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Strategic Policy

Title:	Sector Strategies
Adopted:	February 14, 2018
Effective:	September 11, 2024
Program:	Workforce Innovation and Opportunity Act (WIOA)

I. PURPOSE AND SCOPE

Sector strategies are regional, industry-focused approaches that align public and private resources to build a skilled workforce, meeting employer talent needs and defining career pathways for workers. Evidence shows these strategies improve career opportunities for job seekers and enhance industry competitiveness. Effective sector strategies depend on strong partnerships among businesses, workforce development, education, training, economic development, labor, and community organizations.

The Workforce Innovation and Opportunity Act (WIOA) prioritizes sector strategies to meet employer needs while also developing career pathways for individuals.

This policy applies to CareerSource Florida, The Florida Department of Commerce and all local workforce development boards.

II. KEY PROGRAM OBJECTIVES

- **Align Workforce Solutions with Industry Needs:** Develop and implement customized workforce strategies that directly address the specific challenges and needs of target industries.

- **Foster Strong Partnerships:** Create and sustain collaborative relationships between businesses, workforce agencies, educational institutions, community and economic development partners to drive shared goals.
- **Leverage Data for Informed Decision-Making:** Utilize comprehensive data analysis to understand industry trends, identify workforce gaps, and develop targeted solutions.
- **Ensure Accountability and Continuous Improvement:** Establish clear metrics, track progress, and regularly evaluate strategies to ensure they remain relevant and impactful for both businesses and workers.
- **Sustain and Scale Efforts:** Develop sustainable plans and processes to maintain the effectiveness of sector strategies over time, with the flexibility to scale and adapt as industry needs evolve.

III. MEASURABLE PERFORMANCE OUTCOMES

Program outcomes include all core WIOA performance measures, including employment after exit, average wages, credential attainment, and measurable skills gains.

IV. BACKGROUND

The Workforce Innovation and Opportunity Act (WIOA), signed into law on July 22, 2014, envisions a quality-focused, employer-driven, and customer-centered workforce system tailored to regional economies. In collaboration with partners, WIOA aligns workforce development, education, and economic development programs with regional strategies to meet employer needs and provide high-quality career opportunities for job seekers and workers. Achieving this vision depends on developing and implementing industry sector strategies.

CareerSource Florida is the principal workforce policy organization for the state, designing and implementing strategies to help individuals enter, remain in, and advance within the workplace, benefiting businesses and enhancing the state’s business climate. Florida’s statewide WIOA Workforce Development Plan and local plans must include the use of sector strategies and the development of career pathways. In 2019, Florida’s Governor signed Executive Order Number 19-31, charting a course for Florida to become Number 1 in Workforce Education by 2030, ensuring students are prepared for Jobs of the Future, particularly in health services, education, transportation, trade, utilities, computing, and jobs requiring certification or licensing.

In 2023, the Governor signed the Reimagining Education and Career Help (REACH) Act into law, to enhance access, alignment and accountability across Florida’s workforce development system. In 2023, the Governor signed Senate Bill 240, which requires the Labor Market Estimating Conference and the Labor Market Statistics Center within the Florida Department of Commerce to develop official information with respect to supply and demand in Florida’s statewide and regional labor markets to determine the state’s near-term and long-term planning and budgeting system.

Florida Statute 445.007 requires each local workforce development board to create an education and industry consortium, providing quarterly reports to assist in decision-

making on programs, services, and partnerships, and making this information available to the public and workforce system partners for developing sector strategies and career pathways.

V. POLICY AND PROCEDURES

Sector Strategies

WIOA provides a clear definition for sector or industry partnerships, requires the development or convening of industry or sector partnerships at the regional level, and mandates that strategies for convening sector partnerships be a clear part of a state's vision for achieving key workforce and economic development outcomes.

Sector partnerships must be founded on a shared regional vision which helps to set a standard, drive change, and keep partners focused. Partners commit to aligning their policies, processes, and investment of resources to collaboratively meet the needs of the targeted sectors. Boards should identify existing collaboratives or partnerships which already engage employers from the targeted industries. These partnerships include companies that share human resource challenges, as well as economic development organizations, training providers, education partners, local chambers, business and industry associations, education and industry consortiums, and other stakeholder groups.

Engaging with employers in a meaningful way should be the priority, allowing employers to take the lead in sharing their workforce challenges and needs. Boards should be intentional in collaborating with partners and make every effort to be aware of the ever-changing economic development priorities in their regions. Boards can ensure alignment with economic development priorities in their region by gathering intel from their education and industry consortiums and playing an active role in city, county and regional economic development organizations, connecting with local and regional chambers of commerce, meeting with Small Business Development Center partners, and other community partners with talent development focused initiatives.

Local workforce development boards shall develop sector strategies, as outlined in the following strategic framework:

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

Local workforce development boards are required to include their approach to establishing, implementing and sustaining effective sector strategies aligned to local industry sectors of focus in their WIOA local workforce development plans. This approach should include specific economic development, education, business association, small business, and education and industry consortium partners and outline the LWDB's role in each partnership.

Local efforts to implement this strategic policy should align with the sectors identified in each area's WIOA local plan, other relevant strategic and administrative policies (such as

the Education and Industry Consortium, Registered Apprenticeship and Work-based Training policies), and the [Comprehensive Employment, Education, and Training](#) policy. Local areas should conduct self-assessments of their sector strategy implementation and evaluate the local use and impact of the toolkit developed to support these strategies.

Career Pathways

Florida’s workforce development system plays a vital role in developing and expanding career pathways, helping individuals secure employment and advance in specific industries or occupational sectors by connecting regional education, training, and support services. This ensures businesses have access to a reliable talent pipeline. To support this, CareerSource Florida developed resources and tools, including PowerPoint templates, guides, webinars, and informational maps, available in the Sector Strategies Toolkit to aid local and regional areas in creating and expanding career pathways, incorporating work-based learning, and aligning with regional plans and resources.

VI. AUTHORITIES

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

[Chapter 445.004, Florida Statutes](#)

[Chapter 445.007, Florida Statutes](#)

[Chapter 2023-81, Laws of Florida](#)

[Section 216.136, Florida Statutes](#)

[Executive Order 19-31](#)

VII. HISTORY

Date	Description
09/11/2024	Updated to incorporate changes required by the Reimagining Education and Career Help (REACH) Act and 2023 Legislation signed into law.
12/09/2021	Updated to reflect changes to Florida Statutes and implementation of the 2021 Reimagining Education and Career Help (REACH) Act
02/14/2018	Approved by CareerSource Florida Board of Directors.

IX. RESOURCES

[Sector Strategies Toolkit](#)