to learn more about the letter grades methodology.

PY 2022-2023 Q2 Update

Letter grades are assigned to local workforce development boards annually once the program year has ended and all program year data is finalized. CareerSource Florida, in collaboration with the Governor’s REACH Office and the Florida Department of Economic Opportunity, offers quarterly updates leading up to the annual letter grades.

Below is the Quarter 2 update for Program Year 2022-2023. The information displayed is preliminary until all program data is complete and deemed final for the program year.

Local Workforce Development Board	Q2 Total Score (%)
01 - CareerSource Escarosa	84.68
02 - CareerSource Okaloosa Walton	82.78
03 - CareerSource Chipola	96.86
04 - CareerSource Gulf Coast	81.28
05 - CareerSource Capital Region	83.35
06 - CareerSource North Florida	89.2
07 - CareerSource Florida Crown	81.82
08 - CareerSource Northeast Florida	97.94
09 - CareerSource North Central Florida	82.3
10 - CareerSource Citrus Levy Marion	91.52
11 - CareerSource Flagler Volusia	99.63
12 - CareerSource Central Florida	95.81
13 - CareerSource Brevard	85.89
14 - CareerSource Pinellas	86.46
15 - CareerSource Tampa Bay	90.53
16 - CareerSource Pasco Hernando	87.01
17 - CareerSource Polk	93.8
18 - CareerSource Suncoast	84.39
19 - CareerSource Heartland	93.74
20 - CareerSource Research Coast	86.82
21 - CareerSource Palm Beach County	91.4
22 - CareerSource Broward	91.07
23 - CareerSource South Florida	91.98
24 - CareerSource Southwest Florida	87.49

Letter Grades Scale:

A+ : ≥ 97
 A : 93 to < 97
 A- : 90 to < 93
 B+ : 87 to < 90
 B : 83 to < 87
 B- : 80 to < 83
 C+ : 77 to < 80
 C : 73 to < 77
 C- : 70 to < 73
 D : 60 to < 70
 F : < 60

Information Items





Administrative Policies Summary

Consistent with the agreement between the Florida Department of Economic Opportunity and CareerSource Florida, Inc., the CareerSource Florida professional team provides administrative support for the state workforce development board.

As described in [Strategic Policy 2021.06.09.A.1: Statewide Workforce Development Board Policymaking Authority and Delegation](#), CareerSource Florida administrative policies and operational guidance are developed by DEO's Bureau of One Stop and Program Support in consultation with the CareerSource Florida professional team using best practices from the Policy Development Framework.

Administrative policies and operational guidance include business rules, requirements, processes and responsibilities that expand, explain or further specify federal and state legislative policies as well as board-approved strategic policies.

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

- [Administrative Policy 117: Jobs for Veterans' State Grant Employment and Advocacy Services](#) – The purpose of this policy is to provide local workforce development boards the minimum requirements for providing employment and advocacy services to participants of the Jobs for Veterans' State Grant program.
- [Administrative Policy 113: Disaster Recovery Dislocated Worker Grants](#) – The purpose of this policy is to provide local workforce development boards with the minimum requirements for administering Disaster Recovery Dislocated Worker Grants.

Speakers' Bios

Jimmy Heckman



Jimmy Heckman is an economist and bureau chief for Workforce Statistics and Economic Research (WSER) at the Florida Department of Economic Opportunity. Heckman researches a variety of topics including reducing unemployment, long-term growth industries, and in-demand job skills.

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

Kristy Farina



Kristy Farina serves as the administrator of Economic Research and Program Performance in the Florida Department of Economic Opportunity Bureau of Workforce Statistics and Economic Research. Kristy's team analyzes labor market and workforce data to support economic decision-making and policy planning across Florida.

Before her role with the Department of Economic Opportunity, Kristy served as faculty at Florida State University, supporting K-12 education research through data analysis and measure design.

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

Performance Period Ending March 31, 2023



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

Performance targets are negotiated with USDOL prior to the start of each program year. Driven by a commitment to excellence, Florida strives for local and state performance levels at 90% of negotiated targets. In quarter three of Program Year 2022-2023, Florida's workforce development system achieved 90% or more of the negotiated targets on 14 of the 18 WIOA Primary Indicators of Performance. Innovative and responsive workforce services and programs contributed to sustained statewide performance during the program year. Performance during quarter three of PY 2022-2023 was impacted by common exit guidance released by DEO in the fourth quarter of the program year that resulted in local boards exiting large numbers of disengaged participants from their active rosters in April through June 2021. The impact of these exits is seen in the Employed 2nd Quarter After Exit, Employed 4th Quarter After Exit, and Credential Attainments for the Adults, Dislocated Workers, and Youth participants.

Negotiated performance targets are adjusted after the end of each program year (usually around February of the following year) through a statistical adjustment model to account for economic conditions and participant characteristics. After this adjustment has occurred, the state's final performance is recalculated against the adjusted goals. Individual indicator scores (actual performance divided by the adjusted target) are considered met by USDOL when they are greater than or equal to 50%.

The data in this performance report represents a rolling four-quarter calculation of most recent performance data available through March 31, 2023. The tables in this report show actual performance in relation to performance targets negotiated with USDOL for PY 2022-2023. For additional information, please visit the Indicators of Performance Reports section on the Department of Economic Opportunity website at: [Indicators of Performance Reports](#). If you have questions about this report, please contact Daniel Harper, Bureau of One-Stop and Program Support at the Department of Economic Opportunity, at (850) 921-3327.

Populations Served

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

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

Employment Indicators

Employment 2nd Quarter After Exit

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

Employment 4th Quarter After Exit

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

Median Earnings 2nd Quarter After Exit

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

Education/Training Indicators

Credential Attainment

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

Measurable Skill Gains

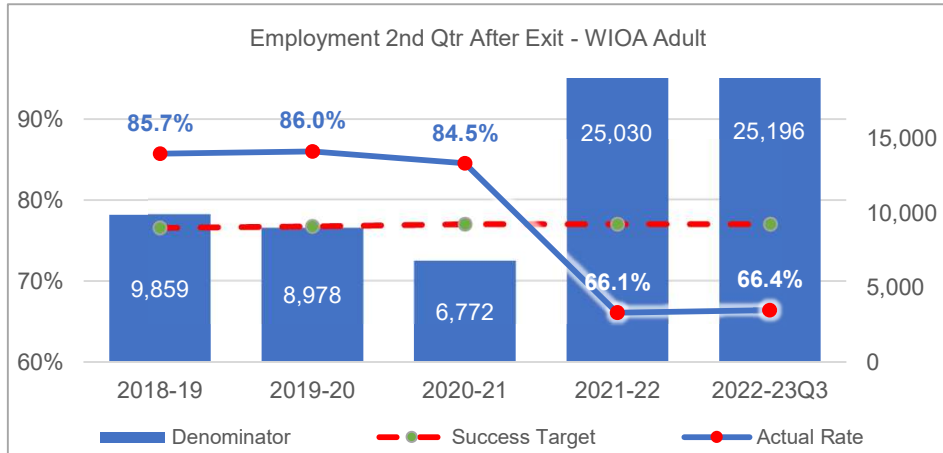
- **WIOA Adult, WIOA Dislocated Worker and WIOA Youth:** This indicator captures the percentage of participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving documented academic, technical, occupational,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

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

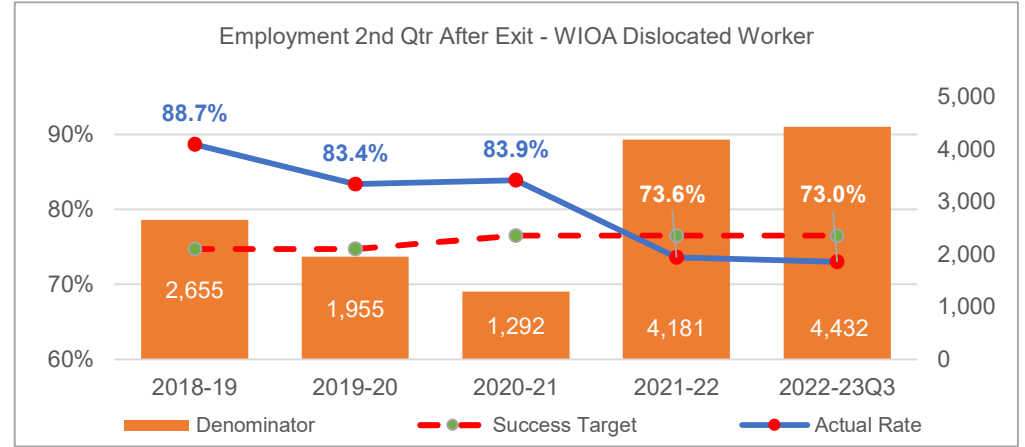
Entered Employment Rate - 2nd Quarter After Exit

Program Year (PY) 2022-2023 Q3 Report

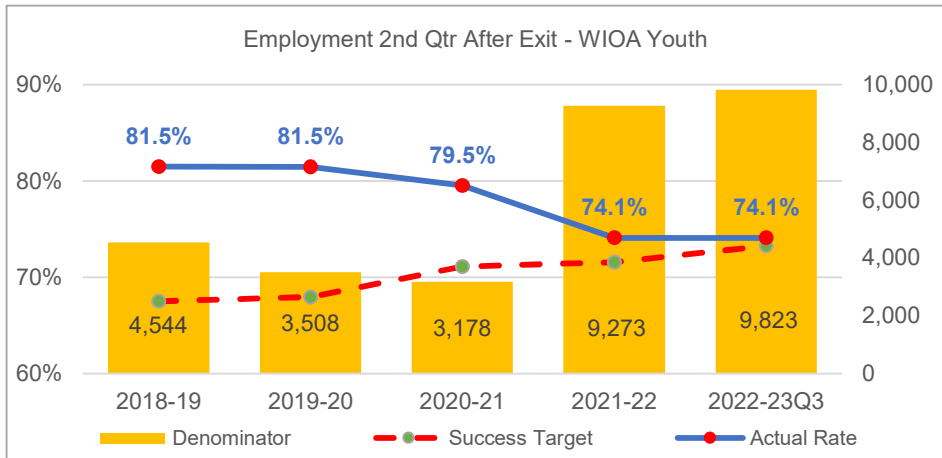
PY (July 1 - June 30)



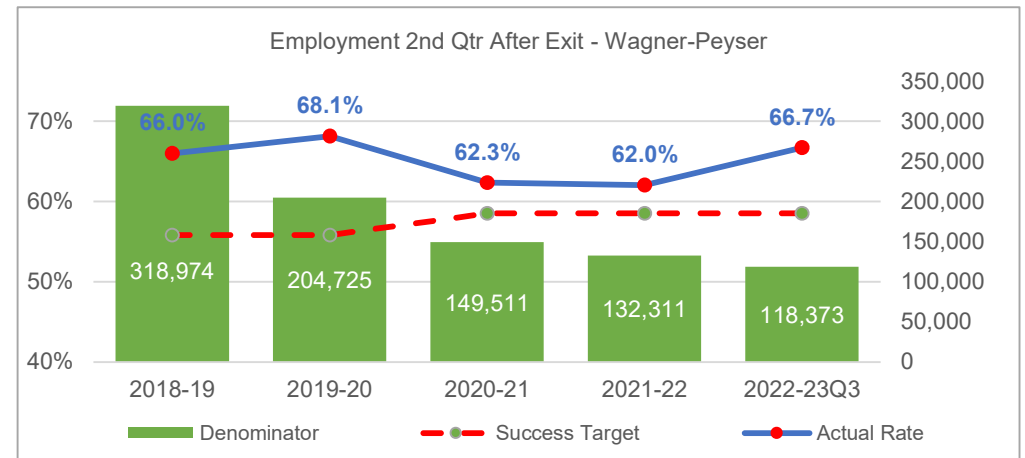
PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	8,453	7,721	5,724	16,555	16,739
Denominator	9,859	8,978	6,772	25,030	25,196
Actual Rate	85.7%	86.0%	84.5%	66.1%	66.4%
Success (≥90% of Goal)	76.5%	76.7%	77.0%	77.0%	77.0%



PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	2,354	1,630	1,084	3,079	3,237
Denominator	2,655	1,955	1,292	4,181	4,432
Actual Rate	88.7%	83.4%	83.9%	73.6%	73.0%
Success (≥90% of Goal)	74.7%	74.7%	76.5%	76.5%	76.5%



PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	3,703	2,858	2,527	6,870	7,277
Denominator	4,544	3,508	3,178	9,273	9,823
Actual Rate	81.5%	81.5%	79.5%	74.1%	74.1%
Success (≥90% of Goal)	67.5%	68.0%	71.1%	71.6%	73.3%



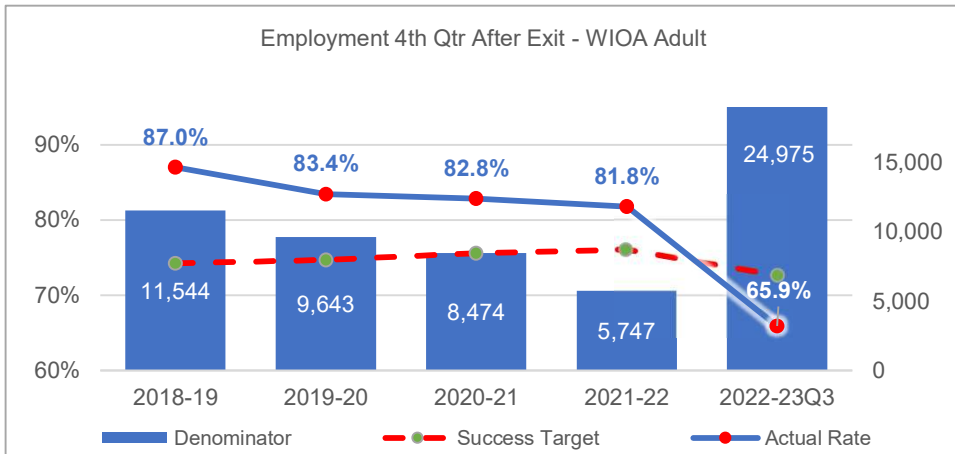
PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	210,397	139,458	93,177	82,070	78,981
Denominator	318,974	204,725	149,511	132,311	118,373
Actual Rate	66.0%	68.1%	62.3%	62.0%	66.7%
Success (≥90% of Goal)	55.8%	55.8%	58.5%	58.5%	58.5%

Note: Cohorts for PY 2022-23 are participants who received their last service between April 2021 and March 2022.

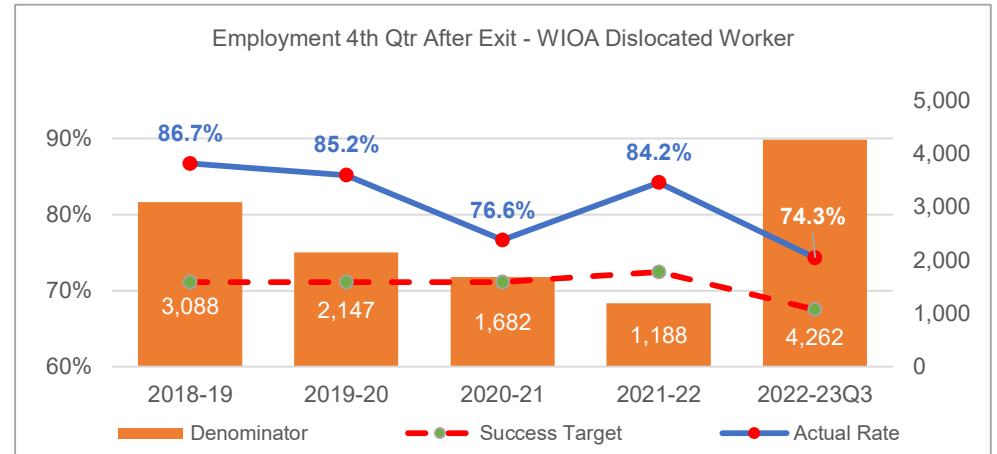
Entered Employment Rate - 4th Quarter After Exit

Program Year (PY) 2022-2023 Q3 Report

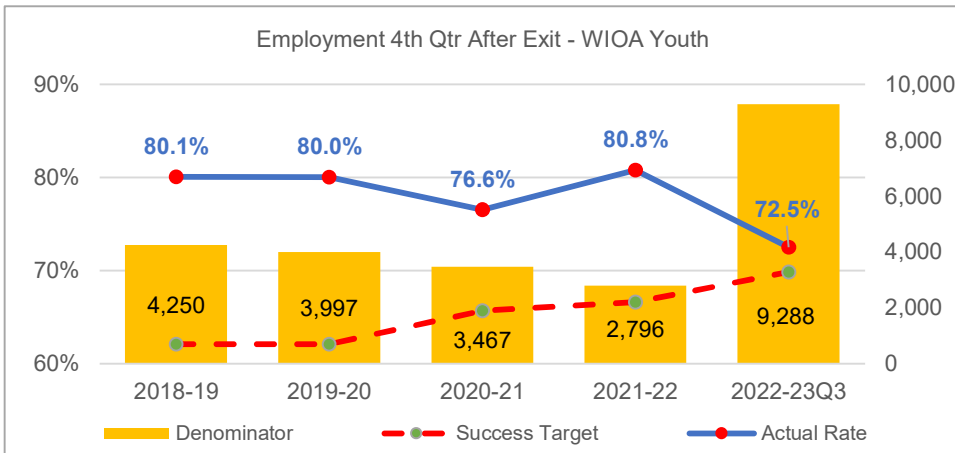
PY (July 1 - June 30)



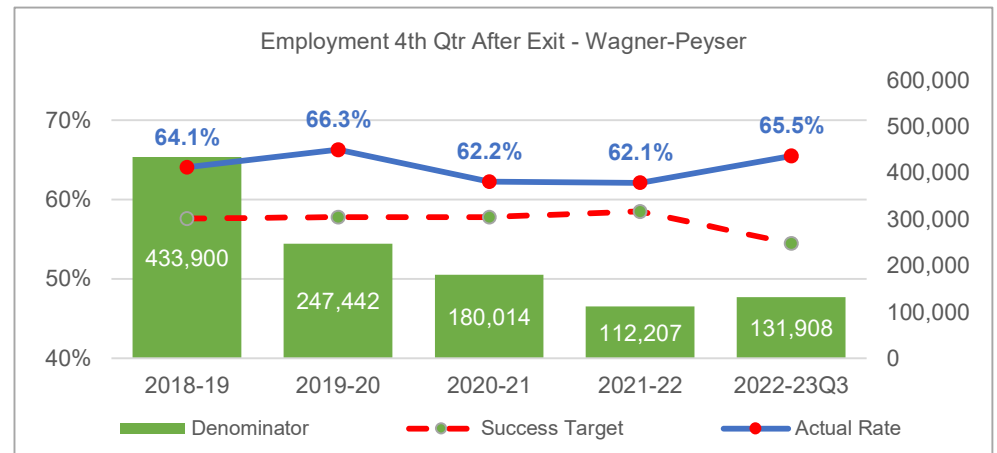
PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	10,046	8,045	7,020	4,701	16,461
Denominator	11,544	9,643	8,474	5,747	24,975
Actual Rate	87.0%	83.4%	82.8%	81.8%	65.9%
Success (≥90% of Goal)	74.3%	74.7%	75.6%	76.1%	72.6%



PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	2,678	1,829	1,289	1,000	3,167
Denominator	3,088	2,147	1,682	1,188	4,262
Actual Rate	86.7%	85.2%	76.6%	84.2%	74.3%
Success (≥90% of Goal)	71.1%	71.1%	71.1%	72.5%	67.5%



PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	3,403	3,199	2,654	2,260	6,730
Denominator	4,250	3,997	3,467	2,796	9,288
Actual Rate	80.1%	80.0%	76.6%	80.8%	72.5%
Success (≥90% of Goal)	62.1%	62.1%	65.7%	66.6%	69.8%



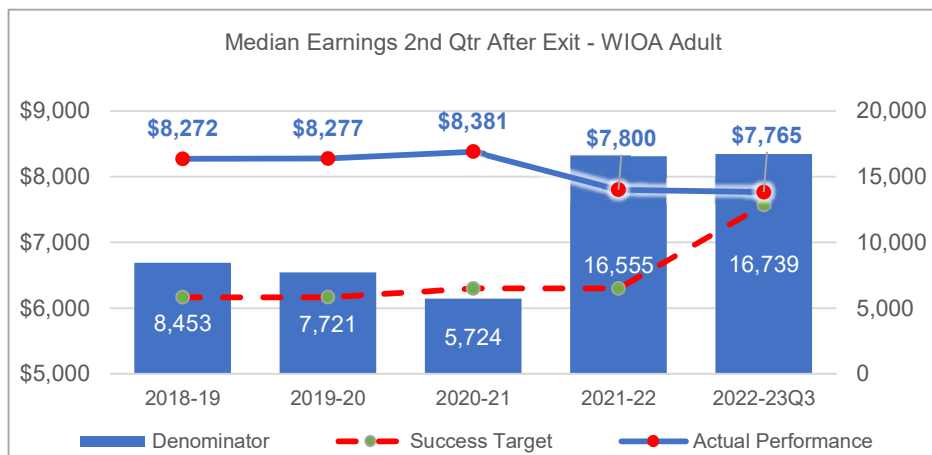
PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	277,966	163,990	112,022	69,639	86,457
Denominator	433,900	247,442	180,014	112,207	131,908
Actual Rate	64.1%	66.3%	62.2%	62.1%	65.5%
Success (≥90% of Goal)	57.6%	57.8%	57.8%	58.5%	54.5%

Note: Cohorts for PY 2022-23 are participants who received their last service between October 2020 and September 2021.

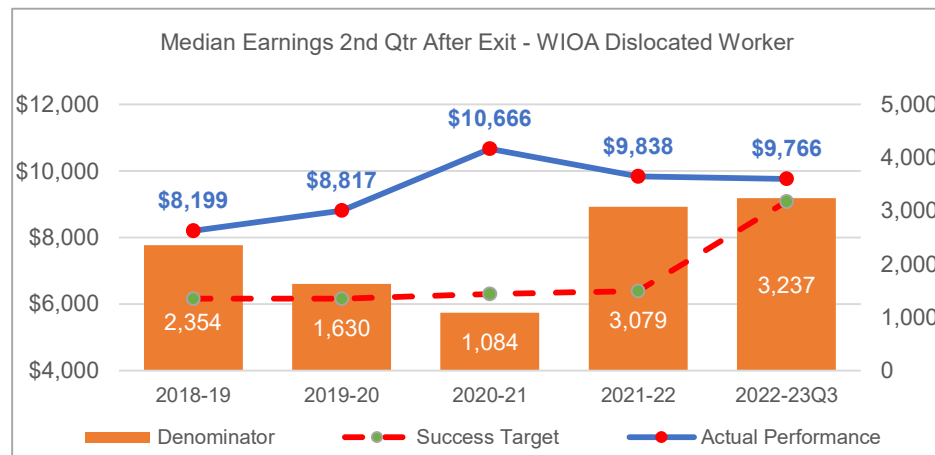
Median Earnings - 2nd Quarter After Exit

Program Year (PY) 2022-2023 Q3 Report

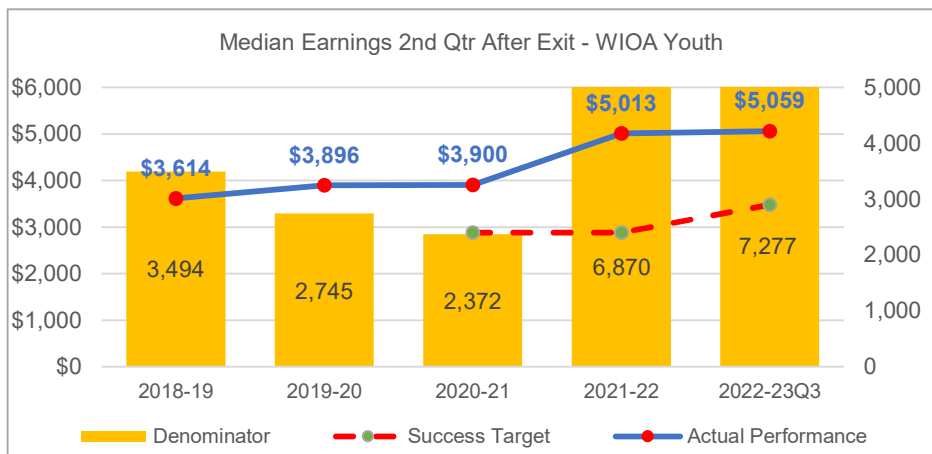
PY (July 1 - June 30)



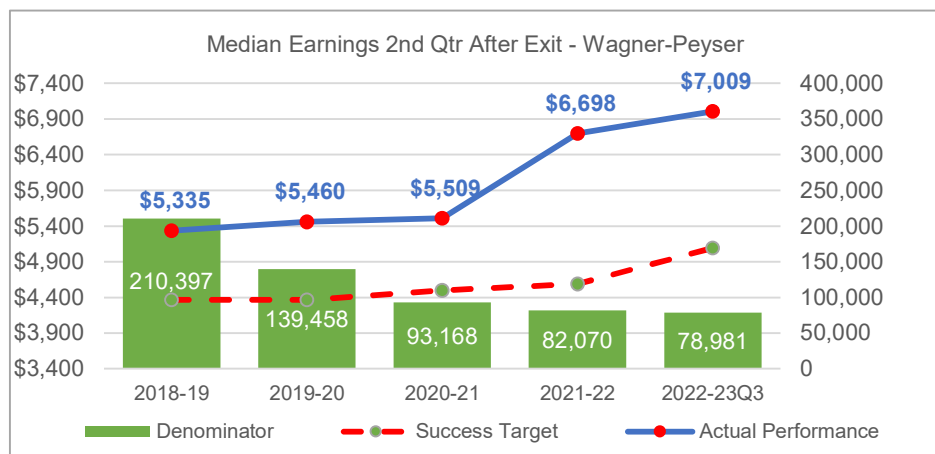
PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	N/A	N/A	N/A	N/A	N/A
Denominator	8,453	7,721	5,724	16,555	16,739
Actual Performance	\$8,272	\$8,277	\$8,381	\$7,800	\$7,765
Success (≥90% of Goal)	\$6,165	\$6,165	\$6,300	\$6,300	\$7,570



PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	N/A	N/A	N/A	N/A	N/A
Denominator	2,354	1,630	1,084	3,079	3,237
Actual Performance	\$8,199	\$8,817	\$10,666	\$9,838	\$9,766
Success (≥90% of Goal)	\$6,165	\$6,165	\$6,300	\$6,390	\$9,084



PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	N/A	N/A	N/A	N/A	N/A
Denominator	3,494	2,745	2,372	6,870	7,277
Actual Performance	\$3,614	\$3,896	\$3,900	\$5,013	\$5,059
Success (≥90% of Goal) *	N/A	N/A	\$2,880	\$2,880	\$3,478



PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	N/A	N/A	N/A	N/A	N/A
Denominator	210,397	139,458	93,168	82,070	78,981
Actual Performance	\$5,335	\$5,460	\$5,509	\$6,698	\$7,009
Success (≥90% of Goal)	\$4,365	\$4,365	\$4,500	\$4,590	\$5,093

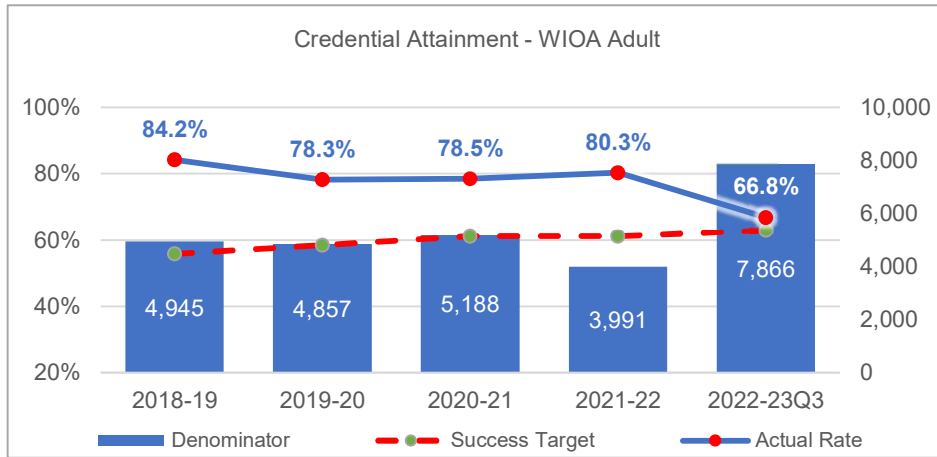
* Goal setting for the Median Earnings 2nd Quarter After Exit metric for WIOA Youth began in PY 2020-2021.

Note: Cohorts for PY 2022-23 are participants who received their last service between April 2021 and March 2022.

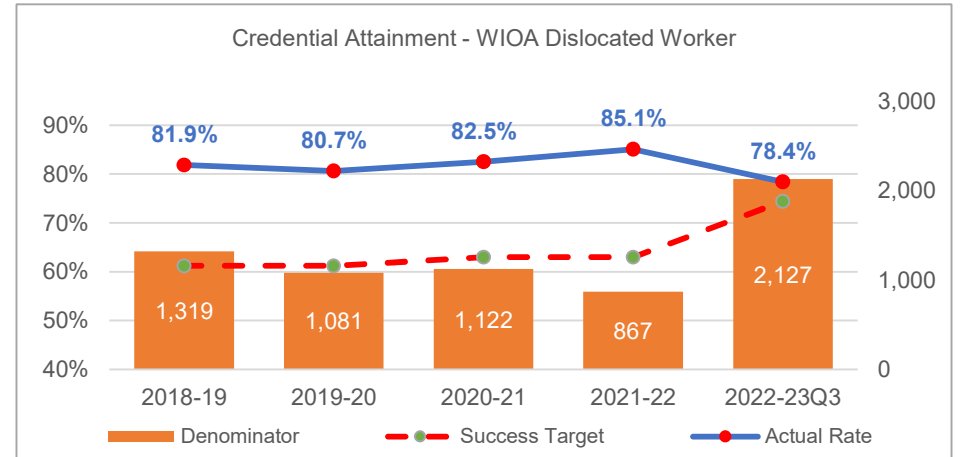
Credential Attainment Rate

Program Year (PY) 2022-2023 Q3 Report

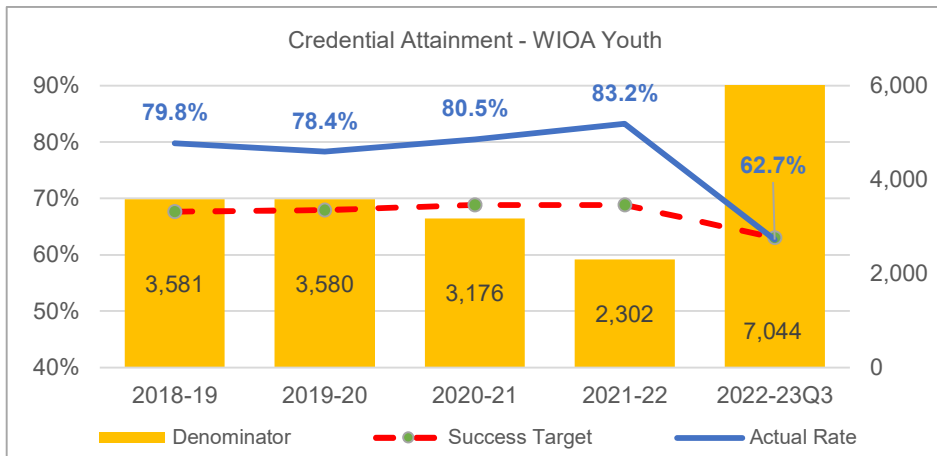
PY (July 1 - June 30)



PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	4,164	3,802	4,074	3,205	5,253
Denominator	4,945	4,857	5,188	3,991	7,866
Actual Rate	84.2%	78.3%	78.5%	80.3%	66.8%
Success (≥90% of Goal)	55.8%	58.5%	61.2%	61.2%	63.0%



PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	1,080	872	926	738	1,668
Denominator	1,319	1,081	1,122	867	2,127
Actual Rate	81.9%	80.7%	82.5%	85.1%	78.4%
Success (≥90% of Goal)	61.2%	61.2%	63.0%	63.0%	74.4%



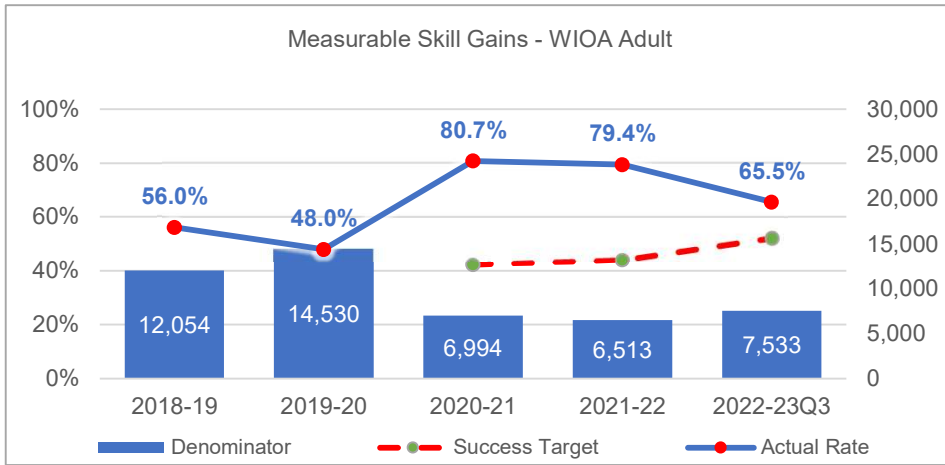
PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	2,857	2,805	2,557	1,916	4,414
Denominator	3,581	3,580	3,176	2,302	7,044
Actual Rate	79.8%	78.4%	80.5%	83.2%	62.7%
Success (≥90% of Goal)	67.7%	68.0%	68.9%	68.9%	63.0%

Note: Cohorts for PY 2022-23 are participants who received their last service between October 2020 and September 2021.

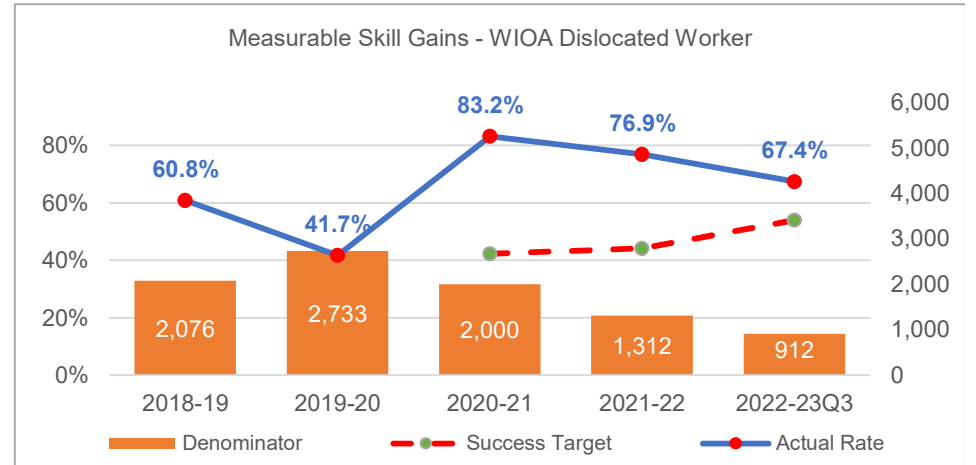
Measurable Skill Gains

Program Year (PY) 2022-2023 Q3 Report

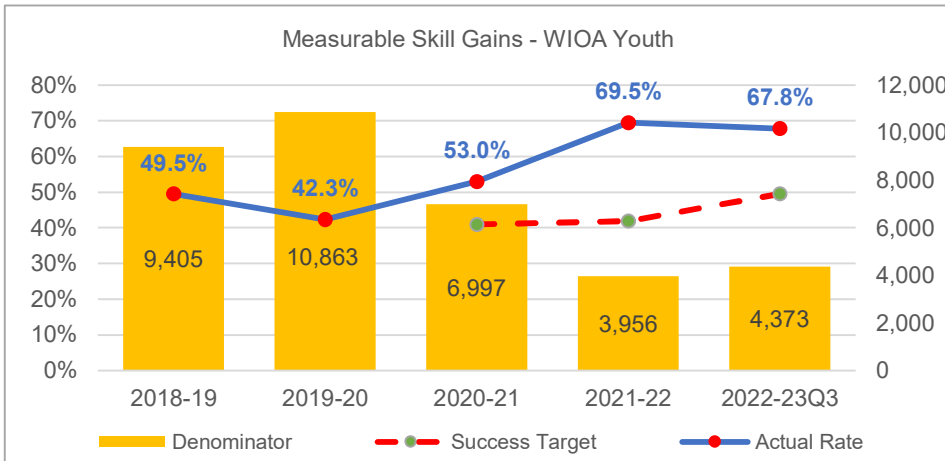
PY (July 1 - June 30)



PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	6,756	6,968	5,646	5,172	4,935
Denominator	12,054	14,530	6,994	6,513	7,533
Actual Rate	56.0%	48.0%	80.7%	79.4%	65.5%
Success (≥90% of Goal) *	N/A	N/A	42.3%	44.1%	52.2%



PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	1,263	1,141	1,664	1,009	615
Denominator	2,076	2,733	2,000	1,312	912
Actual Rate	60.8%	41.7%	83.2%	76.9%	67.4%
Success (≥90% of Goal) *	N/A	N/A	42.3%	44.1%	54.0%



PY	2018-19	2019-20	2020-21	2021-22	2022-23Q3
Numerator	4,654	4,597	3,708	2,749	2,965
Denominator	9,405	10,863	6,997	3,956	4,373
Actual Rate	49.5%	42.3%	53.0%	69.5%	67.8%
Success (≥90% of Goal) *	N/A	N/A	41.0%	41.9%	49.5%

* Goal setting for the Measurable Skill Gains metric began in PY 2020-2021.
 Note: Cohorts for PY 2022-23 are participants who received services between April 2022 and March 2023.