



## **Board of Directors Annual Meeting**

Thursday, September 22, 2022 - 8:00 a.m. to 9:30 a.m.

Location: 3660 N. Washington Blvd, Sarasota, FL

**This is an in-person meeting with virtual or call-in capabilities**

[Join Microsoft Teams Meeting](#)

1-786-600-3104 Conference ID: 70812373#

### **AGENDA**

#### **Call to Order / Introductions – Eric Troyer, Chair**

#### **Guest Speaker**

- Ted Abernathy- Economic Leadership, LLC.

#### **Welcome New Board Members - Eric Troyer, Chair**

- Allison Imre - Grapevine Communications, President/CEO/Owner
- Ron Serpliss – State College of Florida, Interim Dean of Lifelong Learning and Workforce Development
- Re-Appointments
  - Jacki Dezelski – Manatee Chamber of Commerce, President/CEO
  - Doug Wagner - Manatee County School Board, Deputy Superintendent
  - Christy Cardillo - Carr, Riggs, & Ingram, LLC., Partner

#### **Installation of Officers September 2022 – Eric Troyer, Chair**

- Eric Troyer, Chair
- David Kraft, Chair-elect
- Lisa Eding, Treasurer

#### **CEO Report – Joshua Matlock**

#### **Action Items – Eric Troyer, Chair**

- Approval of June 23, 2022 Board Meeting Minutes – Eric Troyer
- Approval of Budget Modification #1 for PY 22/23 –Robin Dawson
- Approval of Related Party Agreements – Christina Witt
  - Boys and Girls Clubs of Manatee County – Sponsorship

#### **Other Board Business**

- Finance and Performance Committee Report – Robin Dawson/Anthony Gagliano
- DEO Programmatic and Financial Monitoring Report – Josh Matlock
- Executive Committee update: CEO/ Joshua Matlock's Annual Performance Evaluation Review - Eric Troyer, Chair

\*Members shall disclose any voting conflict as required under Florida Statute 112.2143 and abstain from discussion or voting on any business that would inure to his or her special private gain or loss.

**Staff Reports**

- Kathy Bouchard
- Robin Dawson
- Anthony Gagliano

**Public Comments/Closing Remarks – Eric Troyer, Chair****Adjournment - Eric Troyer, Chair****Next Board of Directors Meeting is November 10, 2022\***

*\*Note: Board meeting will be combined with the Executive Committee Meeting.*

***Location 3660 N. Washington Blvd, Sarasota, FL***

What are the root causes of small business failures and layoffs in the West Central Gulf Coast Region of Florida?  
Can an early warning system be developed, and what more can CareerSource Suncoast do to help?

# CareerSource Suncoast

Small Business Challenges and Needs in Sarasota and Manatee Counties Florida



2022

# Supporting Small Business in Florida's Suncoast

Owning a successful small business is hard, even in the best of times. In the best of times, most small businesses struggle daily with finances, management, marketing, and finding and keeping good employees. In the best of times, the hours are often long, competition is constant, and the quest for customers is never-ending.



The past couple of years have not been the best of times. In March of 2020, the onset on COVID resulted in an immediate loss of over 22 million jobs in America, the biggest loss since the great depression almost 100 years earlier. The Bureau of Labor Statistics data shows that during the first two quarter of 2020, small business employment declined by 9.1 million.

It was a big blow to every community in Florida, and most businesses. The good news is that Florida's \$1 trillion economy fared better than most, COVID impacts have steadily declined and for many places, including Manatee and Sarasota counties, opportunities now abound. No one can ignore 2022's ongoing challenges, record inflation, soaring housing prices, disruptive geopolitics, and labor shortages; yet the local economy continues to expand.

This spring, CareerSource Suncoast asked Economic Leadership, an economic and workforce development consultancy, to examine the factors that impact small business success or failure, the means to identify small employers at risk, and the ways that CareerSource can help the small businesses of the West Central Gulf Coast region of Florida (Suncoast). Specifically, what are the root causes of small business failures or layoffs, how can businesses at risk be identified earlier, and what can be done to help those businesses and reduce the layoffs and business churn that impact so many local lives.

CareerSource Suncoast is the leading provider of workforce services in Manatee and Sarasota counties. The primary focus is to help businesses grow by offering proven solutions for talent recruitment and development.

## Small Business in America & Florida

There are an estimated 32.5 million small businesses in the United States, over 99 percent of all companies meet the Federal definition of a small business. Just over 14 million small businesses, 43 percent, are owned by women. About 19 percent are owned by minorities, seven percent owned by veterans and 20 percent by immigrants. Over one half million new businesses open each month. The Small Business Administration (SBA) estimates that 50 percent of all businesses are home-based. That number jumped to 69 percent in 2020.

Business owners are a diverse group with different hopes and plans for their enterprise. Most startup owners do not have a college degree. CNBC estimates that only 26 percent have a bachelor's degree and 25 percent have just a high school diploma, or did not finish high school.

PayScale estimates that the average annual salary for a small business owner is \$66,236, with near 75 percent earning less than \$100,000. Many owners work long hours. Research from Fundera shows that about one-fifth of owners work over 60 hours per week. Kaufman found that \$80,000 is the amount of startup capital needed, although many firms are started with much less. The average is \$10,000 at startup. Estimates from entrepreneurial writers estimate that 66 percent of small businesses face financial challenges. The headwind against success are formidable.

Each year one of every twelve businesses closes!

According to the SBA there are just over two and half million small businesses in Florida with 556,000 of them employing workers, in addition to the owner. Of the companies employing workers in the state, about 88 percent have 20 or fewer employees. The latest estimate is that 41.6 percent of all private sector employees work for small businesses.

There is significant churn among small businesses. The SBA Office of Advocacy estimates that of the businesses that were operating in 2020, only 50 percent will still be operating in 2025 and only one-third will make it ten years.



## The Local Economy

The economy of Manatee and Sarasota Counties, the Suncoast Region, is robust. The population is over 870,000 people and has grown by over 10 percent in the past five years. Similar growth is expected over the next five years. Local employment is estimated at 337,000 with about 20,000 new jobs added in the past five years and an even faster rate of growth projected between now and 2027. Average earnings per job is just over \$60,000, below the national average of \$76,600. The local cost of living is higher than the nation and higher than the rest of Florida.

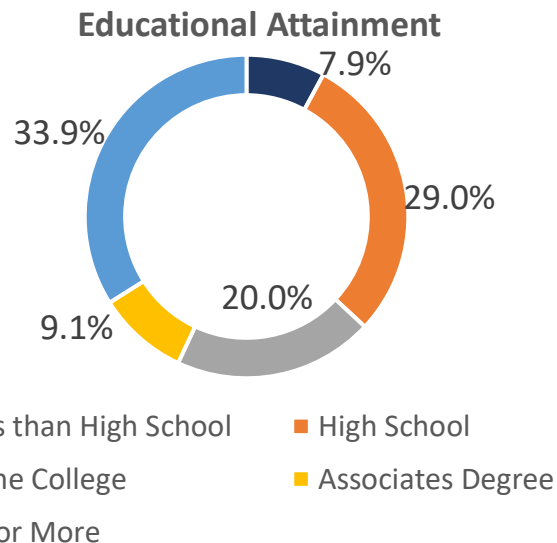
The population is older, less racially diverse, with higher numbers of veterans and those nearing retirement. Unemployment is currently very low. The labor force participation rate locally is below the national average and has decreased in recent years. Educational attainment levels are also below the national average.

The two-county region has a higher-than-average concentration of jobs in health care, retail trade, accommodations and food services, construction, arts and entertainment, and real estate. Fewer jobs than average are available in government, professional and technical services, manufacturing, finance and insurance, wholesale trade, warehousing and education.

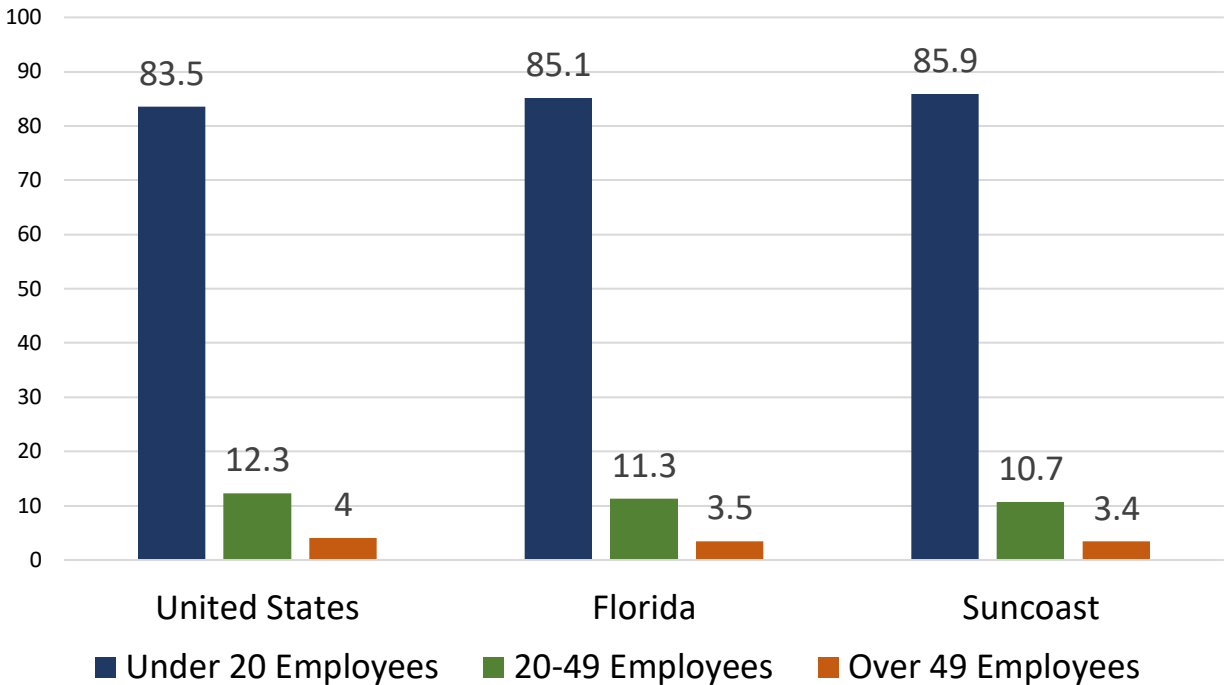
Recently the fastest growing industry sectors for new jobs have been construction, health care, and professional, scientific, and technical services.

The largest occupation in the region is office and administrative support, and the same is true nationally. The region has more than expected people working in sales, food preparation and serving, healthcare practitioners, and construction. Skills in high demand in the spring of 2022 include nursing, merchandising, restaurant operation, and sales.

As the chart below shows, employers with the smallest number of employees dominate overall business numbers everywhere, but the Suncoast Region has a higher percentage of businesses with fewer than 20 employees than either Florida or the United States.



## Percentage Businesses by Size



### Local Entrepreneurial Data

The Data Region: North Port-Sarasota-Bradenton, FL MSA (Sarasota and Manatee Counties)

To understand the businesses in the region that are the most at risk of closing or layoffs, Economic Leadership reviewed the data available at the metropolitan statistical area (MSA) level. The North Port-Sarasota-Bradenton, FL MSA (Suncoast) is comprised of Sarasota and Manatee Counties, which matches the CareerSource service

**“The more you engage with customers the clearer things become and the easier it is to determine what you should be doing.”** —*John Russell, former vice president of Harley-Davidson*

area, the Suncoast Region. A subset of overall data is available at the MSA level. The research uses a combination of MSA and state level data to understand the trends of businesses in the region. The best quality data comes from federal government sources, and often lags by several years or is only collected periodically. The most recent data was used, but some of the data still does not include 2020 and beyond and therefore does not reflect COVID impacts. This data does, however, provide a consistent methodology so that Manatee and Sarasota County’s MSA can be compared against other MSAs, and Florida against other states.

The first dataset evaluated was the US Census Bureau’s Business Dynamics Statistics (BDS) resource. This data provides annual measures of job creation or destruction, and business openings and closings. It offers data at the MSA level going back to 1978 and breaks the data down by firm size and age. This allows us to see the historical trend of businesses over several decades in the Suncoast Region.

Career Source is focused on identifying small businesses and jobs that are at risk, and ultimately, developing means of early detection and intervention.

Economic Leadership analyzed the data for establishments that exited the economy by the age and size of the firm. In terms of raw numbers, most of the businesses that close are those that have only been in business for one to five years. Exits in this group peaked especially in the Great Recession (2007-2009). In the last decade (prior to the COVID impacts), exits from establishments that have been open more than 11 years has increased.

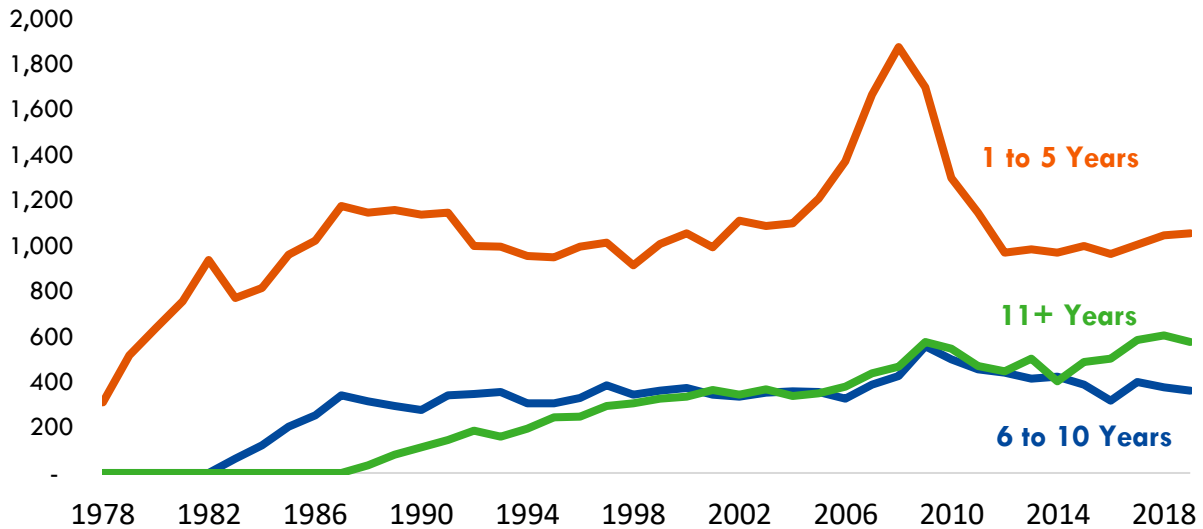


**“Failure is simply the opportunity to begin again, this time more intelligently.”**

**– Henry Ford**



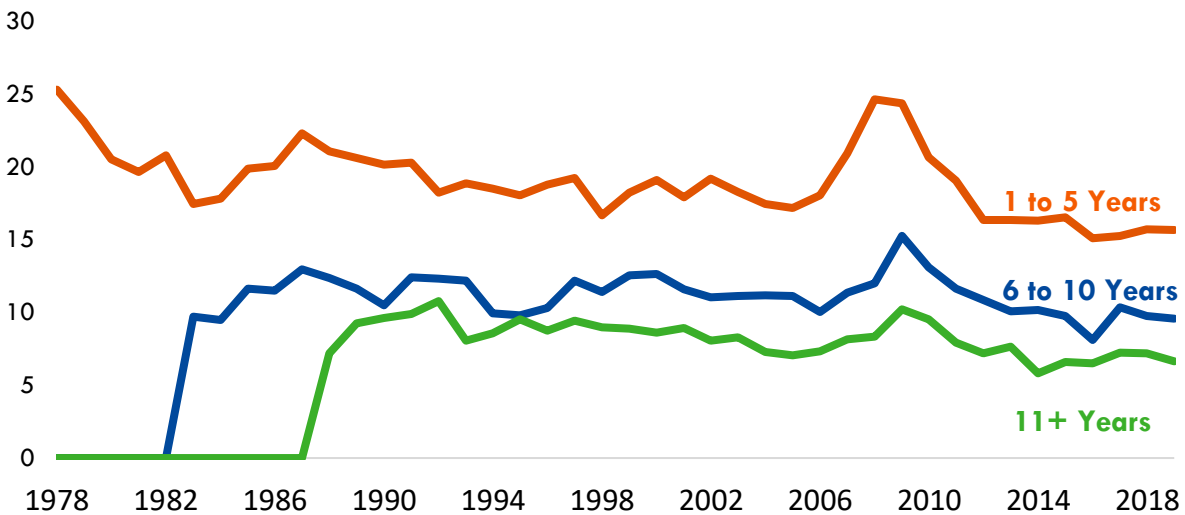
### Establishment Exits in the Suncoast Region by Establishment Age, 1978-2019



Source: US Census BDS (2021)

New businesses, businesses aged one to five years, are also the most common age group in the region, so, we also evaluated the exit rate, which accounts for the total number of establishments by age group. Here we see the comparison between business age groups, and the one to five years group remains the highest over time in exits. This measure gives a better understanding of risk rates in the service area. In general, the longer a business has been operating, the less likely it is to close. The establishments with just one to five years of age are at the highest risk and are also the most likely to be impacted by recession. If a business in the region can make it 11 years, its chances of closing are significantly less than in its first five years.

### Establishment Exit Rate in The Suncoast Region by Establishment Age, 1978-2019

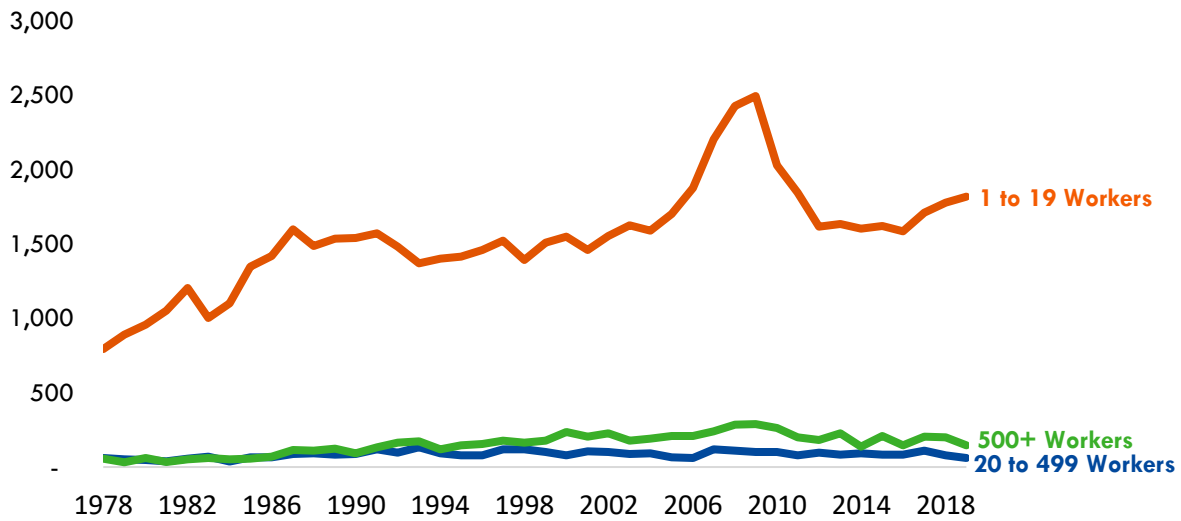


Source: US Census BDS (2021)

The exit data can also be broken down by the number of workers employed at the establishment. Here the data is pronounced for small firms, 1 to 19 workers. The number of

establishment exits is much higher than the other groups and has been rising since 2016, after recovering from the Great Recession. Firms with more than 500 workers have had higher exits than firms with 20 to 499 workers in the Suncoast Region.

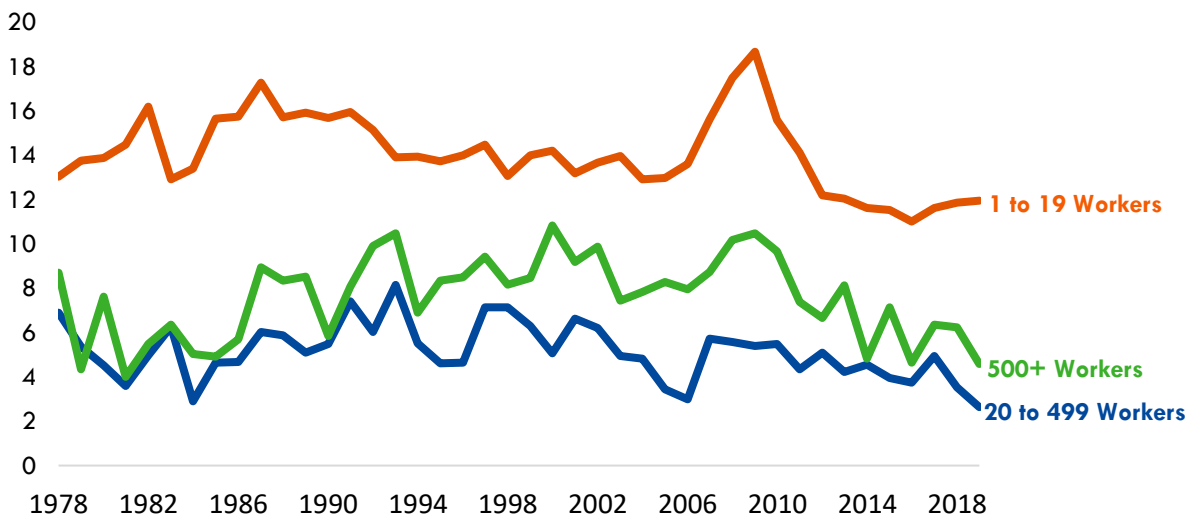
### Establishment Exits in The Suncoast Region by Firm Size, 1978-2019



Source: US Census BDS (2021)

Looking at the exit rate for firm size is important, because we know that most of the businesses in the service area are in the 1 to 19 workers group. The smaller firm-sized group has the highest risk for closure. It also appears that firms with over 500 workers in the Suncoast Region are slightly more likely to close in a given year than the middle-sized firms.

### Establishment Exit Rate in The Suncoast Region by Firm Size, 1978-2019

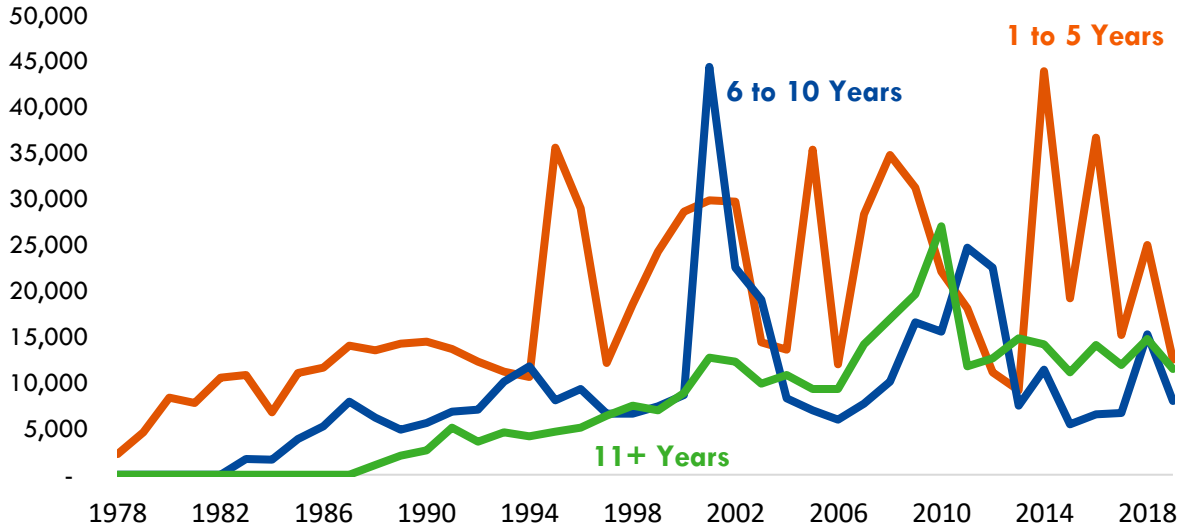


Source: US Census BDS (2021)

This data also counts the number of jobs lost when a business exits the marketplace. This figure is referred to as job destruction. When looking at job destruction by firm age we can see some

volatility over time. Except for one year in the timeframe, young firms account for most of the total jobs lost in the Suncoast Region.

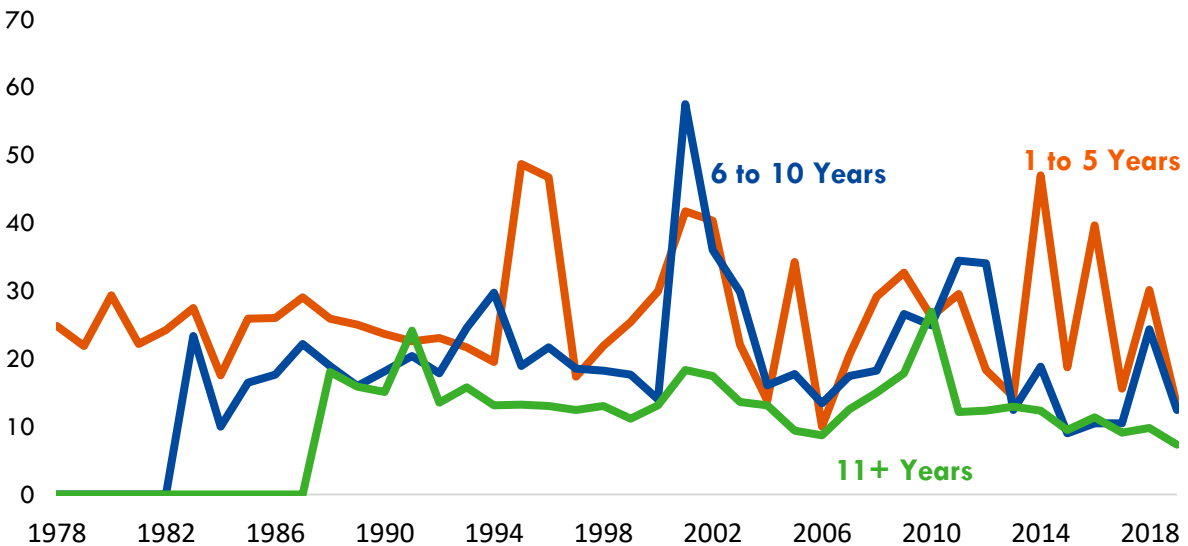
### Job Destruction in The Suncoast Region by Establishment Age, 1978-2019



Source: US Census BDS (2021)

When the data is standardized by the number of total jobs in each age category, a job destruction rate metric is created. There is much less deviation between the groups in terms of rates as the older companies that close or contract are more likely to lay off a higher number of jobs.

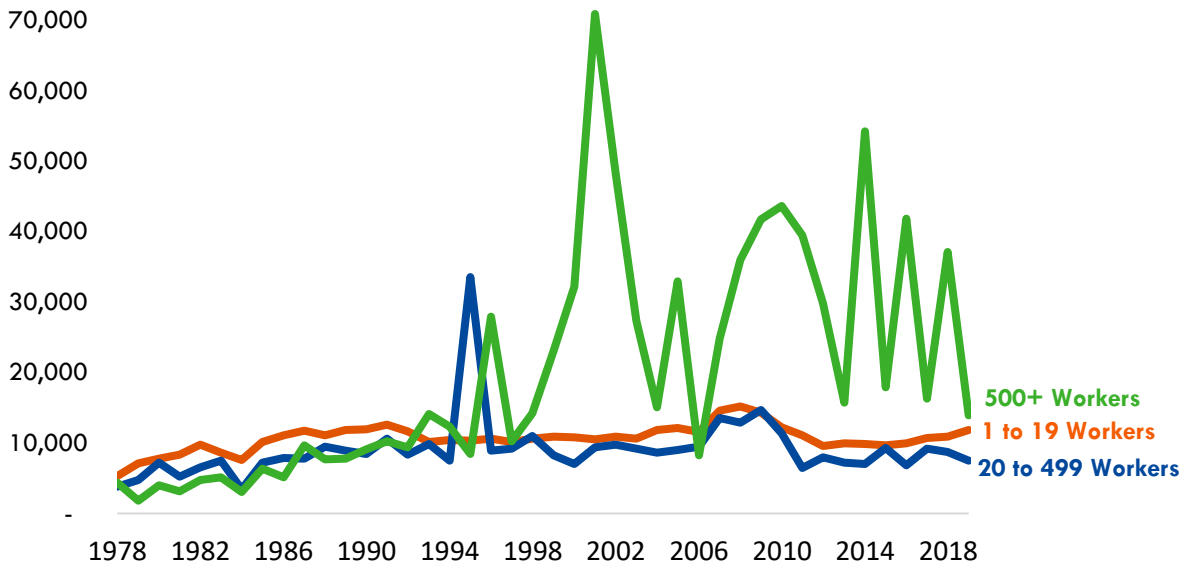
### Job Destruction Rate in The Suncoast Region by Establishment Age, 1978-2019



Source: US Census BDS (2021)

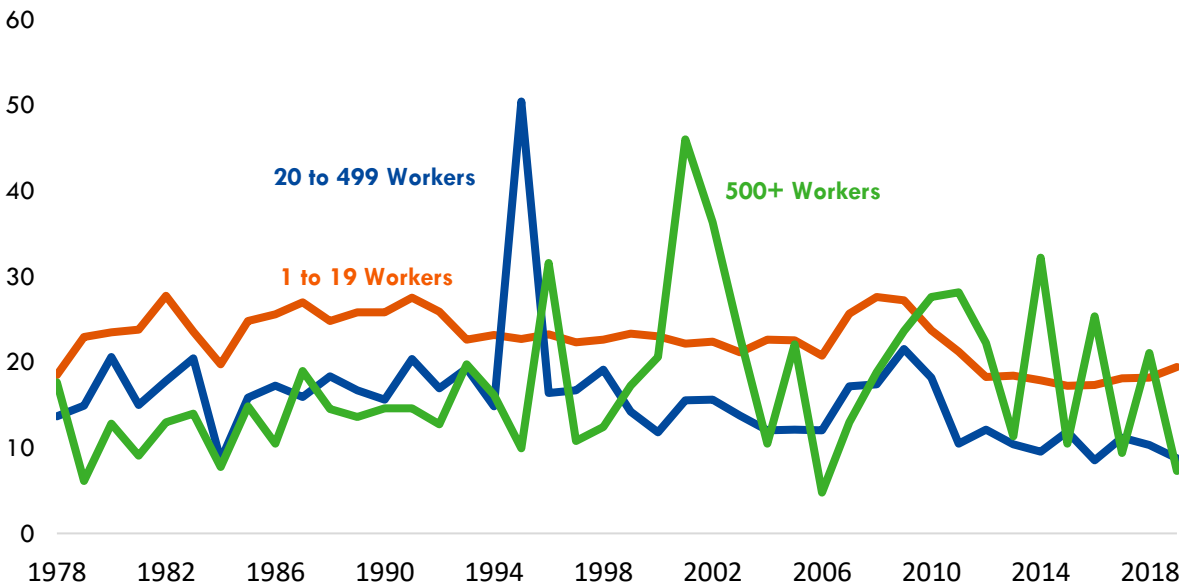
Likewise, when looking at job destruction by firm size, the larger firms account for most of the jobs lost locally. However, when the employment size of the groups is accounted for, the rate is more consistent among groups. In many years, job loss risk has been greater at smaller firms than the other groups. The group of firms with 20 to 499 workers has the lowest risk of job destruction.

### Job Destruction in The Suncoast Region by Firm Size, 1978-2019



Source: US Census BDS (2021)

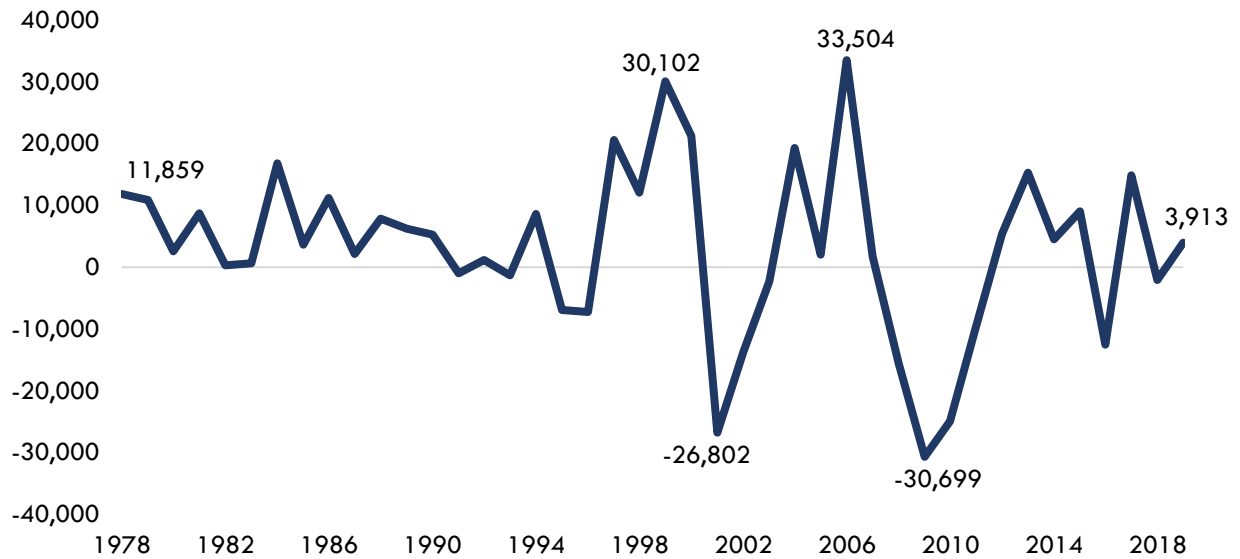
### Job Destruction Rate in The Suncoast Region by Firm Size, 1978-2019



Source: US Census BDS (2021)

Ideally, when there are job losses, you want the regional economy to be growing at a sufficient pace to create new jobs to replace those that were lost. This does not reduce the immediate impact of job loss on the individual but does ensure that there is another opportunity available. When looking at net job creation locally, we see the region's economy has had net growth most years. As would be expected, the 2001 and 2008 recessions caused employment losses.

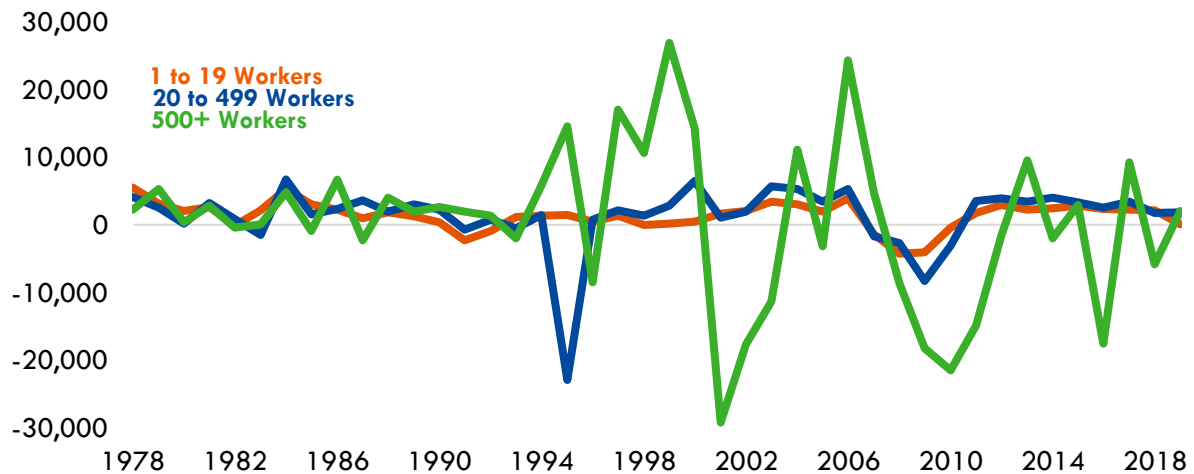
### Net Job Creation in the Suncoast Region, 1978-2019



Source: US Census BDS (2021)

When the net jobs are evaluated at the firm size level, we see most of the severe peaks and valleys are attributed to firms with over 500 employees. Small firm net impact has remained remarkably consistent.

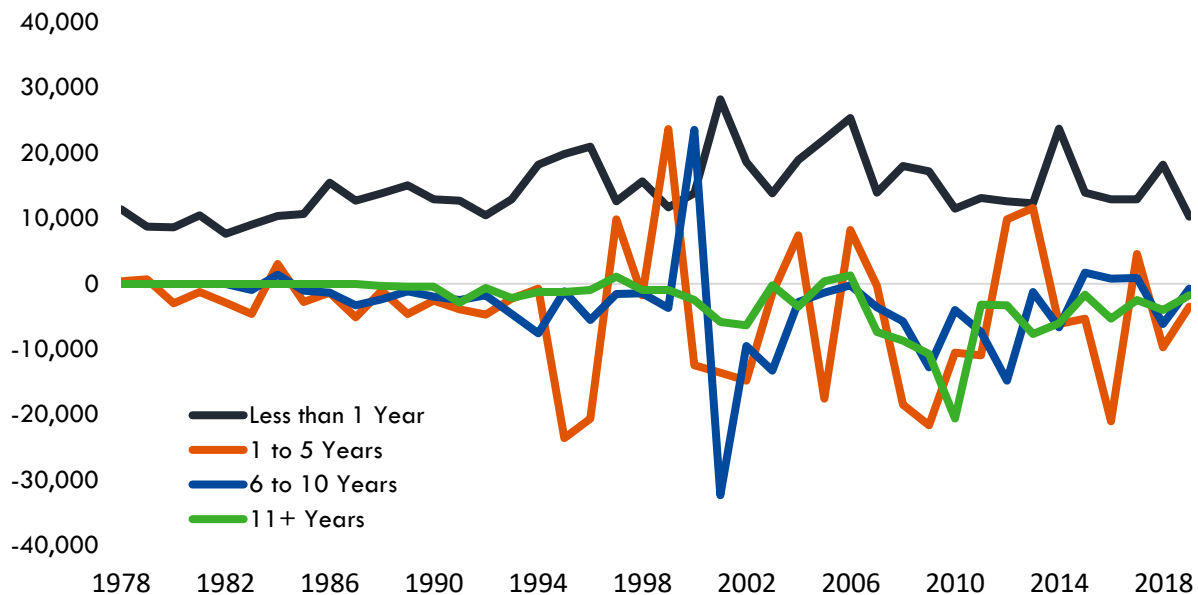
### Net Job Creation in the Suncoast Region by Firm Size, 1978-2019



Source: US Census BDS (2021)

When net job creation is evaluated by establishment age, we see that for most of the age groups, often the number of jobs lost is similar to the number of jobs gained. Older companies have not been a contributor to net job growth in the Suncoast Region for the last decade or so. Most of the net growth is coming from new firms that are scaling up and hiring workers. This highlights why continuing to create new businesses is critical for regional economy, even in times of low unemployment.

### Net Job Creation in the Suncoast Region by Establishment Age, 1978-2019



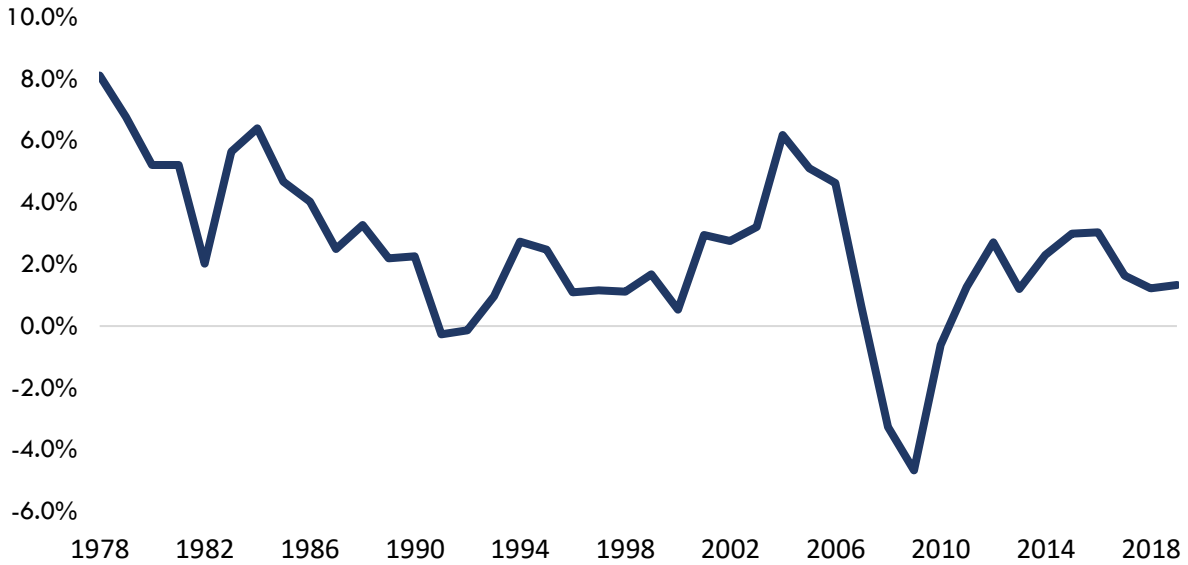
Source: US Census BDS (2021)

This concept of creating more jobs through new companies is referred to as business dynamism. According to the Economic Innovation Group (EIG), a dynamic economy is a thriving economy because, “firms are constantly opening and closing with workers churning among them. In a dynamic economy, entrepreneurs and innovators are incessantly commercializing new ideas and business models, keeping established firms on their toes, and pushing the economy to evolve and advance. Dynamism brings forward momentum: high rates of dynamism are associated with economic expansion. Without it, an economy trends towards stagnation, not vitality.” According to the group’s *The Case for Dynamism Report* (2022) the U.S. economy is threatened in the many metros across the country that have lower rates of firm startups. This means that established companies become more entrenched with less competition, economic inequality increases, and innovation and productivity lags.

Business dynamism can be tracked by subtracting the rate at which companies are exiting the market from the rate of those who enter. A strong positive value of business dynamism is the marker of a growing and thriving economy. In the local region, the value of business dynamism has been positive most years, except during the Great Recession. Since 2015 the rate has remained positive, but has slowed. In 2019, more establishments entered the market in Sarasota and Manatee counties than exited, with a business dynamism rate of 1.3 percent. This

ranked the region 31<sup>st</sup> among the 105 largest MSAs in the country. The most dynamic MSAs in the country in 2019 were Provo, Utah; Boise, Idaho; Austin, Texas and Orlando, Florida.

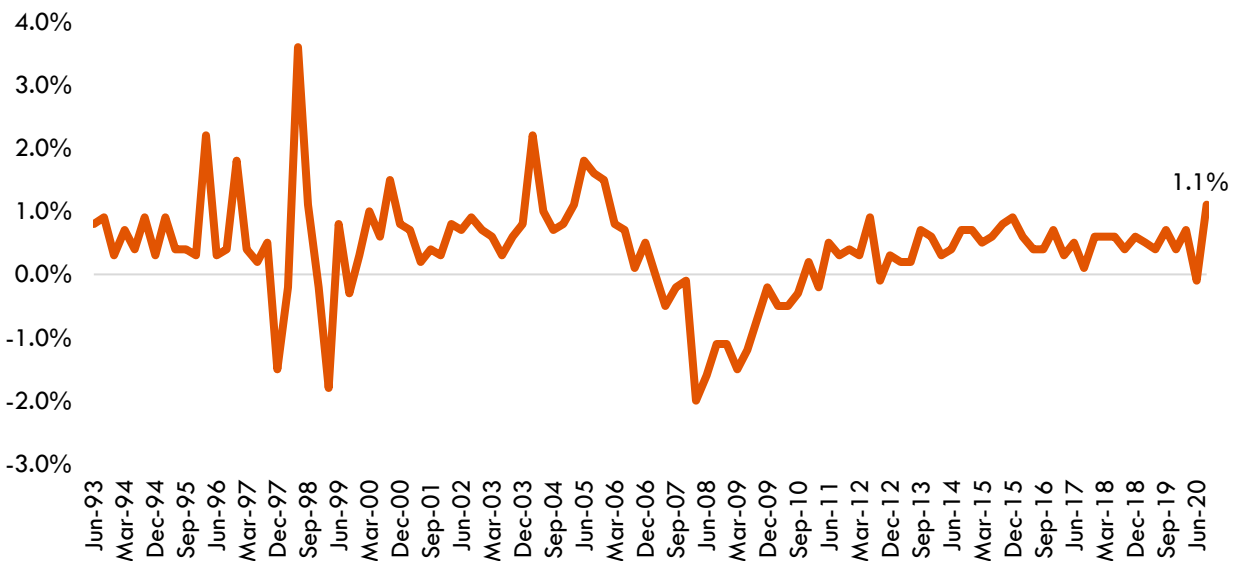
### Business Dynamism Rate in the Suncoast Region, 1978-2019



Source: US Census BDS (2021)

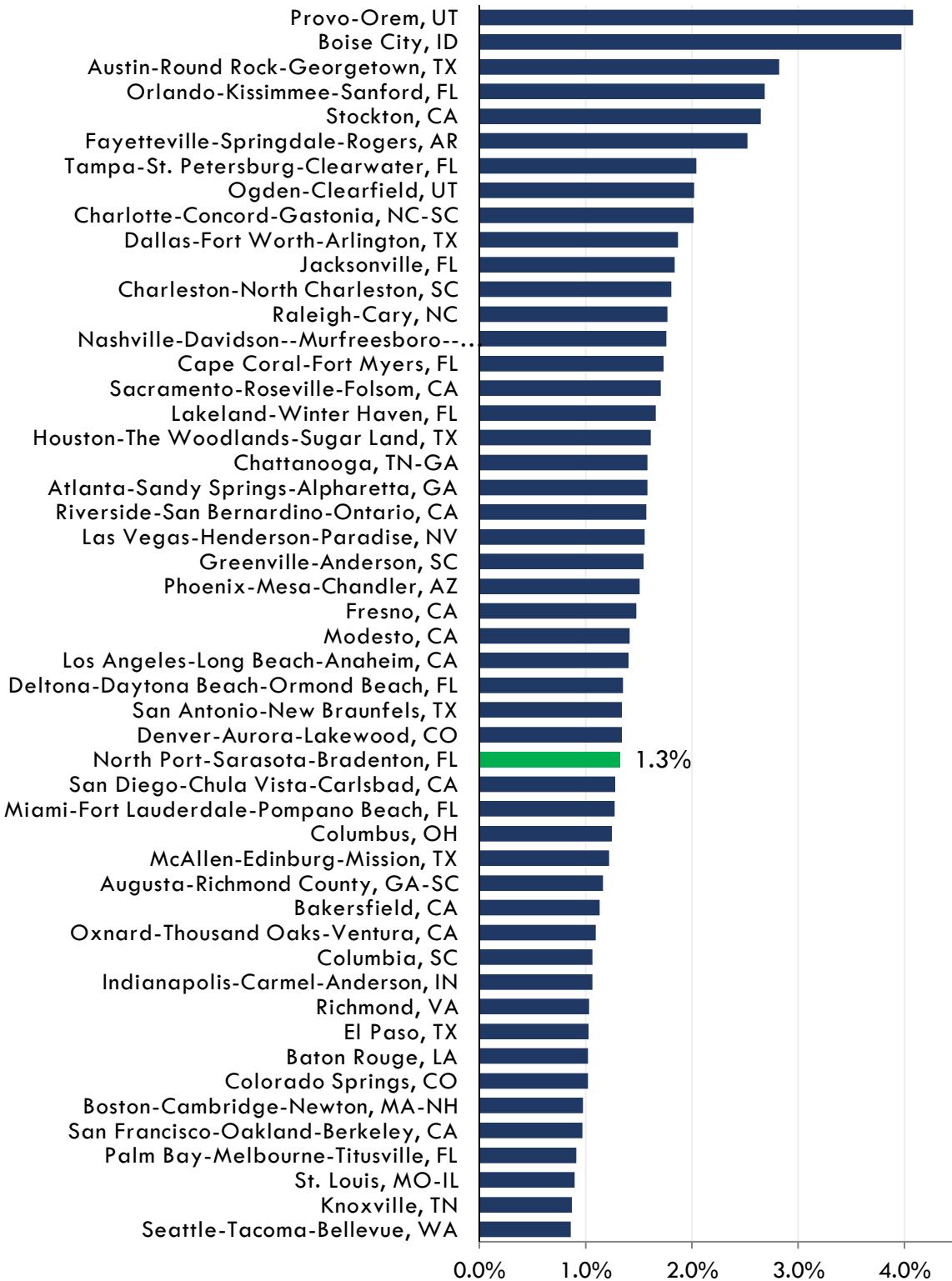
Economists are still trying to figure out the lasting impacts of the COVID-19 pandemic on business dynamism. The data at the MSA level is not yet available, but looking at state and national trends from the Bureau of Labor Statistics (BLS), there appears to be an uptick in dynamism. In Florida, dynamism initially dropped in June of 2020, but by September was at a high level of 1.1 percent. That is the highest level since before the Great Recession.

### Business Dynamism in Florida, 1993-2020



Source: BLS (2022)

## Business Dynamism Rate by MSA, 2019, Top 50 of the 100 Largest

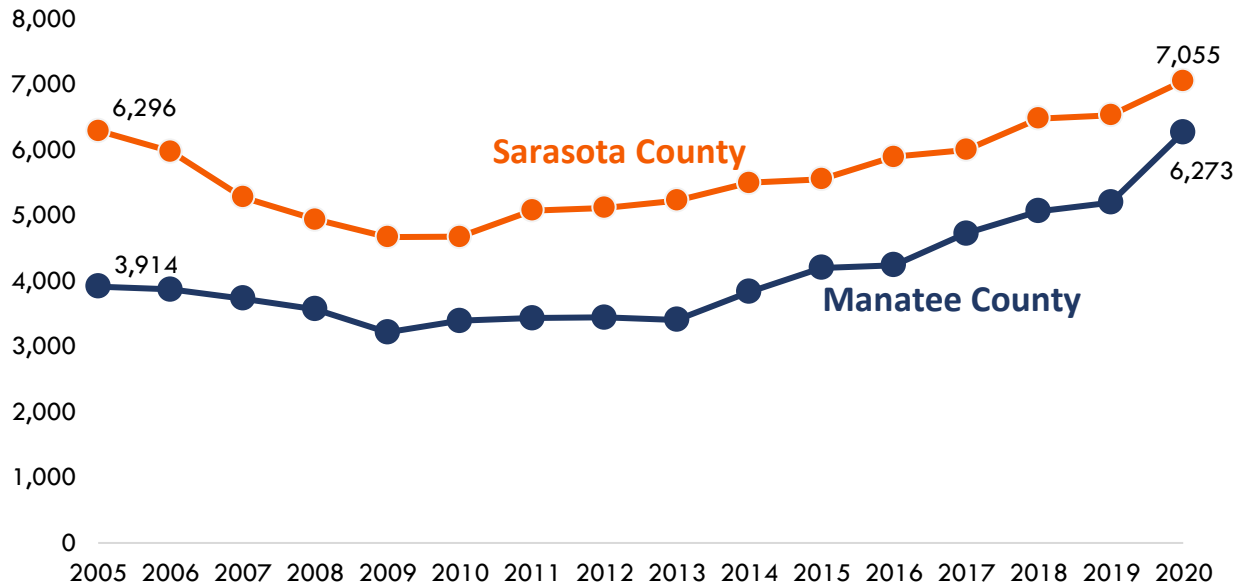


Source: EL calculations based on US Census BDS (2021)



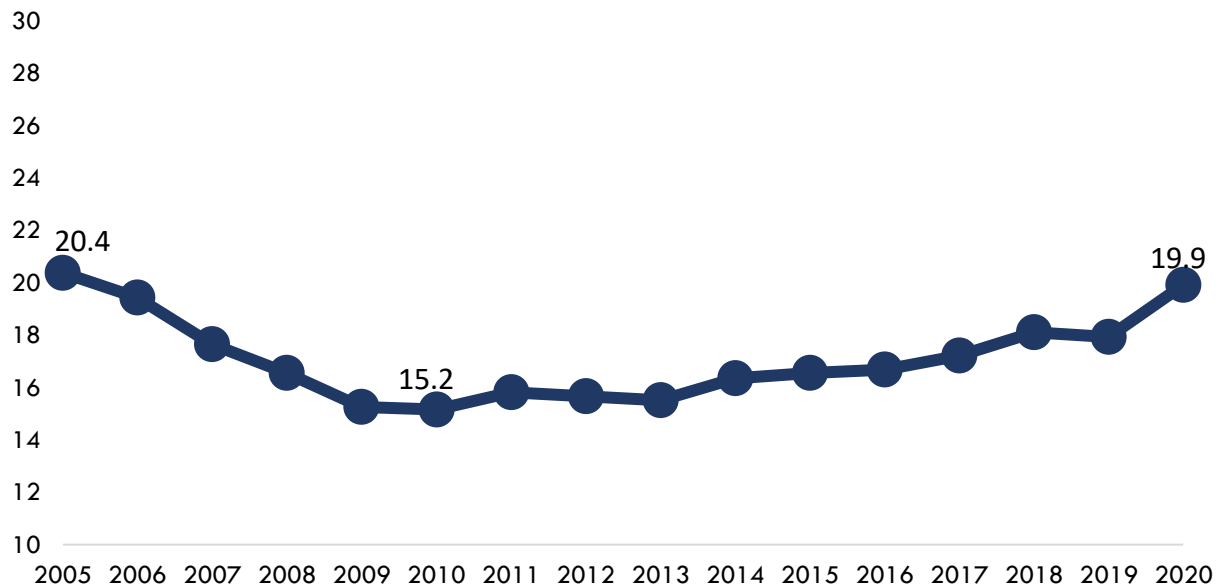
The resurgence of dynamism, at least temporarily, is being fueled by labor market churn (workers leaving current jobs for better opportunities), increased IPOs, and spiking rates of entrepreneurship. Nationally, new business applications increased by 37 percent during the pandemic (EIG 2022). This trend is also present locally, where business applications reported by the US Census Business Formations Statistics (BFS) rose in both counties from 2019 to 2020. Business applications have nearly doubled in Manatee County since 2005.

### Business Applications in the Suncoast Region by County, 2005-2020



Source: US Census BFS (2021)

### Business Applications in the Suncoast Region Per 1,000 Adults, 2005-2020



Source: EL calculations based on US Census BFS (2021) and EMSI 2022.1

Even when business applications are standardized by the adult population of Sarasota, we see a significant rise in the business application rate. This means the increases in business applications are not just the result of an increase in population. Business applications in the region dropped precipitously during the Great Recession, and are still lower than 2005 levels. Encouraging and supporting the pandemic startup boom could help increase the area’s overall dynamism.

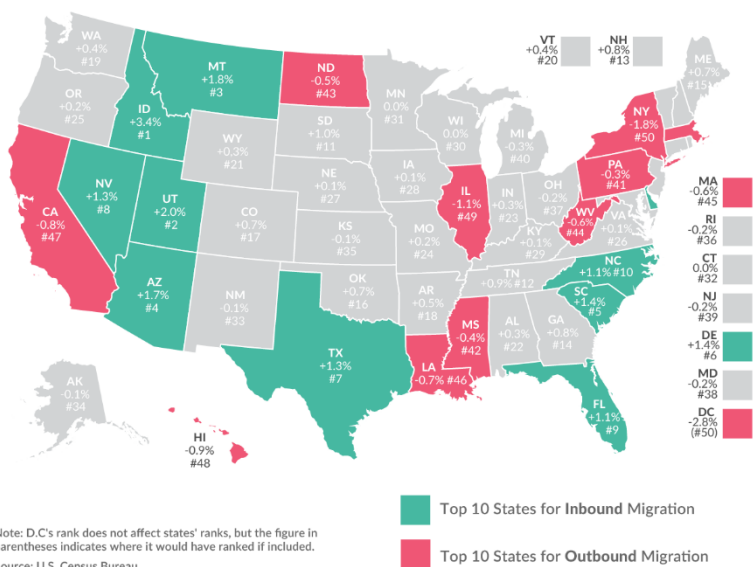
The Suncoast Region’s rates of business applications are on the higher end compared to other MSAs around the country. The region ranks 43<sup>rd</sup> among the most populous 105 MSAs in the country. In 2020 the metros with the most business applications per 1,000 adults were:

1. Atlanta, Georgia
2. **Miami, Florida**
3. Provo, Utah
4. **Orlando, Florida**
5. Jackson, Mississippi
6. New Orleans, Louisiana
7. Baton Rouge, Louisiana
8. Memphis, Tennessee
9. **Jacksonville, Florida**
10. Detroit, Michigan
11. Las Vegas, Nevada
12. **Tampa, Florida**
13. Houston, Texas
14. Denver, Colorado
15. Dallas, Texas

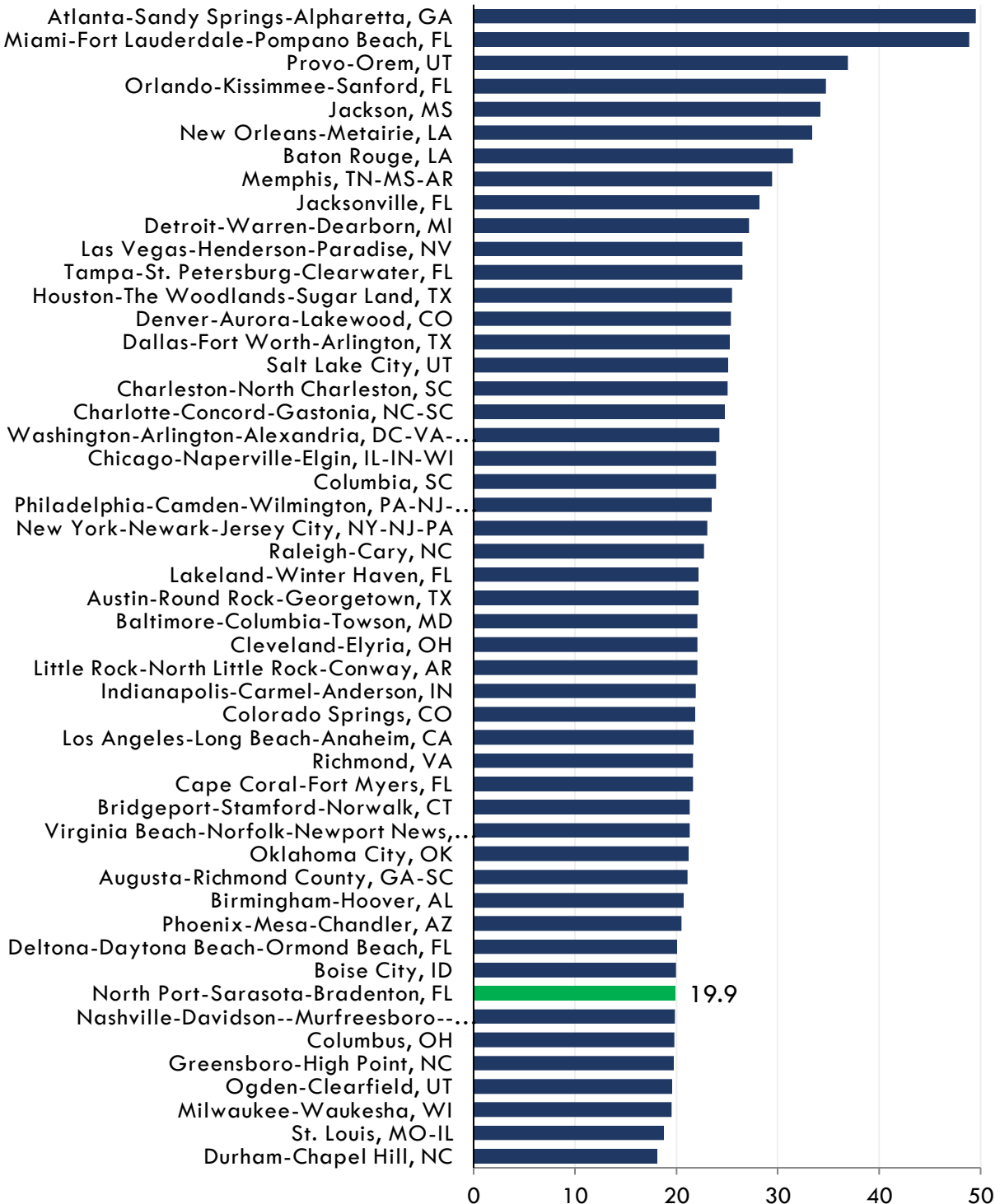
Metros in the South, and particularly Florida, are prominent on this list. Florida is consistently rated as having one of the best business and tax climates in the United States. In 2021, as the map shows, Florida continued to be among the fastest growing states. With new population, the Suncoast Region may be able to leverage its own entrepreneurship, and the prominence of startups in the state, to continue to recruit new ventures to the region and create a dynamic economy.

### State Population Change in 2021

State Migration Patterns, from Most Inbound to Most Outbound, 2021



## Business Applications Per 1,000 Adults by MSA, 2020, Top 50 of the 100 Largest

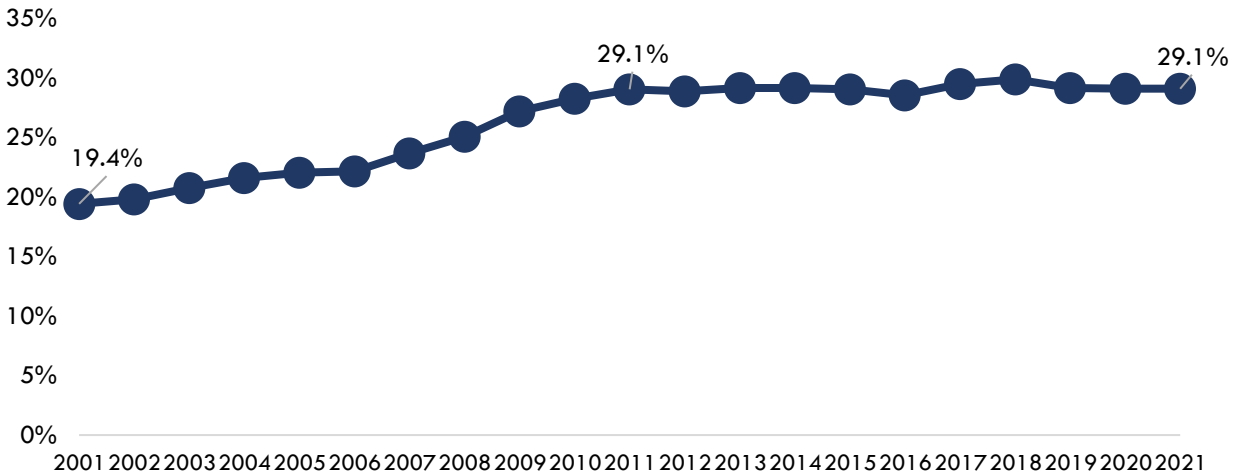


Source: EL calculations based on US Census BFS (2021) and EMSI 2022.1

Another trend in recent years is the rise of the solo-preneur, freelancer, and gig work. Economic Leadership measured self-employment through EMSI Burning Glass' Class of Worker Data. They

offer different employment categories which include self-employed and extended proprietorships. The category of extended proprietorships counts jobs in which the income is not from their primary job. When we look at the percentage of these jobs compared to the total workforce, we see that these roles grew rapidly for about a decade and have leveled off in the past decade.

### Suncoast Region Self-Employment as a Percentage of Total Employment, 2001-2021



Source: EL calculations based on EMSI 2022.1

Understanding that new business growth creates a more dynamic economy will be important for the region to ensure that new businesses are supported. Long-term success in this post-pandemic world will be challenging. The smaller businesses are the most vulnerable. As part of the U.S. Census Small Business Pulse Survey, about 19 percent of small businesses in Florida stated that they had experienced a large negative impact from COVID-19. About 30 percent of Florida businesses surveyed believed it would be more than six months until their business recovered. While these numbers are better than national average, it indicates a higher level of challenges for small businesses.



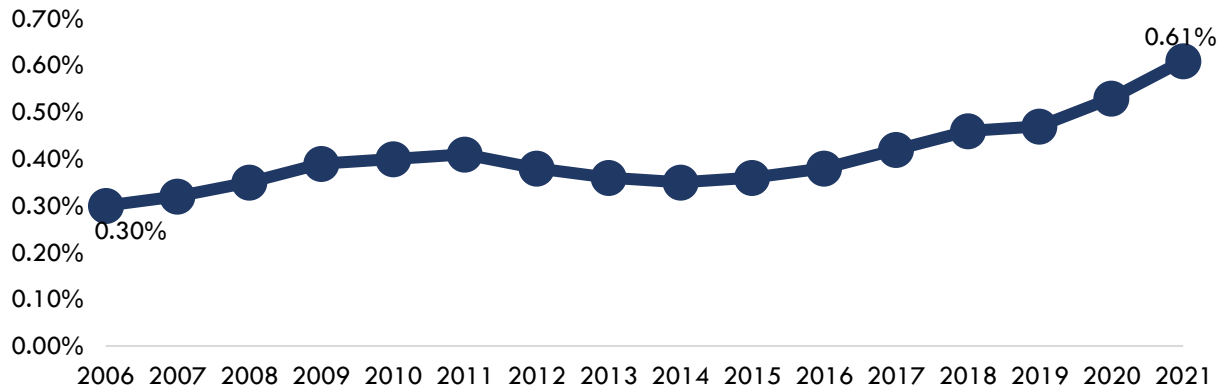
## Census Small Business Pulse Survey, April 2022



Source: US Census (2022)

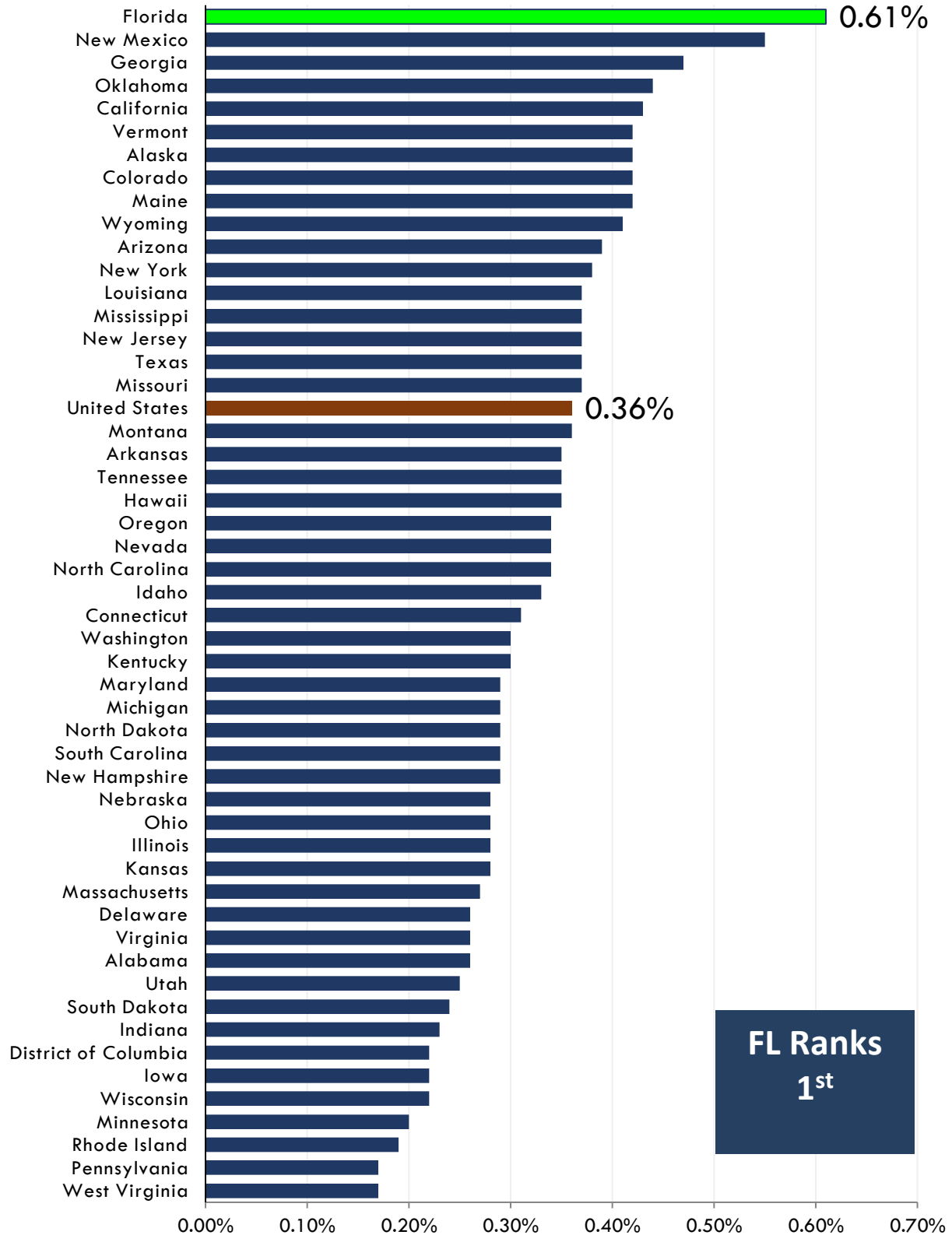
Entrepreneurial data from the Kauffman Foundation indicates that the Suncoast Region can leverage the emergence of Florida, at the state level, as an entrepreneurial hub. Rates of entrepreneurship have doubled in Florida from 2006 to 2021. The state now ranks first, across all states, in this metric. The region can expect more new, small businesses.

### Florida Rate of New Entrepreneurs, 2006-2021



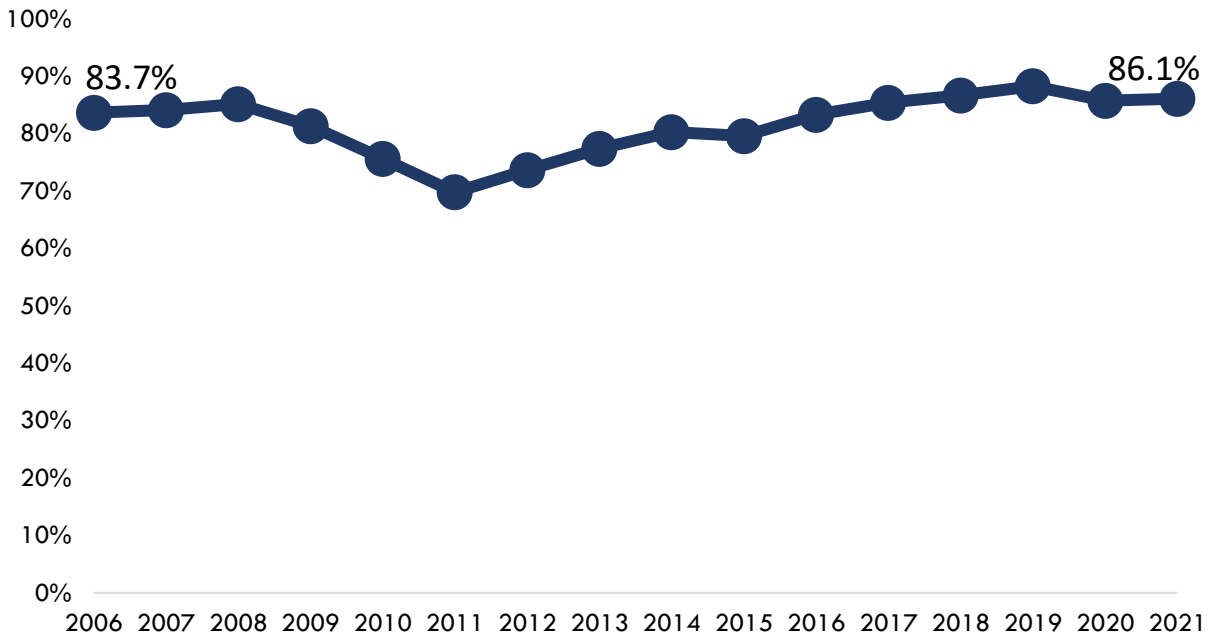
Source: Kauffman Foundation (2022)

## Rate of New Entrepreneurs by State, 2021



Source: Kauffman Foundation (2022)

## Florida Opportunity Share of New Entrepreneurs, 2006-2021



Source: Kauffman Foundation (2022)

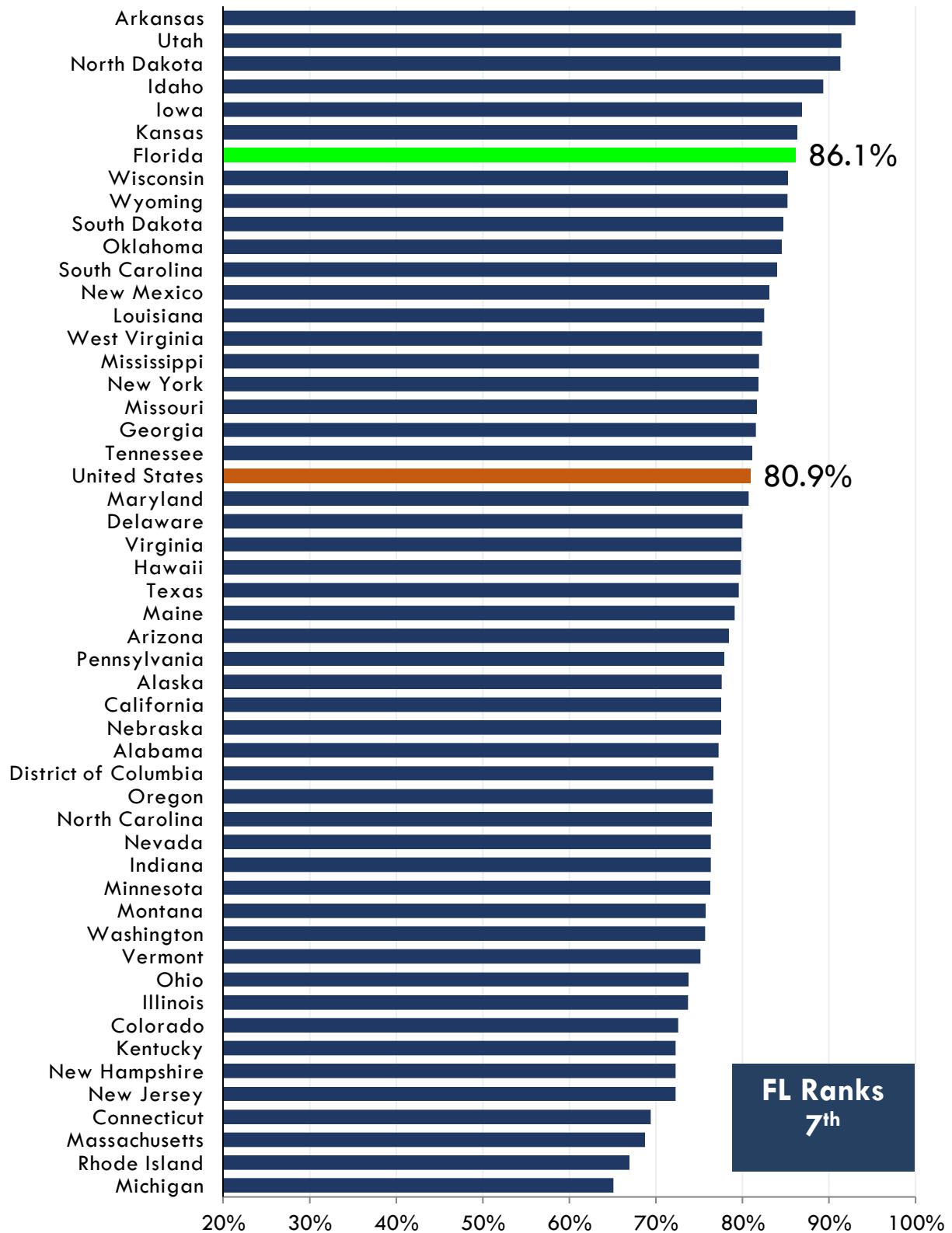
Ideally, communities would like to see entrepreneurship not coming from a place of need, but from a place of choice. The

opportunity share of new entrepreneurs measures the number of entrepreneurs who were not unemployed, nor looking for a job, at the timing of starting their business. This measure determines whether economic conditions are playing a role in entrepreneurship. In



Florida, the opportunity share value dropped during the Great Recession, with another dip during COVID-19. Naturally some of the entrepreneurship ventures came from need, after a job loss during the pandemic. Altogether, Florida's rates of opportunity share are high, and more than the national average. Florida ranked 7<sup>th</sup> among all states in 2021.

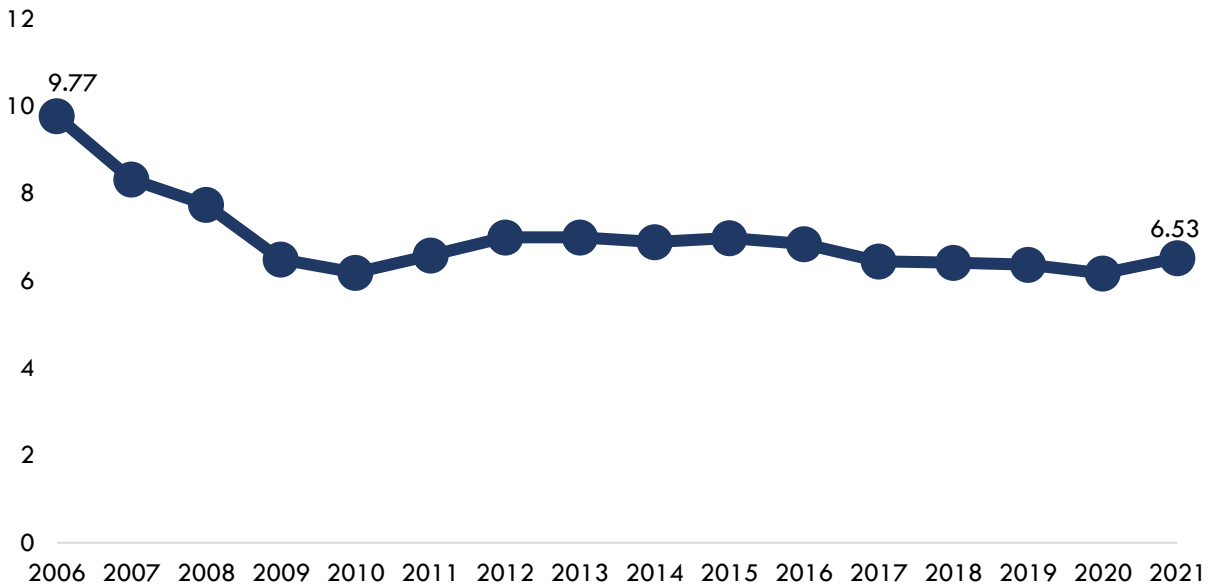
## Opportunity Share of New Entrepreneurs by State, 2021



Source: Kauffman Foundation (2022)



## Florida Startup Early Job Creation, 2006-2021



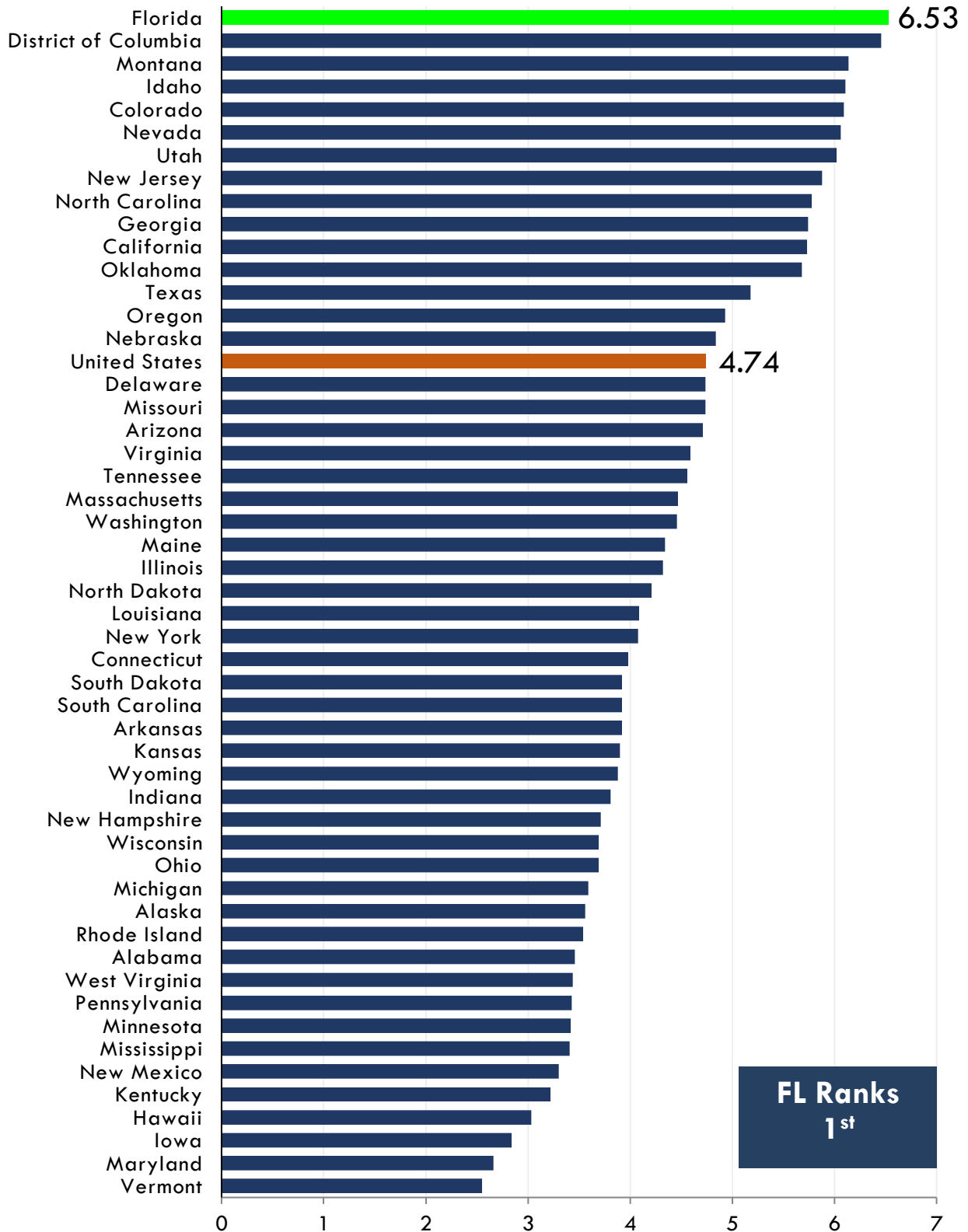
Source: Kauffman Foundation (2022)

New ventures are prized for their job creation impact on an economy, as they always represent the bulk of all net job creation. In Florida in 2021, the average startup employed 6.53 workers in their first year. This figure has come down from a level of 9.77 in 2006, but has remained stable since the Great Recession. This decline is part of a national trend and could be related to more solo-preneurs and freelancers. Florida's rate of startup job creation is also at the top in the nation.



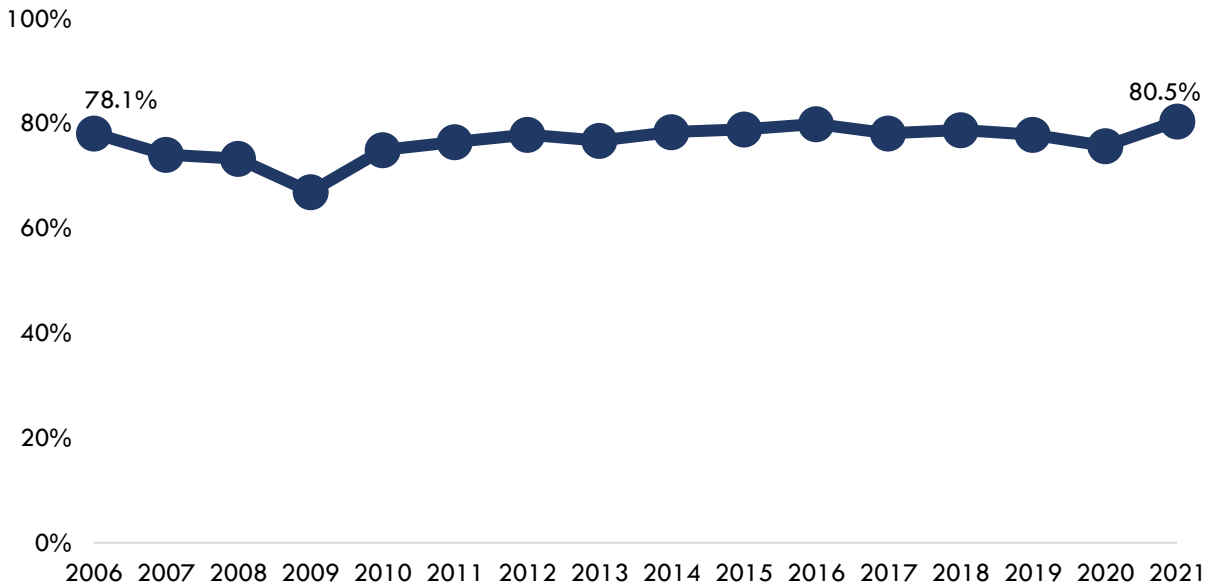
**“The secret to successful hiring is this: look for the people who want to change the world.”** —*Marc Benioff, CEO of Salesforce*

## Startup Early Job Creation by State, 2021



Source: Kauffman Foundation (2022)

## Florida Startup Early Survival Rate, 2006-2021



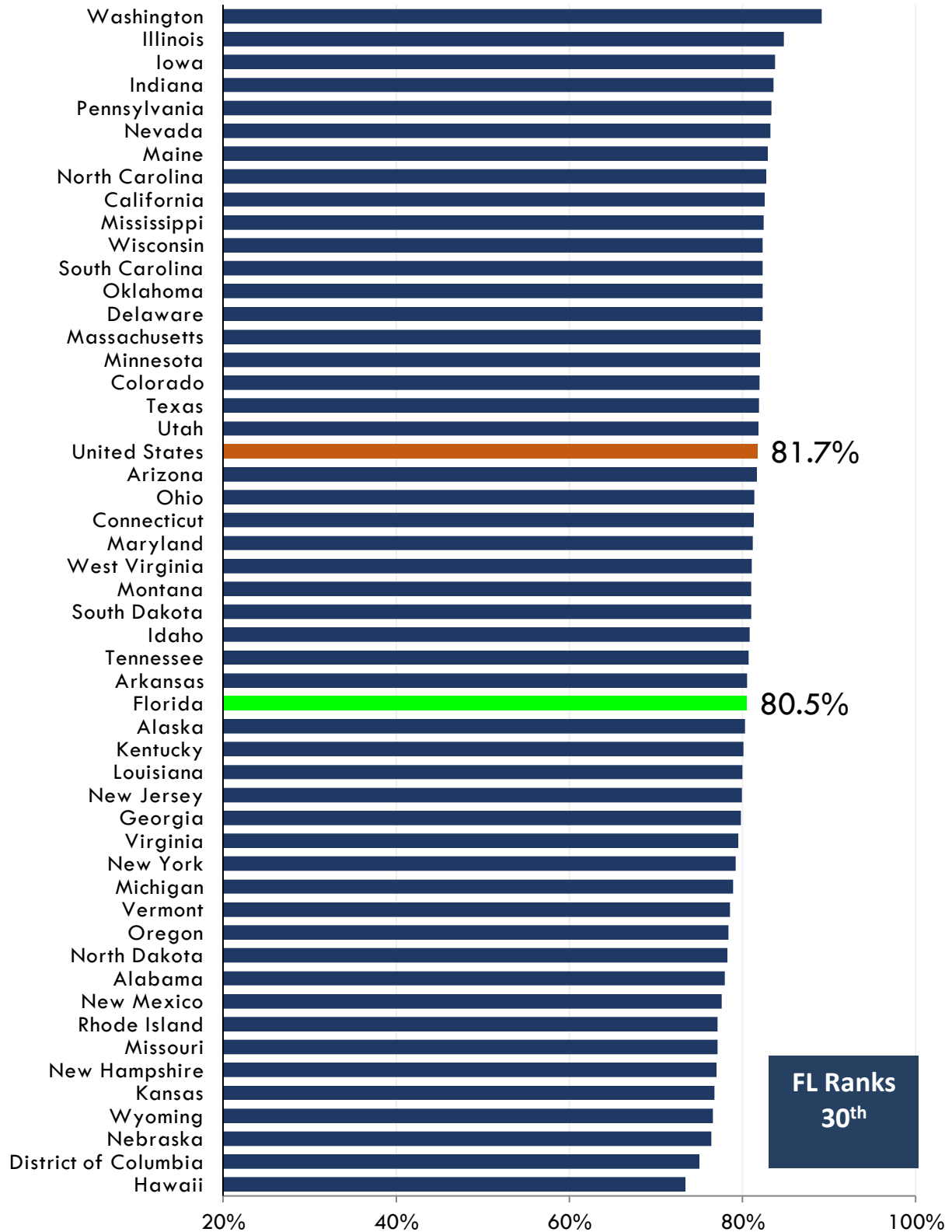
Source: Kauffman Foundation (2022)

Data on establishment exits, discussed earlier, tells us that the initial one to five years are when businesses are at the highest risk of closure. The Kauffman Foundation tracks the survival rates of startups through their first year. In Florida, in 2021, 80 percent of startups had survived. This survival rate is lower than the national average and ranks the state 30<sup>th</sup> overall. This is the lowest performance of all the Kauffman Foundation entrepreneurship indicators for Florida.



Overall, Florida is becoming a top spot for entrepreneurship, and Sarasota and Manatee counties are sharing some of this post pandemic boom. It will be important for these new ventures to have support in workforce development, business planning, supply chain, and capital to help ensure that they survive past their first couple of years.

## Startup Early Survival Rate by State, 2021

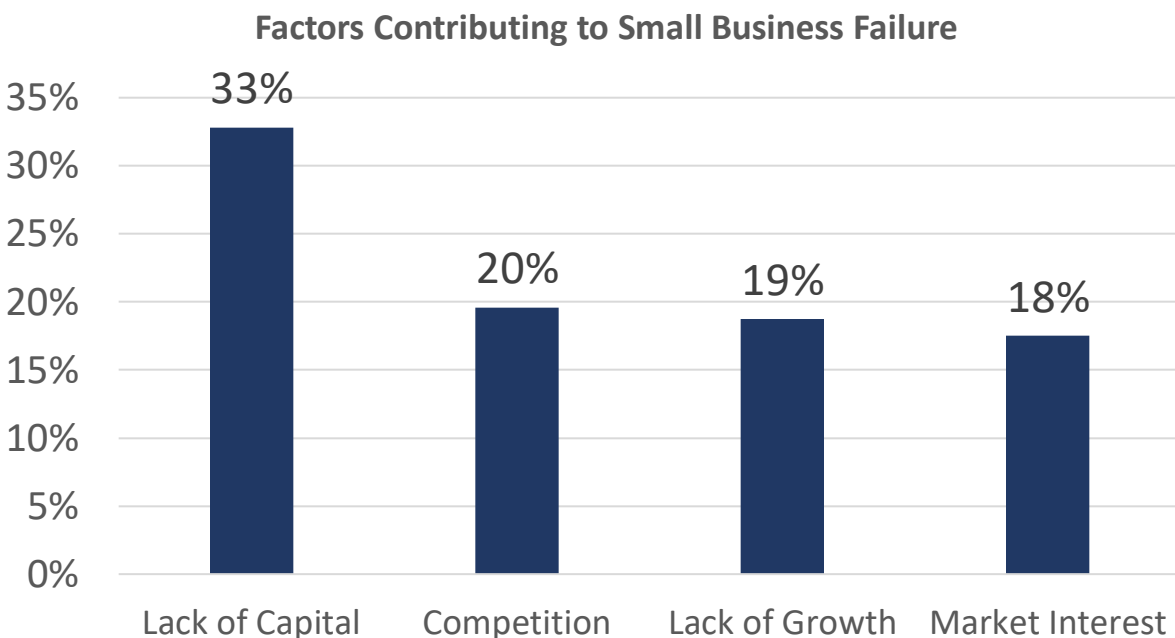


Source: Kauffman Foundation (2022)

## Why do Small Business Fail?

Since the failure rates of small businesses seems high, and the impact of small businesses is considerable in every community, there has been an ongoing research quest to understand what contributes to the failure.

In 2021, Zebra, an online business cost comparison tool, surveyed small businesses to identify the biggest reasons that small businesses struggle and fail. Despite the challenges created by the COVID-19 global pandemic, only one percent listed it as a major cause of business failure. Lack of capital is consistently cited as the primary problem. But as discussed earlier, competition is often fierce, including from new entries into the market. Consumers often change their preferences for what they wear or where they eat, stranding small businesses with goods or services no longer wanted.



The research also found that marketing was a major concern for small businesses. Creating customer awareness, and differentiating your business from the competition, was a never-satisfied need. Most (81.4%) said word of mouth was their primary form of marketing, followed by social media (49%) and website (37%). It seems obvious that creating awareness is even harder for new ventures.

Research from Oberlo, SEMrush, 99Firms and Taylor Covington suggests that over 40 percent of business failures can be attributed to a lack of demand for their product or service. Another report included time-management issues associated with business management was crucial. Now, more than ever, finding enough workers with the right skills is the watchword of small businesses.

Much has been written about the national workforce challenges all businesses face. A new, May 2022, survey by Goldman Sachs found that 90 percent of businesses are currently “finding it difficult to recruit

qualified candidates for open positions.” The U.S. economy has increased employment by over 400,000 each of the last 14 months. That number had been reached only one month in the past ten years. The average net new people working over the past year has been 540,000 per month, resulting in near record low unemployment. Data from ADP shows an increasing gap between the hiring of large and small businesses, foreshadowing increased struggles for small businesses to find workers in the months ahead.

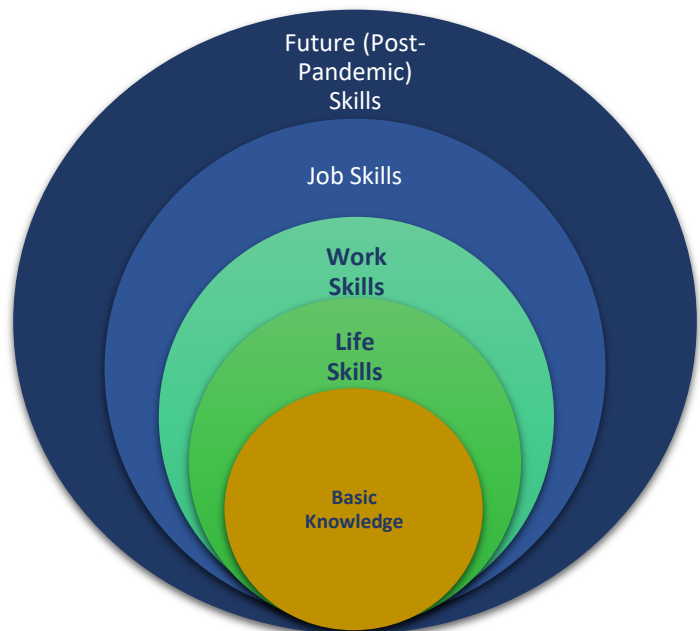


The Goldman Sachs survey reported that nationally, 88 percent of small businesses say that they are struggling relative to larger businesses, who can pay more and offer more benefits and perks.

Comprehensive worker shortage solutions seem unlikely in the coming years. Declining fertility rates, large numbers of baby-boomer retirements, flat or declining participation rates and a dramatic drop in new immigrant workers have combined to create worker challenges that will almost certainly last for the foreseeable future. Competition for employees will increase.

The other component of the worker shortage is that businesses consistently describe a mismatch between the skills that they need and the skills that the available workers have. There is no simple, universally agreed upon list of the skills that employers want. Often a specific job's most important skill is determined by the overall ability of the others in the work team. Community stakeholders typically raise concerns about people not in the labor force and skill shortages that are usually referred to as "soft skills," including work attendance, ability to pass a drug test, and attitude. These challenges are often more acute for entry level workers. Sometimes local businesses talk about the inability to fill jobs with specific technical skills.

Naming and framing the problem is an essential prerequisite to identifying solutions. The following breakdown, created by Economic Leadership, helps to explain the "skills gap," and the skills that citizens will need to successfully compete for better jobs in the future. Each tier



builds on the previous set of skills. By identifying specific skill deficiencies, specific local actions can be created to address them.

**Basic Knowledge** is the set of core academic competencies being taught by elementary, middle, and high schools in the region. Local districts make choices about curriculum, instructional strategies, materials, and textbooks. Many social, economic, and family factors heavily impact academic achievement. From the employers' perspective, an effective course of study would result in proficiency in reading comprehension, writing and, increasingly important, applied mathematics. Almost all jobs in the future, will require these skills, and that the skill-level be quantified by new assessment methods.

**Life Skills** are made up of those personal attributes that are sometimes described as “soft skills.” They include motivation (initiative), responsibility, honesty, punctuality, personal accountability, adaptability, and conflict resolution. Often barriers to employment such as failing a drug test or having a criminal record are included in this category.

**Work Skills** are sometimes considered “soft skills” since many are viewed as personal traits. These skills are increasingly important to employers, and they are also generally transferable between jobs in different industries. Employees with strong work skills have greater opportunities in a dynamic employment market. Today, most jobs demand that successful employees have teamwork, problem solving, flexibility, perseverance, and communication skills. Increasingly innovation, creativity, leadership, selling, and negotiation abilities are valued.

**Job Skills** are specific to an individual job. A machinist, nurse, truck driver, or pastry chef must receive specific training for the task. Higher education institutions, training providers, and individual employers will be the primary provider of this training, but increased exposure to sector skills can and should begin earlier, including during CTE classes in high school. Many employers are demanding more skills than the basic knowledge conferred by a high school diploma, but do not need workers with a college degree. While only about a third of the jobs in the near future will require a four-year bachelor's degree, an equal number will require post high school training, a certificate or an associate degree. Early exposure to emerging opportunities for parents and students can help everyone find opportunity.

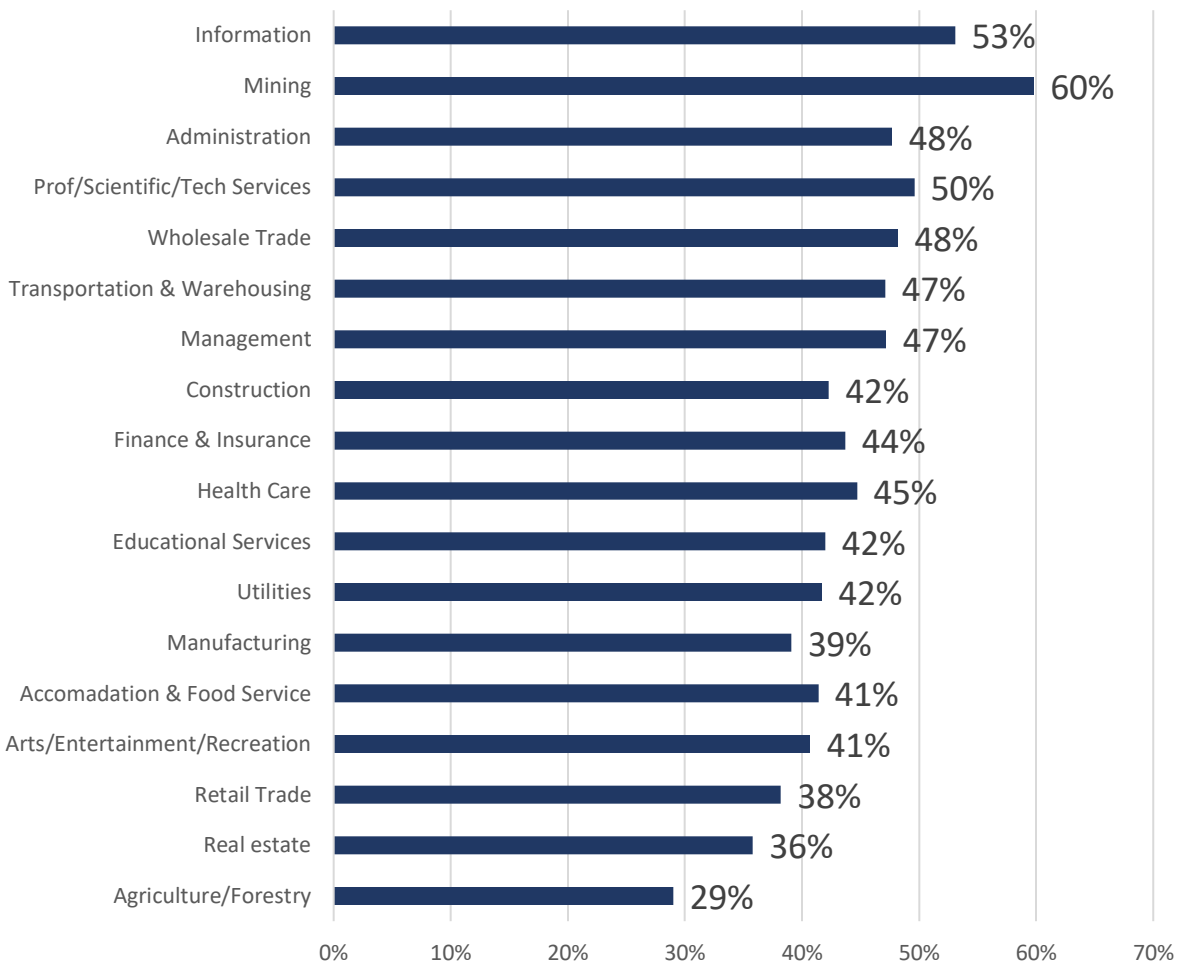
Research suggests that many students entering higher education are not prepared, requiring remediation, nor are they armed with the skills for successful work. Higher education rates of non-completers, mounting student debt, and even early signs of stagnate wages due to oversupply of some bachelor's degree concentrations have caused many communities to reevaluate their educational priorities.

Finally, **Future Skills** or Post-Pandemic skills are emerging as abilities that can add worth to the employee, especially in these rapidly changing economic times. Once, being able to use a computer was new. Today, the ability to use and interface with technology, manage multiple simultaneous priorities, comfortably absorb, and apply data, and successfully interact with

colleagues and customers of different backgrounds – often remotely – are all highly valued. Automation will dramatically change the jobs that are available, and the skills needed for success. These future skills should be gained during school years and augmented by ongoing education and practice.

In the CareerSource Suncoast counties, the specific makeup of the economy can also impact the failure rates of businesses. AdvisorSmith recently examined 5-year survival and failure rates for businesses by industry. Failure rates are the highest for businesses in Information, Administration, Professional, Scientific and Technical Services and Whole Trade and lowest in Agriculture. Real Estate, Retail Trade, and Arts, Entertainment and Recreation.

### 5-Year Failure Rate

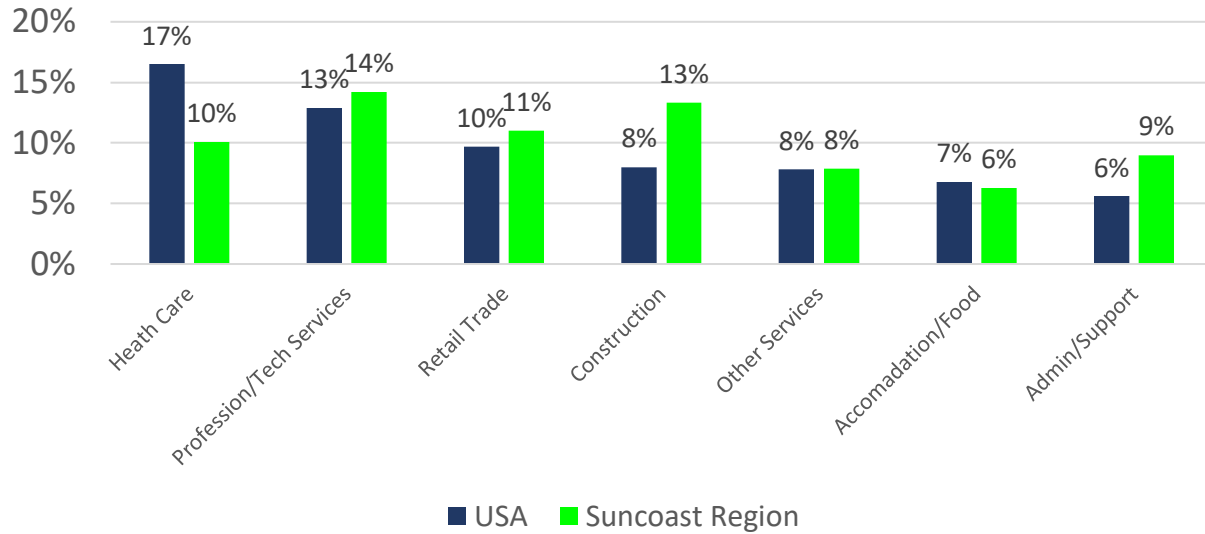


All local economies are different. Compared to the national average, the Manatee and Sarasota Counties' economy has a higher percentage of payroll businesses in Construction (42% Failure Rate), Retail Trade (38% Failure Rate), and Administration (48% Failure Rate). It has a lower percentage of employers in Health Care (45% Failure Rate). On balance, the mix of local



businesses should result in a local 5-year business failure rate comparable to the US and Florida averages.

**Payroll Businesses as % of Total Businesses**



### Strategies & Post-Pandemic Trends in America

All strategy development begins with an assessment of the current community reality and identifies future trends that will impact the local community in the coming years. The second phase determines what the local stakeholders want for their community in the future. The final step is to identify and then implement specific actions to move from where you are to where you aspire to be. Successful plans are future-focused, realistic, actionable, appropriately resourced, and are regularly updated. The final consideration is how has COVID changed the small business landscape going forward? Before determining a course of action for CareerSource Suncoast a look a recent impacts is critical.



Predictions about the short-term and long-term impacts on America’s economy, and society, from COVID came quickly, and their accuracy has varied widely. One clear outcome is that the pandemic accelerated several existing trends, such as the growing importance of e-commerce. Many aspects of our economy, such as overall employment, have rebounded more quickly than originally forecast. Others – such as the trend of “reshoring” manufacturing activity to the United States – appear to be on track but will take longer to fully evaluate.

COVID-19 certainly does not appear to be going away. However, in the U.S. we are moving into an endemic phase, where there will be continued surges of the coronavirus and its variants, but where impacts will be increasingly muted due to vaccinations and immunity. In this section, we take a current look (as of spring 2022) at what to expect. The following pages are Economic Leadership’s best projections for the important trends affecting key areas of economic and workforce development, from employment to commercial real estate to housing. Where do we stand, and where might we be headed?



### **Jobs Recovery**

As of March 2022, the nation had recovered 93 percent of the 22 million jobs lost at the height of the pandemic shutdown. At the current rate of recovery, the country will be back to pre-COVID job levels by later this year.

However, the jobs recovery is very uneven across the 50 states. As of February 2022, 11 states had erased all their job losses. States in the South and the Rocky Mountains have fared the best, while many in the Northeast and Midwest are still struggling. As of February’s data, the top five states for job growth since the pandemic were Utah, Idaho, Montana, Texas, and North Carolina. The bottom five – Hawaii, Louisiana, Alaska, Minnesota, and North Dakota – had all recovered less than 75 percent of their jobs. Florida is among the 12 states that have employment levels above their pre-pandemic levels, currently 1.7% higher.

According to the Federal Reserve Bank of Richmond, the entire rise in unemployment from February to April 2020 was caused by temporary layoffs. The unemployment rate soared from 3.5 percent in February to 14.8 percent in April. Despite concerns that permanent layoffs would also increase and that it could be “several years” before U.S. employment returned to pre-pandemic job levels, the unemployment rate plummeted by eight percentage points in just seven months. The Richmond Fed called this recovery “much faster than in previous recessions.” The unemployment rate was down to 3.6 percent in March 2022, almost back to the pre-pandemic rate. The rapid tightening of the job market was underscored by Federal Reserve chair Jay Powell in March 2022, noting that there were a record 1.7 job openings for every unemployed person in America.

### **Labor Force Participation:**

The U.S. labor force participation rate fell from 63.4 percent in February 2020 to 60.2 percent in April 2020. (For comparison, the rate was over 67 percent 20 years earlier). In one year, a net 4,160,000 adults left the labor force. The rate has recovered slowly, edging up to 62.4 percent by March 2022. (The current rate for Sarasota and Manatee counties is a low 59.1%) Some

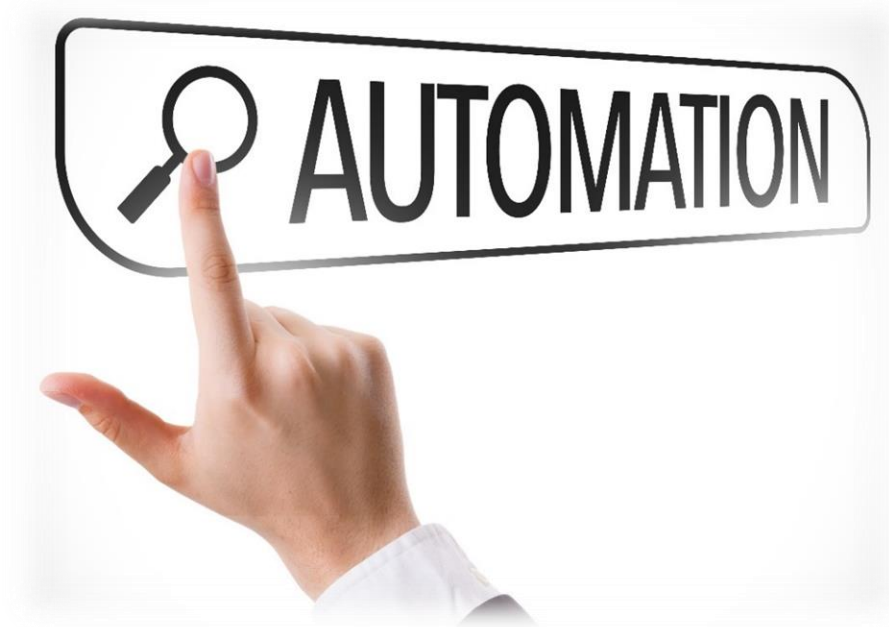
researchers suggest that “the pandemic has permanently reduced participation” and that current participation rates could “reflect a new normal.” Retirements among those 55 and over during the pandemic is seen as a major cause of lower labor force participation.

Another key workforce group is women, whose participation rate of 57 percent in January 2021 was the lowest in 33 years. The need to care for children and elderly parents have been cited as primary factors. To promote labor force participation among women, researchers such as the Kauffman Foundation recommend a) expanded public preschool and private childcare support; b) more flexible work schedules; c) expanded parental and family leave policies; and d) better employee benefit packages. These solution present bigger problems for smaller businesses.

These labor force trends appear to be a clear example of a COVID-induced acceleration of an existing long-term trend – lower labor force participation. If the American economy continues to recover and generate demand for workers, reduced labor force participation is likely to restrict the ability of companies to expand. Competition between companies for labor will grow.

#### **Wages:**

The Federal Reserve Bank of Atlanta’s Wage Growth Tracker shows that wages have spiked since May 2021. In March 2022 the median wage in America rose by 6.0 percent year-over-year, the highest increase in the series’ history going back to 1997. Wage growth rose slowly and steadily since May 2010 (during the Great Recession) until it surged at a much faster rate beginning last year.



#### **Business Adoption of Automation and Potential Job Displacement:**

The pandemic’s impacts on the workplace may have caused businesses to fast-forward “10 years of change in the space of less than 10 months,” in terms of adopting automation, robotics, and artificial intelligence (AI). An estimated 40 percent of workers could require re-skilling, and many might need to work in a completely different industry due to long-term structural changes in employment needs. In the past, automation often generated as many or more jobs as it displaced over the long term. A 2022 Brookings article claims that the latest round of automation “has the potential to cause much more worker displacement and

inequality than older generations of automation.” Still, the jury is out; as Brookings asks, “Is this time really different?” If consumers embrace increased automation it will also put pressure on small businesses to invest heavily to meet their customer expectations.

A report by McKinsey predicted that job losses will be greatest in low-wage occupations where workers are in close proximity to other people, many of which are important to the Suncoast region. In America, McKinsey projects that the greatest percentage decline in employment between 2018 and 2030 will occur in:

- A. Customer Service & Sales
- B. Office Support
- C. Food Services
- D. Production & Warehousing (with warehousing adding jobs, but production decreasing significantly.)

It predicts the greatest percentage employment gains in the U.S. to come in:

- A. STEM Professionals
- B. Health Professionals
- C. Health Aides, Techs, Care Workers
- D. Managers

#### **Worker Relocation:**

Population growth has been a major contributor to the Suncoast Region’s economic success. Economic development consultant DCI’s fall 2021 *Talent Wars* survey of over 1,000 workers who had relocated during the pandemic uncovered these interesting trends:

- Most adults who relocated did so within the same region of the United States, and to a community similar to the one they left; this leads DCI to conclude that “cities should ensure their talent attraction efforts include talent within a 100-mile radius.”
- 58 percent said they would have still relocated if the pandemic had not happened.
- 46 percent plan on moving again in the next 12 to 18 months.
- The primary triggers that caused people to move:
  - Better quality of life 38%
  - Closer to family 30%
  - Larger living space 27%
  - Lower overall cost of living 23%
- “Loss of job” was only cited by 13 percent.
- “Money Prevails:” 90 percent of respondents said their new job offered a higher salary.
- The top two factors for considering a new job opportunity: salary and work-life balance.
- The top factors influencing relocation decisions:
  - Housing cost 7.3
  - Cost of living 7.3

Housing availability 7.1  
Safety / crime rates 7.1  
Welcoming / friendly 7.0  
Quality healthcare 7.0

- After basic criteria were met (job, housing, cost of living, etc.), the top three lifestyle factors impacting location decisions were 1) Schools 19 percent; 2) Outdoor Recreation 13 percent; and 3) Safety & Security 10 percent.
- Preferred work arrangement:
  - In the office full-time 40%
  - At home full-time 36%
  - Hybrid arrangements 24%

### **Takeaways For Career Source Suncoast:**

1. U.S. job recovery has been surprisingly strong. 93% of jobs lost during the shutdown have been recovered, and the country may be at pre-COVID employment by summer 2022.
2. Labor force participation remains below the pre-pandemic level, and lower participation may be a “new normal.” Retirements by older workers and lower participation among women are major factors.
3. Job recovery by sector is very uneven. Leisure & hospitality employment is still far below pre-pandemic conditions, while jobs in transportation & warehousing and professional & business services have soared above pre-COVID numbers.
4. Small businesses will be in intense competition with larger employers for talent.

### **The Future of Remote Working and Hybrid Attendance Models:**

Since the economic shutdown began in March 2020, most company executives have said that the shift to remote work had been a success for their company. Employers are open to a hybrid model for office work, though they feel it is important for company culture to have employees come into the office a few days a week. This creates some tension, with workers expressing a desire for work-from-home (WFH) status more often or even full-time. Due to the tight labor markets, companies appear to be bending more in this direction to accommodate their office staffs. According to Buffer.com, here’s how firms have changed their stance in the last two years:

***Is your company planning on permanently allowing some amount of remote work?***

	<b>2022</b>	<b>2021</b>
<b>YES</b>	72%	46%
<b>NO</b>	9%	16%
<b>UNSURE</b>	19%	38%

Other observers expect that the hybrid model, with fewer workers coming into the office for a full work week, could have significant negative impacts on restaurants and retail stores located near office buildings

**Takeaway For CareerSource Suncoast:**

A hybrid model of office work is gaining traction, where most employees spend some time at an office each week, but not every day. Some tension remains between employers who desire greater office attendance and employees who prefer a work-from-home (WFH) model. Small businesses that thrive on direct customer contact may have an even harder time finding and keeping employees.



## Commercial Real Estate Businesses

### Lodging Sector:

Not surprisingly, the lodging sector was the hit hardest during the pandemic. However, it has recovered substantially. By December 2021, hotel occupancy was at 57 percent, up from 42 percent a year earlier. As of March 2022, the mortgage loan delinquency rate for hotel properties was 6.9 percent. Six months prior, the delinquency rate was 11.5 percent, and a year earlier it was 16.0 percent.

### Office Markets:

As of early 2022, various estimates put the office vacancy rate between 14 percent and 18 percent – relatively high but still less than the peak during the Great Recession. Vacancies were exacerbated by new office buildings being completed. Given caution about work-from-home (WFH) trends, future new construction will likely be muted, helping to reduce vacancy. As of March 2022, the office mortgage loan delinquency rate was just 1.7 percent, although there were a few troubling signs in major office markets on the coasts and in Chicago.

Conditions across the United States vary greatly. Consulting firm PwC believes that office properties will experience “vastly different outcomes” based on location and amenities. These major coastal “gateway” markets experienced vacancy increases of three percent or more during 2021: San Francisco, Seattle, New York, Los Angeles, and San Jose. Meanwhile, from late 2020 to late 2021 the five markets with the greatest positive absorption of office space were Palm Beach, FL; Durham, NC; Austin, TX; Boise, ID; and Pensacola, FL. Sunbelt and Rocky Mountain markets continue to outperform traditional office powerhouse metros.

The 10-year projection is for greater global demand for office space, because of the economy’s long-term structural move to a “professional services-oriented economy.” Cushman & Wakefield describes this as a 50-year trend helping office properties. For the Suncoast Region, new construction will likely be below pre-pandemic projections.

### Industrial Properties:

The industrial real estate market boomed during the pandemic, driven by tremendous e-commerce demand for warehouse and logistics space. By the end of 2021, a net 700 million square feet of industrial space had been absorbed, rents were growing by 8.4 percent annually, and vacancy was at a record-low 4.1 percent. The National Association of REALTORS predicts vacancy to rise slightly – to 5.0 percent – during 2022, due to high levels of new construction.

The warehouse and logistics market should continue to be extremely healthy. From 2016 to 2019, warehouse and logistics space accounted for 28 percent of all industrial space demand. In 2020 and 2021 it accounted for 40 percent of the total. *Site Selection* tracked 1,670 new logistics construction projects in 2021. The top five markets were Chicago, Dallas-Ft. Worth, Houston, Los Angeles-Long Beach, and Atlanta.

### **Retail Sector:**

Retail vacancies rose during 2020, with vacancy at its highest since 2013. Greater retail pain was expected in 2021, but this did not materialize. At the end of 2021, Moody's Analytics REIS reported that the predicted retail apocalypse "has been canceled." Vacancy was just above the long-term average of about 10 percent. REIS noted that drop in space demand was not nearly as bad as during the Great Recession, while the very low amount of new retail construction "undoubtedly helped prop up performance of existing properties." Moody's forecast that "after a bumpy next year or two for retail, we expect the national vacancy rate for the sector to trend back down toward a sub-10 percent level" with rents growing at about two percent per year.

Other recent data indicating the health of the retail sector:

- Retail company bankruptcies hit a five-year low in 2021, with store openings greater than store closures for the first time since 2016.
- Christmas 2021 was a strong shopping season, with seasonally adjusted retail sales in November jumping by 18.2 percent year-over-year.
- As of March 2022, the loan delinquency rate for retail properties was at 7.5 percent. Six months earlier it was 9.8 percent, and one year prior the delinquency rate was 10.9 percent.

### **Takeaways for CareerSource Suncoast:**

1. Commercial real estate rebounded in strong fashion in 2021, including the two sectors hit hardest by the pandemic: hotels and retail space.
2. The office market faces high vacancy but low levels of loan defaults. Reduced levels of new construction should help existing properties.
3. The nation's most attractive real estate markets for 2022 are dominated by Sunbelt and Rocky Mountain metro areas. The Suncoast Region should fare well.

### **Housing Demand:**

The pandemic generated a, perhaps unexpected, surge in demand for housing. Stimulus payments and a rising stock market likely contributed to this boom. Single-family housing starts have roared back since tanking in April 2020, rising from 938,000 then to 1,770,000 in February 2022 (on an annualized basis). Still, builders are having difficulty meeting the demand. Supply-side constraints include a) high construction costs, b) material shortages and delays, c) labor shortages, d) lack of available lots. On the demand side, Millennials are hitting their prime household formation and home buying years, now making up 43 percent of buyers. Gen Z buyers are starting to enter the market, and both groups will likely spur single-family home demand over the next decade.



The supply-demand imbalance is severely impacting housing availability and affordability. Home affordability nationwide fell by 11.5 percent from August 2020 to August 2021, while the median home price grew by 21.1 percent. Eight of the 10 least affordable markets were in California. However, popular markets such as Boise, Phoenix-Scottsdale, Austin, Spokane, and Durham-Chapel Hill also saw affordability drop between 17 and 21 percent. The *Emerging Trends in Real Estate 2022* report lists housing costs and availability as the nation’s #2 social and political issue (behind only the COVID-19 pandemic.) It warns that “with housing production falling far short of new household formations, affordability will continue to deteriorate absent significant private-sector and government intervention.”

Although the pandemic increased interest in smaller and lower-density areas, many recent location decisions appear to be driven by affordability – especially reduced demand in the highest-cost coastal housing markets. Suburban locations are more popular, with many movers relocating to the edges of the same metro area in which they already lived.

In a survey conducted at the end of 2021, 72 percent of workers said that the number one benefit of working remotely was a better work-life balance. This was followed by a belief that remote working was productive, and by concerns about contracting COVID or giving it to a loved one. As interest in remote working continues to be strong, Americans’ housing location decisions will likely continue to shift – perhaps in favor of more affordable locations, those offering an appealing quality of life, and good work-life balance.

### **The Apartment Market:**

After a shaky year in 2020, multi-family housing experienced an impressive rebound in 2021. The National Association of REALTORS reported that there was strong absorption of apartment units, with vacancy falling to 4.5 percent by the end of 2021 and rents increasing by 11 percent year-over-year. Real estate firm CBRE sees downtown apartments “filling back up” with occupancy rates nearing pre-pandemic levels, while suburban occupancy is steady. CBRE estimates that 300,000 new multi-family units will be delivered in 2022, above the annual average of the last three decades. The rise in single-family home rentals could



be a new area of competition for the apartment market.

### **Takeaways for CareerSource Suncoast:**

1. In a perhaps surprising trend during the pandemic, single-family housing starts nearly doubled from April 2020 to February 2022.
2. Still, homebuilders are not meeting the demand. Availability and affordability are major problems in much of the country. The *Emerging Trends in Real Estate 2022* report listed those as top social and political issues in America.
3. Sunbelt and Mountain West metros are rated as having the strongest homebuilding markets.
4. The apartment market recovered well in 2021, with falling vacancy and rapidly increasing rents. A high volume of new apartment units should be delivered in 2022.

### **Corporate Executives Site Selection Survey:**

U.S. company executives – primarily in the manufacturing and warehouse/distribution sectors – were interviewed by *Area Development* in late 2021 about their facility expansion plans and site location factors. Seventy-seven percent of respondents said that their company plans to open a new (not relocated) facility in the U.S. within the next two years. They ranked these as their most important factors in making location decisions:

Labor costs	96.4 %
Availability of skilled labor	94.9 %
Energy availability and costs	94.7 %
Shipping costs	93.2 %
Highway accessibility	93.1 %

### **Site Selection Consultants Survey:**

*Area Development* also released its annual survey of U.S. site selection consultants in the first quarter of 2022. Consultants cited these location factors as the most critical ones for industrial project location decisions. The rising importance of proximity to markets illustrates the concentration on e-commerce, warehouse and distribution projects.



Proximity to major markets	98.3 %
Availability of skilled labor	98.2 %
Highway accessibility	94.8 %
Proximity to suppliers	93.0 %
State and local incentives	93.0 %
Available land	93.0 %
Energy availability and costs	91.2 %

State and local incentives, as well as tax exemptions, were ranked significantly higher by consultants than by corporate executives.

### **Site Location Themes for 2022:**

Another survey of national site selection consulting firms in November 2021 suggested these themes for 2022.

1. Distribution and logistics projects will again dominate the headlines in 2022.
2. Sunbelt states maintained their status as the most favored business climates in America. The Southeast was overwhelmingly ranked highest as the region that has “done the most to improve its overall business climate in recent years.” Among individual states, the top-ranked were Florida, Tennessee, Texas, North Carolina, Georgia, and South Carolina. The highest-ranking Midwest states were Ohio and Missouri. Some of the largest states – California, New York, and Illinois – received no votes.
3. Most corporate clients (69%) are expected to expand their facilities sometime this year. Only 20 percent of clients are expected to “stay about the same.”
4. Suburban and rural locations will benefit as employers look outside of large city centers to establish workplace hubs. Forty-seven percent said that their clients are looking to move to suburban and rural areas; 47 percent said their clients would stay about the same; and only six percent said that their clients were considering consolidating locations in central cities.

In late 2021, Cushman & Wakefield wrote that for office location decisions there was some movement of businesses from large, expensive cities to smaller, more affordable cities, but not en masse. Cushman & Wakefield suggested that this trend might be overstated, and it expected major gateway markets to resume their leading position. They pointed to a strong upswing in apartment occupancy data in gateway markets as an early indicator of this.

### **Talent’s Impact on Location Decisions:**

In a late 2021 survey by the Site Selectors Guild, 78 percent of members said that talent shortages are impacting where firms will consider investing in new or expanded facilities. Forty-one percent thought that skill shortages will be the new normal.

Regarding community incentive programs to recruit talent, 53 said that they were a good use of resources, 35 thought they were a waste of resources, and 13 percent were unsure. The report also listed six states that members think are doing a good job of implementing talent attraction and retention strategies: Alabama, Georgia, Kentucky, Tennessee, Texas, and Virginia.

### The Personal Savings Rate:

By February 2022 the U.S. personal savings rate had fallen to 6.3 percent, a nine-year low. That figure is slightly below the pre-COVID average, and well below the long-term U.S. savings rate of about 9.0 percent. One year earlier, the savings rate was 13.5 percent. The personal savings rate largely ranged between 13 and 25 percent from March 2020 to March 2021.

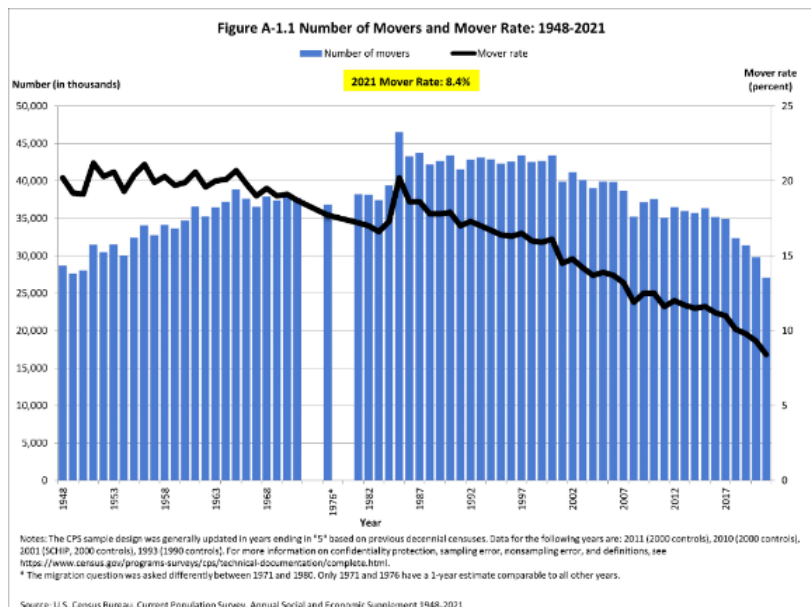
Analysts say that households have still accumulated \$2.7 trillion in “excess savings” since the pandemic began. Most of this is likely concentrated in wealthier households. The majority of Americans are apparently not feeling wealthier. In an early 2022 New York Times survey, 50 percent of respondents said they had less savings than before the pandemic, while just 16 percent said they had more. However, that could be a case of short-term memory, since research by the JPMorgan Chase Institute around the same time showed that the median checking account balance was significantly greater than before the start of the pandemic.

### Americans’ Mobility:

There has been much discussion about the COVID-19 pandemic prompting more individuals and families to move – whether because displaced workers needed to find a more affordable place to live, or because remote working meant that people would choose to live anywhere that appealed to them. However, the data has not borne this out, at least not yet.

In 2021, 8.4 percent of people moved to any different residence, the lowest rate in

over 70 years. For comparison, this annual moving rate hovered around 20 percent until 1966, and above 15 percent until 2001. A miniscule percentage of Americans – 1.4 percent – moved to a different state last year. The region gaining the most movers was the South, with a net gain of +253,000. The Northeastern states saw a net loss of 227,000 people. The Midwest and West experienced no significant change.



This continued decline in mobility in the U.S. should be concerning for employers. While the nation’s workforce has earned a long-term reputation for a willingness to relocate in search of economic opportunity, the seven-decade slide in mobility indicates that this is largely no longer the case. The increasing average age of the labor force is probably the primary reason for the reluctance to relocate. An inability to lure workers from elsewhere will make finding enough employees in an already-tight U.S. labor market even more difficult.

### **State Moving Destinations:**

U-Haul truck usage data for 2021 shows these states below leading for in-migration. While large states like Texas and Florida led the way, much smaller states – Maine, Idaho, New Mexico – also saw significant in-migration.

#### Top 10 States for Inbound Moves:

- |                   |                |
|-------------------|----------------|
| 1. Texas          | 6. Indiana     |
| 2. Florida        | 7. Colorado    |
| 3. Tennessee      | 8. Maine       |
| 4. South Carolina | 9. Idaho       |
| 5. Arizona        | 10. New Mexico |

#### Top 5 States for Outbound Moves:

- |                  |                   |
|------------------|-------------------|
| 50. California   | 47. Massachusetts |
| 49. Illinois     | 46. Alabama       |
| 48. Pennsylvania |                   |

### **Takeaways for CareerSource Suncoast:**

1. After very high savings rates from March 2020 to March 2021, the U.S. personal savings rate has fallen below the long-term average. This could begin to dampen new business starts.
2. Perhaps surprisingly, the percentage of Americans that moved in 2021 hit an all-time low. The 70-year trend of declining mobility in the U.S. could make it even more difficult for many businesses to attract the workforce they need.
3. Texas and Florida led the way in people moving to a new state in 2021, although a few smaller states benefitted too.

## Local Stakeholder Input

To gather more specific local input Economic Leadership reached out to stakeholders in Manatee and Sarasota counties. Those conversations with area business organizations and businesses made one thing clear; the lack of available talent is the number one issue for businesses, with small employers affected at an even greater rate. The competitive landscape has added pressure for higher wages and more comprehensive benefits that smaller employers in the region have not had to address until now. While access to capital and customer identification and connections were also rated as ongoing concerns, they were secondary to concerns over availability and affordability of talent.

There is a consensus among those interviewed that CareerSource is an important and valuable contributor to the small business workforce ecosystem in the region. Collaborating partner organizations are aware that they provide quality programs and services for both the job seeker and the business employer community, and rate those as readily available and accessible to small business employers. They actively engage with other organizations in the small business ecosystem. They serve on Chamber of Commerce Boards and committees and provide joint programming when appropriate. They are viewed by partners in the ecosystem as important sources for both workforce assistance and economic data.

There are two areas suggested for improved small business impact.

The first is that the public perception of the organization is more heavily slanted towards services to the job seeker rather than the employer community. This is not viewed as just a recent perception, but it has been exacerbated by the influx of



individuals that were looking for assistance during and early post COVID. While CareerSource is actively engaged in the organizations that serve the small business community as a means to engage with employers, there does not appear to be an intentional, aggressive strategy to ensure that connection occurs. With a crowded field of service providers and organizations including local Chambers of Commerce, SBDC's, SCORE, entrepreneurial centers, and private sector consultants, some felt that CareerSource has difficulty being heard.

The second area of concern is that CareerSource has not determined how to meet the small business employer at the specific moment in time the employer most needs their assistance. While the programs are comprehensive, CareerSource is largely reactive to small business employers who seek out those programs, often too late for successful intervention. Creating a more proactive method of engaging employers with solutions to problems as they arise is viewed by other ecosystem providers as a more effective execution strategy. All the partners interviewed were receptive to helping in that proactive execution strategy.

## RECOMMENDATIONS:

### What can CareerSource Suncoast do to better identify businesses at risk?

Assessment is currently difficult due to the lack of access to individual businesses and specific information about small businesses in the area. Gathering the information needed to target assistance will be challenging. CareerSource Suncoast should make a long-term (at least 3 year) commitment to surveying and contacting at-risk businesses, so trends can be identified, and measures of success documented. In addition, to expand local capacity, a more formal local **Small Business Coalition** of service providers needs to be developed with shared goals and shared resources.

#### ✓ **Survey Local Small Businesses Annually**

Online and purchased business information is notoriously incomplete for small businesses. CareerSource needs access to better and more timely data. The only way to gather the information needed is to conduct an annual survey of small businesses in close partnership with ally organizations such as chambers of commerce, economic development organizations, and small business development centers. In addition to information on growth and ownership, the annual small business survey will provide CareerSource Suncoast and partners with specific data about the key obstacles faced by local small businesses.



The information can be used to develop programs such as seminars, online/on-demand education and training videos, increase in mentor resources, increase in access to capital, etc. CareerSource Suncoast can work with ally agencies to determine which agency is best to develop and implement programs. It may be that CareerSource Suncoast is a sponsor of programming put on by chambers of commerce, economic development organizations, or small business development centers and can benefit from the intelligence gathered.

The small business survey should gather basic profile information to allow the partners to sort risk by business sector (e.g., retail, professional services), by size (e.g., employees, revenue), by years in business, by WMBE status, and by location within the region. The sorted and analyzed data will provide CareerSource Suncoast what the organization needs to better understand any differential in risk factors for different business types such as retail, professional services, construction, and other sectors. It can also determine the difference in risk factors between newer businesses and longtime businesses.

WMBE businesses may have different risk factors. A location question will provide insights into geographic districts that may have unique risk factors such as access to transportation, crime, and escalating real estate cost. Over time, the survey can help CareerSource Suncoast identify trends in risk factors such as types of businesses and geographic areas that need more support.

Below are some example topics to include in a survey to identify risk factors.

- How has employment changed over the past three years?
- Is employment projected to increase or decrease?
- How has sales/revenue changed over the past three years?
- Are sales/revenue projected to increase or decrease?
- Is the company dependent on a few customers? (What percentage of your revenue is generated for your top three customers?)
- Does the owner anticipate market changes that will negatively affect the business?
- Is the business struggling to find financing?
- Are there pending regulatory changes that will negatively affect the business?
- Is the lease expiring? If so, does the owner plan to renew the lease?
- Are rising real estate costs a major concern of your business?
- Is there an anticipated change in ownership?
- Does the owner have a succession plan?
- Include a general, open-ended question about things impacting the businesses.
- Include a scale question for the owner to rate the risk of layoff within the next 12 months.
- Include an option for the respondent to include contact information if they would like someone to contact them about a current need.

Use the results to inform program development within CareerSource Suncoast and ally organizations. Staff should review the at-risk profile annually and adjust based on survey results and qualitative information gained from direct outreach.

### ✓ **Supplement the Survey with Annual Focus Groups**

Twice each year invite two groups of businesses from targeted industries to participate in a 90-minute focus group to discuss broader business issues. Companies will be reticent to share private business details in a group but will usually be willing to discuss broader issues such as the challenges of finding workers, specific skill gaps, changes in the local economy, government



processes that help/hurt their ability to be successful, and other issues that might threaten their business.

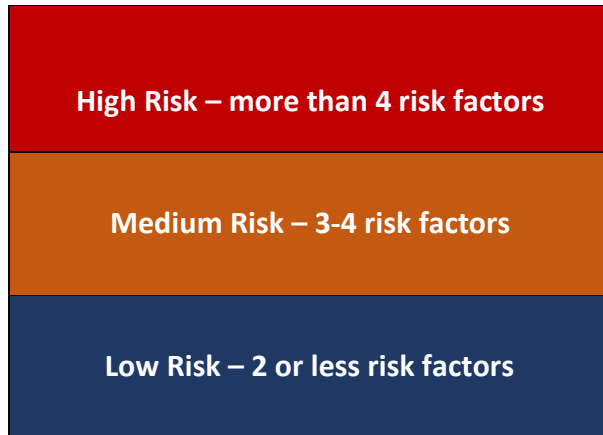
### ✓ **Conduct Direct Outreach**

To identify specific businesses that are at risk of layoffs, CareerSource Suncoast will need to go beyond the survey and focus groups. Contacting every small business in the region is inefficient and unrealistic. CareerSource Suncoast should develop an at-risk profile and target those businesses for direct outreach. The profile may combine multiple factors. To find contact information for specific small businesses to conduct outreach, the risk profile will be limited to information contained in database such as a public license registry or a private source like D&B Hoovers.

Depending on CareerSource Suncoast's research dedication to this effort, outreach can be conducted electronically, by phone, or in-person. During the business visit or electronic review, the interviewer would assess the risk factors described below. Place the business in High, Medium, or Low risk based on how many risk factors are present.

If the owner states that he/she expects a layoff within the next 12 months, that trumps the scoring below and places them in the High category.

This methodology provides CareerSource the opportunity to prioritize and curate assistance required as described below in the recommendations for assisting at-risk small businesses.



### **Metrics for At-Risk Assessment**

The following can be the foundation for a CareerSource Suncoast methodology to identify businesses at risk of layoffs and where some intervention or support could be helpful. Many of these factors can be gathered electronically, although the information will still need to be supplemented by the surveys and focus groups.

**Age of business** - most vulnerable from year one to five (new business failures decline as a percentage each year)

- Year one - 21.9% failure rate
- Year two - 31.8% cumulative failure rate
- Year three - 39.7% cumulative failure rate
- Year four - 45.7% cumulative failure rate
- Year five - 50.0% cumulative failure rate

**Business Sector** - the six sectors with the highest 5-year failure rate, each above 47 percent are (1) Mining, Oil, Gas (2) Information, (3) Professional, Scientific, and Technical Services, (4) Wholesale Trade, (5) Administrative and Waste Services, (6) Transportation and Warehousing.

**Businesses in low-wealth or declining wealth areas** - most businesses derive their revenue from disposable consumer income. Although competition in lower wealth census tracts may be lower, businesses in lower wealth census tracts and especially in census tracts that have declining wealth could face declining revenue.

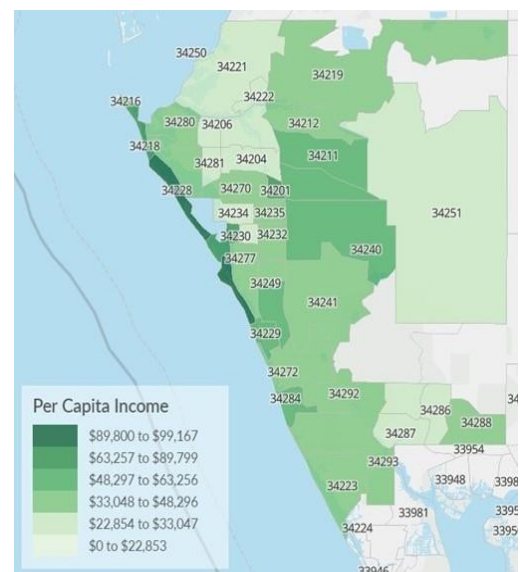
**Businesses in high or rising crime areas** - personal and property safety is a top locational factor for businesses and high or rising crime rates within a specific zip code could be a marker that predicts a business reduction or closure.

**Businesses facing increased competition** - regional business establishment in specific categories can be measured on a per capita basis. If the measurement shows more of a specific type of business per capita within close proximity, it could indicate increased competition.

**Businesses in areas of rising rents** - although many small businesses are home-based, most with employees have an office or building. Periodically specific areas see investment that begins to transition the whole real estate market. Monitoring real estate rental rates by geography is a normal function for brokerage firms. A partnership with a major local real estate company could identify areas where rents are rising faster than the regional average or where uses are transitioning to high-cost categories. Companies facing increased occupancy costs are more likely to face financial challenges.

**Other Indicators That Could be Gathered from Proprietary Sources (Example D&B Hoovers)**

**Education level of principles.** Business management skills is often cited as a business success factor. Educational attainment level can be used as a rough approximate of training



**Leadership change.** While change in leadership is common and often helpful, it can be a sign of company trouble.

**Minority ownership.** While black-owned businesses are important and growing they are more likely to be smaller, self-financed and receive limited financial assistance. CNBC reported this year that 80 percent of black-owned businesses fail in the first 18 months.

**Reduction in sales volume.** A drop in one year, especially in a year with strong national growth is a good indicator of a problem. A drop in two consecutive years is a clear indicator.

**Change in employment count year-over-year.** A drop in business employment could be a marker predicting problems.

**Bankruptcy or debt collection.** Any notice on a standard listing of either is a good sign of possible business failure.

Businesses meeting the at-risk profile should be contacted annually. Those in the High-Risk category should be targeted for a 'case management' approach with regular interaction.

CareerSource should also develop a set of metrics to measure the success of this overall initiative. Examples are survey response rate, programs implemented/supported, small business participation in programs, number of businesses contacted through direct outreach, and business testimonials of layoffs averted

## **What Can CareerSource Suncoast do to better assist businesses at risk?**

### **✓ Create a Small Business Team**

CareerSource Suncoast should leverage, not duplicate, the efforts of the regional small business ecosystem. There are agencies with programs supporting small business that CareerSource Suncoast can engage into a more formalized team of resource providers, a Small Business Assistance Coalition. While CareerSource might prioritize reducing layoffs, fulfilling workforce needs, or placing clients into good positions with small businesses other Coalition members might have other priorities. Success for them might include expanded investment, increased employment counts, investment in automation, fulfilling a supply-chain need or even engagement to improve the local quality of life.

Regardless, forming the team should be the first priority.

- Create an inventory of all of the small business support agencies in the region.
- Learn about their strengths and programs targeting small business.
- Share with the Coalition partners CareerSource plan to identify and support At Risk small business
- Gauge their interest in collaboration

- Determine how best to leverage all small business agencies.
- Determine their interest in a 'case management' approach (see below) to helping the most at-risk small businesses
- Create a set of 'next steps' for the Small Business Coalition to collaborate.
- Facilitate quarterly meetings of the Small Business Coalition.
- Host a regional small business summit to discuss CareerSource Suncoast's plans to support small business at-risk of layoffs.



### ✓ **Provide Enhanced and Coordinated Services to More Small Businesses**

CareerSource Suncoast can develop a 'case management' approach for businesses at the highest level of risk (identified through electronic, survey, direct contact or partner referral). It can coordinate services with agencies such as the Small Business Development Center (SBDC), business programs. The case management approach is a similar strategy used in business retention and expansion programs in economic development organizations. CareerSource Suncoast acts as a liaison bringing a host of resources to aid the small business.

The services CareerSource Suncoast can provide to all at-risk businesses include:

- Triage and connection to small business support agencies for business planning, succession planning, mentoring, and other support (i.e., small business development center).
- Connection to mentoring services through Manasota SCORE, serving Sarasota and Manatee Counties.
- Raise awareness of small business education and training programs.
- Connection to capital - Small Business Administration, banks supportive of small businesses, and local revolving loan funds, grants, and incentives.
- Connection to customers through interaction with the Manatee and Sarasota Chamber Small Business programs.

CareerSource Suncoast can develop content (small business assistance portal) for its website, an electronic brochure for emailing, and a printed brochure to hand out on direct business visits. The content can include resources for small businesses and contacts at support agencies.

## Small Business Challenges Sources of Assistance

Capital Availability

SBDC-  
Local banks  
Local loan programs

Lack of Growth

SBDC  
Public Library  
Manatee and Sarasota Chambers  
of Commerce

Market/Customer  
Interest

SBDC  
Industry Associations  
Manatee and Sarasota Chambers  
of Commerce

Time  
Management

Score Webinars and counselors

Skilled  
Workforce

CareerSource Suncoast  
Higher education

## Communication and Relationship Building

CareerSource Suncoast can raise awareness of services to support at-risk small businesses directly and by supporting ally agencies.

- Maintain the small business team/coalition by hosting quarterly meetings. This will allow sharing of new and developing programs, events calendar, and how partners can support each other.
- Develop content for 2-3 social media campaigns raising awareness of small business resources. Make one campaign coincide with National Small Business Week. Share with allies to amplify the message and designate a staff person responsible for identifying and participating in local community message boards.
- Sponsor small business programming and networking events through allies such as chambers of commerce, economic development organizations, and small business centers.
- Provide content for newsletters of ally organizations – “The Small Business Corner” by CareerSource Suncoast.
- Consider a physical presence at local events such as Chamber of Commerce Trade Shows, community festivals, and governments sponsored information fairs.

### ✓ **Develop a Bespoke Resource for Small Business for Self-Identifying Risks**

CareerSource Suncoast can provide a new website portal that consolidates resources for regional small business owners to assist them in self-identifying risks within their company and could include a “request CareerSource Assistance” link. The resource material topics and recommendations could also be used in the recommended communications, and programming activities, to reinforce the importance of early detection of risk factors. Promotion of the tool through media and partners would be critical.

Many tools currently exist. Links to several are provided below.

- **Risk Management for a Small Business**: Small Business Administration
  - Common Risks
  - External/Internal Risk Factors
  - Situational Risk Factors
  - Common Warning Signs
  - Risk Management Plans

- [External Risk Readiness](#) : US Homeland Security
- [Find Your Business Mentor](#): SCORE
- [Your Entrepreneur Edge: Effectiveness Guide](#)
- [Start and Grow Your Business](#): Manatee Chamber of Commerce
- [Grow Your Business](#): Sarasota Chamber of Commerce
- [Small Business Webinars and Workshops](#): SCORE
- [Small Business Resource Guide](#): Manatee County Library
  - Business Collection
  - Business Insights
  - Entrepreneurship Center
- [Identifying Small Business Risks](#): Risk Clear
- [Questions to Assess Your Business](#): BEM
- [Reviewing Business Performance](#): INFO ENTREPRENEURS
- [Avoiding Business Failure](#): CHRON

## Conclusions

Raising small business awareness of CareerSource Suncoast will be a challenge. Today all small businesses are overwhelmed by ever-increasing information, accelerating change, and the constant need for solutions.

To meet CareerSource Suncoast’s goals of identifying small businesses at risk earlier, and helping those businesses reduce business failure rates and layoffs will take new investments in business intelligence gathering, resources to build personal connections with individual businesses, and a commitment to expand existing collaboration and joint marketing with other partners in the local ecosystem.

**This report was researched and written by Ted Abernathy, Casey Steinbacher, Sara Casey, and Greg Payne of Economic Leadership and Crystal Morphis of Creative EDC, in May 2022**

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# CEO Report



# ACTION ITEMS

**CAREERSOURCE SUNCOAST  
BOARD MEETING MINUTES**

Virtual TEAMS Meeting or In-person at  
3660 N. Washington Blvd., Sarasota, FL 34234  
Thursday June 23, 2022  
8:00 A.M.

**I. Call to Order**

Eric Troyer, Chair, called the meeting to order at 8:00 a.m., roll call was performed and a quorum was established.

**II. Action Items**

**Approval of May 26, 2022 Board Meeting minutes.**

Mr. Troyer asked for a motion to approve the May 26, 2022 meeting minutes.

**Motion:** Jim Bos

**Second:** Lisa Eding

The motion passed unanimously.

**Approval of Program Year (PY) 2022/2023 Budget**

Joshua Matlock, President/Chief Executive Officer provided the Board with an introduction to the budget, discussing the overall decrease in funding, decrease in special grant funding and discussed the organization's priorities with the new budget. One area of focus is building capacity in the community to supply employers with skilled talent as they continue to have challenges with filling open positions. Apprenticeships and continuous improvement will also be areas of focus. Another priority is staff retention in the increasingly competitive market and ensuring the organization maintains attractiveness in the current market. Will do so by providing competitive wages and a good benefits package

Robin Dawson, Chief Financial and Administrative Officer, provided a detailed overview of the PY2022/2023 budget, to include: chart of funds available by program, summary of funds available per program, budget comparison between PY2022-2023 & PY2021-2022, notes to comparative budget, budget by allocation, and budget allocated to program, administrative costs and reserves. Areas of cuts were identified, such as outreach, equipment and optional internal programmatic monitoring. Programmatic monitoring will be conducted throughout the year by internal staff under the VP/Chief Talent Officer versus the one time per year outsourced program monitoring. This is part of the ongoing continuous improvement plan.

The budget is compliant with state and federal expenditure rate requirements.

The Department of Economic Opportunity (DEO) approved a 5.3 percent increase for the DEO merit staff we have under our supervision and oversight. The budget included a five (5) percent cost-of-living increase for board staff.

A motion was made to approve the Program Year 2022/2023 budget.

**Motion:** Dr. Timothy Novak

**Second:** Ron DiPillo

The motion passed unanimously.

**Approval of Schedule of Operations**

Robin Dawson presented the schedule of operations for PY 2022/2023. The Department of Economic Opportunity requires CareerSource Suncoast as a subrecipient of federal funds to bring before the Board of Directors for its approval of the schedule of operations. The schedule of operations includes the center locations, their hours of operations (Monday through Friday, 8:30

a.m. to 5:00 p.m.) and dates of closures for holidays and staff training. Note: the Federal Holiday Juneteenth was added to the list of closed holidays.

A motion was made to approve the PY2022/2023 Schedule of Operations.

**Motion:** Luis Font

**Second:** David Kraft

The motion passed unanimously.

**Approval of Related Party Agreements**

Christina Witt presented the related party agreements. The first approval is for the Sarasota County School District worksite host agreement for Career Start Up paid work-experience to allow for continuation of services for the Summer youth clients who had a delayed start date and are actively participating in the program.

The next three approvals are for potential expenditures to related party organizations for membership dues, sponsorships, and outreach for PY 2022-2023. Those three organizations include: Manatee Chamber of Commerce, Bradenton Area Economic Development Corporation and The Greater Sarasota Chamber of Commerce.

The last approval is for potential expenditures to Teak Decking Systems for work-based training contracts such as one-the-job training, customized training or incumbent worker training for eligible clients.

A requested motion for the Board of Directors to approve the Related Party agreement for PY2022-2023 with Sarasota County School Board with a maximum expenditure of \$8,000 for paid work-experience agreements.

**Motion:** Lisa Eding

**Second:** David Kraft

**Abstain:** Ron DiPillo, Jim Bos, Heather Kasten

The motion passed unanimously.

A motion for the Board of Directors to approve the Related Party expenditures for PY 2022-2023 to Manatee Chamber of Commerce with a maximum expenditure of \$3,600 for membership dues, sponsorships, and outreach.

**Motion:** David Kraft

**Second:** Lisa Eding

**Abstain:** Doug Wagner, Heather Kasten, Dr. Timothy Novak

The motion passed unanimously.

A motion for the Board of Directors to approve the Related Party expenditures for PY 2022-2023 to the Bradenton Area Economic Development Corporation with a maximum expenditure of \$3,600 for membership dues, sponsorships, and outreach.

**Motion:** David Kraft

**Second:** Ron DiPillo

**Abstain:** Doug Wagner, Heather Kasten, Dr. Timothy Novak

The motion passed unanimously.

A motion for the Board of Directors to approve the Related Party expenditures for PY 2022-2023 to Sarasota Chamber of Commerce with a maximum expenditure of \$3,600 for membership dues, sponsorships, and outreach.

**Motion:** David Kraft

**Second:** Jim Bos

**Abstain:** Heather Kasten, Dr. Timothy Novak, Ron DiPillo, Eric Troyer

The motion passed unanimously.

A motion for the Board of Directors to approve the Related Party expenditures for PY 2022-2023 to Teak Decking Systems with a maximum expenditure of \$9,000 for work-based training agreements for eligible clients.

**Motion:** David Kraft

**Second:** Jim Bos

**Abstain:** Lisa Eding

The motion passed unanimously.

### **Approval of PY 2022/2023 Eligible Training Provider List**

Anthony Gagliano presented the Eligible Training Provider List for approval. Anthony provided background on the submission process, program and provider eligibility criteria and the required connection to the Local Targeted Occupations List.

A requested motion was made to approve the PY2022/2023 Eligible Training Provider List.

**Motion:** David Kraft

**Second:** Lisa Eding

**Abstain:** Terri Clark, Ron DiPillo, and Doug Wagner

The motion passed unanimously.

### **Approval of Slate of Officers**

Nominating Committee Chair, Jim Bos, presented the committee's nominations. The committee met on Wednesday, June 8, 2022. The committee members included Chair Jim Bos, Christy Cardillo and Dr. Timothy Novak.

Nominations were requested from the floor. No nominations received.

A Motion was made for approval of the Nominating Committee recommendation of David Kraft, Vision Consulting Group, for the remainder of the PY2021/2022 Chair-elect term left vacant from Rick Mosholder's retirement.

**Motion:** Ron DiPillo

**Second:** Lisa Eding

The motion passed unanimously.

A Motion was made for approval of the Nominating Committee recommendations below for the PY2022/2023 slate of officers.

Program Year 2022/2023 slate of officers beginning September 2022

- Chairman of the Board: Eric Troyer, Kerkering Barberio, CPA
- Chair Elect: David Kraft, Vision Consulting Group
- Treasurer: Lisa Eding, Teak Decking Systems

**Motion:** Luis Font      **Second:** Ron DiPillo

The motion passed unanimously.

### III. **One-Stop Operator Annual Report**

Dr. Ron Natale, One-Stop Operator, presented his annual report on services and activities conducted during PY2021/2022. Dr. Natale discussed the changing labor market and the need for workers. Updates were provided on the Crosswalk partners referral system, infrastructure funding agreements and quarterly mandated partner meetings. Dr. Natale also presented recommendations for best practices on digital marketing through social media, analyzing website metrics, responding to social media feedback, sector strategies and developing a standard script greeting customers in the one-stop centers.

### IV. **Staff Reports**

#### Kathy Bouchard, V.P./Chief Talent Officer

Kathy Bouchard also spoke about the budget area allocated to staffing and benefits. Due to the budget, staffing was decreased with twelve fewer positions going into the new program year. We were able to work in a five (5) percent cost of living increase for remaining staff. With the staffing decreases, there was an organizational restructuring, bringing the Career Coaches and Talent Consultants under one Workforce Development Manager. This structure will align with Karima Habity's initiative, Operation Shadow. Positions can shadow one another to gain a full understanding of the roles each person plays.

Another part of the structure is the creation of the Youth Services Team that will focus on developing the future workforce. These positions will be filled internally. Another change is the addition of the Director of Continuous Improvement. Kathy introduced the new Director, Michelle Snyder, who will focus on programmatic training and compliance.

Kathy and Linda Benedict gave updates on the Ticket To Work program. Approximately 102 clients have assigned their tickets to CareerSource Suncoast, and the program has generated more than \$153,000 in income since its implementation, with over \$86,000 generated in the past 12 months. Additional staffing will be added to the program to continue to build capacity for services and assist more individuals with disabilities to return to the workforce. Goal is to add 60 more clients and assist them with gaining employment.

#### Robin Dawson, V.P./Chief Financial and Administrative Officer

Reminder to Board members to complete their Form 1 and submit to the supervisor of elections by July 1, 2022.

#### Anthony Gagliano, V.P./Chief Operating Officer

Anthony highlighted some of the organizational work happening. He shared Karima Habity presented to the local S.C.O.R.E. chapter highlighting our career and entrepreneurial services to members from around the state.

Last week, there was a second chance job fair with nearly two dozen employers, approximately 30 individuals walked away with a job offer.

Shared information on the virtual reality headsets for youth to do career exploration. The Boys and Girls Club of Manatee County are using the headsets to expose their youth to different industries. Anthony will be meeting with Sun Hydraulics to discuss virtual reality in the workforce. The company has been a partner with us on the Summer Career Start Up program hosting 13 youth.

Christina provided an update on the summer program. There were 66 youth enrolled and approximately 20 employer partners hosting them with Sun Hydraulics having the most youth. We have had 65 youths start the program, and a large portion will be finishing next week.

IT is continuing to work on the scholarship request automated portal to streamline the eligibility process. We have already received 136 requests just since June 1st and 25 new applications have been completed, enrolled and on their way towards getting training in the new year.

Internal monitoring will be conducted throughout the program year, working on a specific program every other month. The program monitor will be collaborating with Michelle on identifying areas of improvement and training development.

Apprenticeships will continue to be a major focus with the new apprenticeship navigator on board. New employers, such as Air Products, are showing interest and connections are being made with employers, as well as with the school districts to expand and develop new apprenticeship programs in the area.

A new CareerSource Suncoast website has been in development and is scheduled to launch next week. Our new website will have more access to videos and podcasts that we are creating, motion graphics and video in the background, a cleaner design and single contact us page that redirects out to appropriate staff based on the requested information.

THRIVE continues to offer entrepreneurship training. In highlighting the entrepreneur work that Michael and Patrick have been doing, Josh and Michael were at the Greater Sarasota Chamber of Commerce Small Business Awards and one of the Small Business award winners was Katrina Bing of All Around the Way Transportation. Katrina went through one of our initial Thrive classes, which was a 10 week-long series for entrepreneurs.

Josh Matlock, President/CEO:

Mr. Matlock discussed provisions of the REACH Act, including: re-alignment, letter grades and the 10 percent hold back for Individual Training Account voucher payments.

Letter grades are scheduled to be published by the fall of 2022.

The Ernest and Young re- alignment report will be completed June 30, 2022. By December 2022, CareerSource Florida will have recommendations on the realignment.

The 10 percent holdback goes into effect July 1<sup>st</sup>, 2022. Boards are still pending guidance from the Department of Economic Opportunity on the implementation of this provision.

Eric Troyer provided his update on the Chair's Alliance Committee.

**V. Public Comment/Closing Remarks – Eric Troyer, Chair**

None

**VI. Adjournment**


The next meeting is scheduled for Thursday, August 25, 2022. There being no further business, Chair Troyer adjourned the meeting at 9:16 a.m.

**CAREERSOURCE SUNCOAST - BOARD MEETING ATTENDANCE**

Absent Present	Board Member
P	Jim Bos, President, MJB Group
P	Ashley Brown, President, Women's Resource Center
P	Christy Cardillo, CPA Tax Manager/Partner, Carr, Riggs & Ingram, LLC.
P	Terri Clark, Dean of Lifelong Learning, State College of Florida
A	Christine Clyne, HR Director, Lifestar Living LLC
A	Jackie Dezelski, President, Manatee Chamber of Commerce
P	Ron DiPillo, Executive Director, Sarasota County Schools
P	Lisa Eding, Teak Decking Systems
P	Luis Font, LIUNA, Laborers International Union
A	Roscelyn Guenther, Boys & Girls Club of Sarasota County
A	Peter Hayes, President, Tandem Construction
A	Sharon Hillstrom, President/CEO, Bradenton Area Economic Development Corporation
P	William Zack Holland, Local 123 Plumbers and Pipefitters Union
A	Jamie Kahns, Marketing Manager, Bank of America
P	Heather Kasten, President, Sarasota Chamber of Commerce
P	Pranav Mayor
P	David Kraft, Founder, Vision Consulting Group
P	Tim Novak, Dean, LECOM
P	Ericka Randall, Supervisor, Vocational Rehabilitation
A	Walter Spikes, Realtor, Bright Realty
P	Eric Troyer, CPA/Partner, Kerkering Barberio & Company
P	Doug Wagner, Deputy Superintendent, Manatee County School Board
P	Ken Waters, VP, Residential Services, Sarasota Housing Authority
	Staff Present; Josh Matlock, Robin Dawson, Kathy Bouchard, Anthony Gagliano, Karima Habity, Linda Benedict, Michael Meerman, Christina Witt, Cody Soler, Chet Filanowski, Michelle Snyder
P	Commissioner George Kruse
A	Commissioner Christian Zeigler

23 Board Members – 17 present, 7 absent

**Respectfully submitted,**

  
 Joshua Matlock (Jun 24, 2022 14:55 EDT)

Josh Matlock  
 President & CEO



CareerSource Suncoast  
 Summary of Funds Available - All Programs **Modification #1**  
 Program Year 2022-2023  
 July 1, 2022 - June 30, 2023

Funding Streams	Original Funding Avail PY 22-23	Increase or (Decrease) in Funding	Adjusted Funding Avail PY 22-23	Less Reserve for PY 23-24	Mod #1 Funding Budgeted For PY 22-23	Notes
Temporary Assistance for Needy Families (TANF) exp 6/30/23	\$1,336,764	(\$16,831)	\$1,319,933	\$0	\$1,319,933	Adj to amount NFA issued fr planning allocation
Temporary Assistance for Needy Families (TANF) exp 8/31/22	\$114,000	\$39,814	\$153,814	\$0	\$153,814	True up est carry forward
<b>Total Temporary Assistance for Needy Families</b>	<b>\$1,450,764</b>	<b>\$22,983</b>	<b>\$1,473,747</b>	<b>\$0</b>	<b>\$1,473,747</b>	
WIOA-Adult & Dislocated Worker expires 6/30/2024	\$1,665,053	\$227,909	\$1,892,962	\$227,909	\$1,665,053	Addtl funding received \$227,909 DW supplemental
WIOA-Adult & Dislocated Worker Carry Fwd expires 6/30/2023	\$88,540	\$60,638	\$149,178	\$0	\$149,178	True up est carry forward + addtl \$25k rapid response
<b>Total WIOA Adult &amp; Dislocated Worker</b>	<b>\$1,753,593</b>	<b>\$288,547</b>	<b>\$2,042,140</b>	<b>\$227,909</b>	<b>\$1,814,231</b>	
WIOA-Youth expires 6/30/2024	\$747,202	\$0	\$747,202	\$0	\$747,202	
WIOA-Youth Carry Fwd expires 6/30/2023	\$609,675	(\$5,230)	\$604,445	\$0	\$604,445	True up est carry forward
<b>Total WIOA Youth</b>	<b>\$1,356,877</b>	<b>(\$5,230)</b>	<b>\$1,351,647</b>	<b>\$0</b>	<b>\$1,351,647</b>	
<b>NEG Dislocated Worker COVID-19 expires 3/31/2023</b>	<b>\$372,099</b>	<b>(\$9,204)</b>	<b>\$362,895</b>	<b>\$0</b>	<b>\$362,895</b>	True up est carry forward
<b>NEG Dislocated Wkr Opioid-3 Fostering Recovery expires 8/31/2024</b>	<b>\$460,267</b>	<b>\$10,553</b>	<b>\$470,820</b>	<b>\$206,128</b>	<b>\$264,692</b>	True up est carry forward
Wagner Peyser (WP) expires 9/30/2023	\$536,146	\$16,996	\$553,142	\$0	\$553,142	Increase in NFA fr DEO salaries carry forward savings
Wagner Peyser (WP) Carry Fwd expires 9/30/2022	\$150,580	\$7,464	\$158,044	\$0	\$158,044	True up est carry forward pass thru
<b>Total Wagner Peyser</b>	<b>\$686,726</b>	<b>\$24,460</b>	<b>\$711,186</b>	<b>\$0</b>	<b>\$711,186</b>	
<b>Veteran's Programs (DVOP &amp; LVER) estimate</b>	<b>\$164,844</b>	<b>\$0</b>	<b>\$164,844</b>	<b>\$0</b>	<b>\$164,844</b>	
<b>Reemployment Svcs &amp; Eligibility Assess (RESEA) estimate</b>	<b>\$213,000</b>	<b>\$0</b>	<b>\$213,000</b>	<b>\$0</b>	<b>\$213,000</b>	
<b>Supple Nutrition Asst Prog Emplmnt &amp; Trng (SNAP) estimate</b>	<b>\$122,000</b>	<b>\$0</b>	<b>\$122,000</b>	<b>\$0</b>	<b>\$122,000</b>	
<b>Trade Adjustment Assistance (TAA) Carry Fwd estimate</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$25,000</b>	
<b>Total</b>	<b>\$6,605,170</b>	<b>\$332,109</b>	<b>\$6,937,279</b>	<b>\$434,037</b>	<b>\$6,503,242</b>	<b>Mod #1 Funding Budgeted for PY 22-23 is an increase of \$104,200. Original Budget Funded at \$6,399,042. Reserve for PY 23-24 increased by \$227,909</b>

**CareerSource Suncoast  
Budget Mod #1  
Program Year 2022-2023**

	<b>Original Funding Budgeted PY 22-23</b>	<b>Increase or (Decrease)</b>	<b>Mod #1 Funding Budgeted PY 22-23</b>	<b>Notes</b>
<b>Funding Available Less Reserves</b>	<b>\$6,399,042</b>	<b>\$104,200</b>	<b>\$6,503,242</b>	For details of increase see Summary of Funds Available Mod #1 worksheet
<b>Personnel Costs:</b>				
<b>Salaries &amp; Fringe Benefits</b>	\$3,856,374	\$35,000	\$3,891,374	addtl funding to continue position
<b>Staff Training &amp; Education</b>	35,000	\$0	\$35,000	
<b>Total Personnel Costs</b>	<b>\$3,891,374</b>	<b>\$35,000</b>	<b>\$3,926,374</b>	
<b>Facility Costs</b>	<b>\$942,013</b>	<b>\$10,200</b>	<b>\$952,213</b>	misc facility expenses
<b>Office Furniture &amp; Equipment</b>	<b>\$45,000</b>	<b>\$0</b>	<b>\$45,000</b>	
<b>Operating Costs-Career Ctrs &amp; Adm:</b>				
<b>Accounting &amp; Audit</b>	\$63,973	\$0	\$63,973	
<b>Consultants &amp; Legal</b>	40,000	0	\$40,000	
<b>General Insurance</b>	57,624	0	\$57,624	
<b>Office Supplies &amp; Expense</b>	40,000	0	\$40,000	
<b>Travel &amp; Meetings</b>	55,000	5,000	\$60,000	conferences and local meetings
<b>Total Operating Costs</b>	<b>\$256,597</b>	<b>\$5,000</b>	<b>\$261,597</b>	
<b>Program Services:</b>				
<b>Client Training &amp; Support</b>	\$1,090,060	\$32,000	\$1,122,060	Summer youth employment extended into PY 22-23
<b>Employer &amp; Client Services</b>	84,000	18,000	\$102,000	Labor market analytics/economic data & virtual reality
<b>Outreach</b>	90,000	4,000	\$94,000	career exploration video
<b>Total Program Services</b>	<b>\$1,264,060</b>	<b>\$54,000</b>	<b>\$1,318,060</b>	outreach
<b>Totals</b>	<b>\$6,399,042</b>	<b>\$104,200</b>	<b>\$6,503,242</b>	

**CAREERSOURCE SUNCOAST**  
**Approval of Related Party Agreements**  
**Board of Directors Action Item Request**  
**September 22, 2022**

**Background Information:**

CareerSource Suncoast and the Department of Economic Opportunity's grantee-sub-grantee agreement provides clear guidance and rules in regard to related party contracts. These rules ensure transparency and accountability, prevent impropriety or the appearance of impropriety in public business, and limit the possibility of the improper expenditure of state or federal funds. "Related Party" includes any: Board member; Board employee or staff; relative of any Board member, employee or staff; any organization represented by or employing a Board member, employee or staff; any organization, the board of directors of which a Board member or employee or staff holds a board position; or any vendor with which a Board member has a relationship.

Any member of the Board of Directors must abstain from discussion and voting if they meet the definition outlined above.

**Related Party Agreements/Amounts:**

The approval is for related party expenditure for a sponsorship of the Boys and Girls Club of Manatee County Keeping Kids Safe event held on November 7, 2022.

**Requested Action:**

A motion for the Board of Directors to approve the Related Party expenditure in PY2022-2023 of \$500 for a sponsorship with the Boys and Girls Clubs of Manatee County, Keeping Kids Safe event.

Respectfully submitted,  
Christina Witt, Organizational Support Services Director



**OTHER BOARD BUSINESS**

**CAREERSOURCE SUNCOAST**  
**Finance & Performance Committee**  
**Board of Directors Meeting Summary Report**  
**September , 2022**

The Finance & Performance Committee met on August 29, 2022. Two new board members joined the Finance & Performance Committee – Lisa Eding and Jim Bos.

**Review of Budget to Expenditure Report as of 6-30-2022:**

A copy of the report was included in the meeting materials. This report covers the period July 1, 2021 – June 30, 2022 for PY 21-22. Overall burn rate for year-end was 91%. Any grant funding expiring 6/30/2022 has been expended by the end date of the grant. Our TANF Summer Youth Employment Program which ran from end of May through July 22, 2022 paid out in gross wages to youth \$92,219 – assisting 65 youth with work experience.

State and federal expenditure requirements reported as of 6-30-2022:

- Admin expenditure rate – 8.87%; max allowed 10%
- Individual training accounts (ITAs) – 38.5%; min requirement 30%
- Youth paid internships – PY20 21.93%; PY21 35.33% min requirement 20%
- Youth out of school expenditures – PY20 98.2%; PY21 97.16% min requirement 75%

**Review of Summary of Non-Federal Funds as of 6-30-2022:**

Balance of funds \$680,660.

**Budget Modification #1 PY 22-23:**

A request for a Budget Modification #1 PY 22-23 was requested and approved to recommend to the Executive Committee at their September 8<sup>th</sup> meeting. The modification trued up carry forward funds and added some supplemental funding received. A copy of the budget modification #1 request and notes were included in the meeting materials. The original funding budgeted for PY 22-23 \$6,399,042 was increased by \$104,200 with a final budget modification request to \$6,503,242 for PY 22-23. Reserves for PY 23-24 were increased to \$227,909 leaving a balance of \$434,037 in Reserves. Line items requested for an increased for PY 22-23 Budget:

- Add \$35,000 salary and fringe benefits
  - Add \$10,200 to facility costs
  - Add \$5,000 travel & meetings
  - Add \$32,000 client training & support
  - Add \$18,000 employer and client services
  - Add \$4,000 outreach
- Total Increase in Budget \$104,200

**CAREERSOURCE SUNCOAST**  
**Finance & Performance Committee**  
**Board of Directors Meeting Summary Report**  
**September , 2022**

**Performance Update:**

Anthony Gagliano presented to the committee the overall performance goals for PY 21-22 with eighteen different metrics broken down by funding stream. Mr. Gagliano reviewed performance goals that were met, exceeded, and not met. Mr. Gagliano shared that performance negotiations are underway with the Department of Economic Opportunity (DEO) for the next two program years.

The REACH Act that was passed through legislation in 2021, included a Regional Workforce Board letter grade provision that will be based on key performance indicators as well as additional metrics. DEO is projected to release the current letter grades later this year.

**General Updates:**

Robin Dawson reported we have not received a copy of our PY 21-22 DEO Financial & Programmatic Monitoring Report. They are back logged and should have them out before the end of September. We have begun pulling data for our annual CPA audit with James Moore & Company for PY Ending 6-30.22. Audit will be done remotely, with a personal check-in with Ben Clark, Senior Accountant, Robin Dawson & Joshua Matlock next week in Bradenton.

Respectfully Submitted,

Walter Spikes, Jr.  
CSS Treasurer

CareerSource Suncoast  
 Expenditure To Budget Report - Summary  
 Program Year July 1, 2021 thru June 30, 2022

As Of 6/30/2022

	MOD 2					
	PY TOTAL BUDGET	RESTRICTED EXPENSES YTD	BUDGET BALANCE	% OF BUDGET EXPENDED	UNRESTRICTED EXPENSES YTD	NOTES
<b>PERSONNEL COSTS</b>						
SALARIESFRINGE BENEFITS	\$4,443,841	\$4,130,126	\$313,715	93%	\$1,821	
STAFF TRAINING & EDU	\$62,000	\$49,516	\$12,484	80%	\$4,464	
<b>TOTAL PERSONNEL COSTS</b>	<b>\$4,505,841</b>	<b>\$4,179,643</b>	<b>\$326,198</b>	<b>93%</b>	<b>\$6,286</b>	
<b>FACILITY COSTS</b>	<b>\$996,358</b>	<b>\$878,257</b>	<b>\$118,101</b>	<b>88%</b>	<b>\$1,557</b>	
<b>OFFICE FURNITURE &amp; EQUIP</b>	<b>\$51,389</b>	<b>\$31,308</b>	<b>\$20,081</b>	<b>61%</b>	<b>\$0</b>	delay in delivery will have to record during PY 22-23
<b>OPERATING COSTS:</b>						
ACCOUNTING	\$34,700	\$32,043	\$2,657	92%	\$7,031	
AUDIT/MONITORING	\$58,960	\$51,242	\$7,718	87%		
CONSULTANTS/LEGAL	\$45,000	\$36,490	\$8,510	81%		
GENERAL INSURANCE	\$56,470	\$55,996	\$474	99%		
OFFICE EXP & SUPP	\$55,000	\$30,547	\$24,453	56%	\$8,027	electronic process continue to reduce costs
TRAVEL & MEETINGS	\$67,000	\$62,412	\$4,588	93%	\$5,545	
<b>TOTAL OPERATING COSTS</b>	<b>\$317,130</b>	<b>\$268,730</b>	<b>\$48,400</b>	<b>85%</b>	<b>\$20,602</b>	
<b>PROGRAM SERVICES:</b>						
CLIENT TRAINING/SUPPORT	\$1,340,389	\$1,207,544	\$132,845	90%	\$19,442	
CLIENT & EMPLOYER SERVICES	\$217,000	\$157,971	\$59,029	73%	\$14,705	fee for svc \$6,135
OUTREACH	\$110,000	\$99,315	\$10,685	90%	\$1,264	
<b>TOTAL PROGRAM SERVICES</b>	<b>\$1,667,389</b>	<b>\$1,464,831</b>	<b>\$202,558</b>	<b>88%</b>	<b>\$35,410</b>	
<b>TOTALS</b>	<b>\$7,538,107</b>	<b>\$6,822,769</b>	<b>\$715,338</b>	<b>91%</b>	<b>\$63,856</b>	
						<b>Rates below as of 06/30/22: Admin 8.87 % Max 10% Using Cost Allocation Plan - No Indir Rate ITA 38.5%. Min Req 30% Paid Internships Exp: PY20 21.93%, PY21 35.33%. Min Req 20% Yth Out of Sch Exp: PY20 98.20%, PY21 97.16%. Min Req 75%.</b>
					<b>\$680,660</b>	<b>Unrestricted Fund Balance as of 6/30/2022 (MM &amp; CD \$337,242 included in total balance)</b>

LWDB 18

Measures	PY2021-2022 1st Quarter Performance	PY2021-2022 % of Performance Goal Met For Q1	PY2021-2022 2nd Quarter Performance	PY2021-2022 % of Performance Goal Met For Q2	PY2021-2022 3rd Quarter Performance	PY2021-2022 % of Performance Goal Met For Q3	PY2021-2022 4th Quarter Performance	PY2021-2022 % of Performance Goal Met For Q4	PY2021-2022 Performance Goals
<b>Adults:</b>									
Employed 2nd Qtr After Exit	91.80	96.63	92.50	97.37	94.40	99.37	90.00	94.74	95.00
Median Wage 2nd Quarter After Exit	\$10,498	106.04	\$10,915	110.25	\$11,750	118.69	\$12,636	127.64	\$9,900
Employed 4th Qtr After Exit	81.80	86.11	83.20	87.58	85.80	90.32	90.30	95.05	95.00
Credential Attainment Rate	66.70	79.40	68.70	81.79	70.40	83.81	71.40	85.00	84.00
Measurable Skill Gains	69.50	126.36	62.90	114.36	58.70	106.73	71.10	129.27	55.00
<b>Dislocated Workers:</b>									
Employed 2nd Qtr After Exit	78.90	83.05	76.20	80.21	83.30	87.68	71.60	75.37	95.00
Median Wage 2nd Quarter After Exit	\$10,080	120.00	\$10,289	122.49	\$8,551	101.80	\$9,615	114.46	\$8,400
Employed 4th Qtr After Exit	72.70	80.78	83.30	92.56	84.20	93.56	85.70	95.22	90.00
Credential Attainment Rate	33.30	47.57	30.80	44.00	21.40	30.57	18.80	26.86	70.00
Measurable Skill Gains	76.10	155.31	55.80	113.88	50.00	102.04	80.60	164.49	49.00
<b>Youth:</b>									
Employed 2nd Qtr After Exit	96.30	107.00	95.00	105.56	81.30	90.33	62.50	69.44	90.00
Median Wage 2nd Quarter After Exit	\$3,900	63.93	\$3,900	63.93	\$7,625	125.00	\$7,625	125.00	\$6,100
Employed 4th Qtr After Exit	84.80	89.26	85.20	89.68	77.80	81.89	75.00	78.95	95.00
Credential Attainment Rate	76.50	100.00	83.30	108.89	70.00	91.50	77.80	101.70	76.50
Measurable Skill Gains	47.60	86.55	50.00	90.91	42.10	76.55	66.70	121.27	55.00
<b>Wagner Peyser:</b>									
Employed 2nd Qtr After Exit	60.80	81.07	58.80	78.40	60.70	80.93	62.50	83.33	75.00
Median Wage 2nd Quarter After Exit	\$5,901	107.29	\$6,236	113.38	\$6,486	117.93	\$6,930	126.00	\$5,500
Employed 4th Qtr After Exit	60.70	84.31	59.30	82.36	60.90	84.58	62.60	86.94	72.00

Not Met (less than 90% of negotiated)

Met (90-100% of negotiated)

Exceeded (greater than 100% of negotiated)



**HISTORICAL PERFORMANCE DATA PROVIDED BY DEO (PY20)**

<b>Target</b>	90%	45%	25%	100%	35%	35%	
<b>Points Available</b>	20	25	10	10	5	5	25

LWDB	Name	and Training Services Outcomes	Earnings Increase	Percent Trained	Completion to Funding Ratio	Repeat Businesses	Business Penetration	Reduction in Public Assistance	Individuals on Public Assistance
1	CareerSource Escarosa	94%	38.7%	35.4%	38.0%	9.4%	31.6%	N/A	N/A
2	CareerSource Okaloosa Wal	94%	46.9%	19.5%	68.2%	-1.7%	13.3%	N/A	N/A
3	CareerSource Chipola	67%	45.6%	23.3%	100.0%	-3.0%	15.8%	N/A	N/A
4	CareerSource Gulf Coast-	100%	44.2%	9.6%	100.0%	0.5%	11.8%	N/A	N/A
5	CareerSource Capital Regi	72%	42.2%	11.1%	90.5%	-1.2%	8.9%	N/A	N/A
6	CareerSource North Florid	78%	44.6%	20.8%	84.9%	-0.4%	22.8%	N/A	N/A
7	CareerSource Florida Crow	56%	45.2%	11.4%	63.9%	-8.1%	20.0%	N/A	N/A
8	CareerSource Northeast FL	100%	38.2%	22.2%	44.9%	1.3%	13.2%	N/A	N/A
9	CareerSource N Central FL	78%	44.2%	18.6%	100.0%	-4.8%	13.5%	N/A	N/A
10	CareerSource Citrus Levy	94%	43.8%	29.6%	37.9%	0.1%	12.7%	N/A	N/A
11	CareerSource Flagler Volu	89%	37.7%	24.2%	53.1%	0.9%	11.1%	N/A	N/A
12	CareerSource Central Flor	100%	36.5%	28.3%	87.2%	-1.9%	9.5%	N/A	N/A
13	CareerSource Brevard	100%	39.6%	6.0%	100.0%	9.1%	29.7%	N/A	N/A
14	CareerSource Pinellas	83%	32.6%	19.5%	100.0%	0.4%	4.6%	N/A	N/A
15	CareerSource Tampa Bay	67%	39.2%	22.6%	65.3%	0.7%	7.7%	N/A	N/A
16	CareerSource Pasco Hernar	89%	39.1%	10.7%	100.0%	-0.3%	11.1%	N/A	N/A
17	CareerSource Polk	89%	40.1%	14.1%	100.0%	-1.7%	13.2%	N/A	N/A
18	CareerSource Suncoast	67%	35.6%	14.3%	82.4%	-3.4%	11.5%	N/A	N/A
19	CareerSource Heartland	78%	42.6%	12.2%	100.0%	-4.0%	26.4%	N/A	N/A
20	CareerSource Research Coa	94%	39.3%	20.3%	55.9%	-0.3%	12.5%	N/A	N/A
21	CareerSource Palm Beach	83%	36.1%	10.4%	100.0%	1.1%	8.2%	N/A	N/A
22	CareerSource Broward	94%	34.3%	42.7%	30.4%	-0.9%	10.4%	N/A	N/A
23	CareerSource South Florid	44%	36.9%	17.4%	100.0%	-9.5%	18.5%	N/A	N/A
24	CareerSource Southwest FL	100%	49.9%	35.9%	47.1%	2.1%	8.9%	N/A	N/A

Average	<b>84%</b>	<b>41%</b>	<b>20%</b>	<b>77%</b>	<b>-1%</b>	<b>14%</b>	
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Score	Grade
0-59	F
60-69	D
70-79	C
80-89	B
90-100	A

**LETTER GRADE CONVERSION**

	90%	45%	25%	100%	35%	35%					
	20	25	10	10	5	5	5	25			
Weighted Average	and Training Services Outcomes	Earnings Increase	Percent Trained	Completion to Funding Ratio	Repeat Businesses	Business Penetration	Reduction in Public Assistance	Individuals on Public Assistance	Total # Points	Compared to 75 Avail	Weighted Average
163.6%	20.00	21.48	10.00	3.80	5.00	4.52	N/A	N/A	64.80	86%	B
183.2%	20.00	25.00	7.80	6.82	3.50	1.90	N/A	N/A	65.02	87%	B
190.8%	14.81	25.00	9.33	10.00	3.00	2.26	N/A	N/A	64.41	86%	B
216.6%	20.00	24.57	3.85	10.00	4.00	1.69	N/A	N/A	64.11	85%	B
179.9%	16.05	23.42	4.45	9.05	3.50	1.27	N/A	N/A	57.74	77%	C
188.0%	17.28	24.76	8.33	8.49	3.50	3.26	N/A	N/A	65.63	88%	B
141.2%	12.35	25.00	4.55	6.39	0.00	2.85	N/A	N/A	51.13	68%	D
162.8%	20.00	21.21	8.89	4.49	4.00	1.89	N/A	N/A	60.48	81%	B
197.6%	17.28	24.56	7.44	10.00	2.00	1.93	N/A	N/A	63.22	84%	B
154.5%	20.00	24.33	10.00	3.79	4.00	1.81	N/A	N/A	63.93	85%	B
160.3%	19.75	20.97	9.67	5.31	4.00	1.58	N/A	N/A	61.29	82%	B
203.4%	20.00	20.28	10.00	8.72	3.50	1.36	N/A	N/A	63.86	85%	B
222.9%	20.00	22.03	2.38	10.00	5.00	4.25	N/A	N/A	63.65	85%	B
196.3%	18.52	18.11	7.81	10.00	4.00	0.65	N/A	N/A	59.10	79%	C
151.5%	14.81	21.78	9.06	6.53	4.00	1.11	N/A	N/A	57.29	76%	C
204.0%	19.75	21.70	4.26	10.00	3.50	1.59	N/A	N/A	60.81	81%	B
205.6%	19.75	22.28	5.66	10.00	3.50	1.88	N/A	N/A	63.07	84%	B
164.8%	14.81	19.77	5.72	8.24	3.00	1.64	N/A	N/A	53.18	71%	C
200.1%	17.28	23.68	4.89	10.00	3.00	3.77	N/A	N/A	62.63	84%	B
167.9%	20.00	21.82	8.12	5.59	3.50	1.79	N/A	N/A	60.82	81%	B
197.1%	18.52	20.08	4.16	10.00	4.00	1.17	N/A	N/A	57.93	77%	C
144.8%	20.00	19.05	10.00	3.04	3.50	1.48	N/A	N/A	57.07	76%	C
164.1%	9.88	20.48	6.94	10.00	0.00	2.64	N/A	N/A	49.94	67%	D
172.3%	20.00	25.00	10.00	4.71	4.50	1.26	N/A	N/A	65.47	87%	B
<b>180.6%</b>	<b>17.95</b>	<b>22.35</b>	<b>7.22</b>	<b>7.71</b>	<b>3.40</b>	<b>2.07</b>			60.69		

Program Year 2021-2022

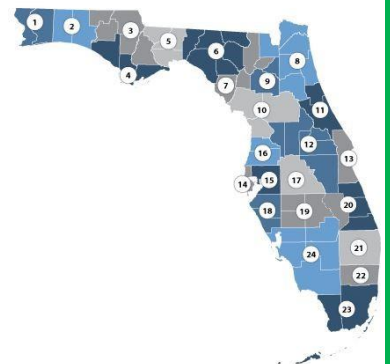
September 1, 2022

# Quality Assurance Report

*Programmatic and Financial  
Compliance Monitoring Review  
for*



Local Workforce Development Board - 18



*Prepared and Issued By:*



*Division of Workforce Services  
and  
Division of Finance and  
Administration*

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## Executive Summary

During the period of March 7 to March 11, 2022, the Florida Department of Economic Opportunity (DEO) conducted a joint programmatic and financial monitoring review of CareerSource Suncoast's (the "LWDB") workforce programs. Programmatic and financial monitoring was conducted by DEO's Bureau of One-Stop and Program Support (OSPS) and Bureau of Financial Monitoring and Accountability (FMA) staff via a remote desktop review analysis. This allowed for collaboration in the evaluation of both programmatic and financial data by a comprehensive monitoring review team.

Monitoring activities included assessing the LWDB's program operations, management practices, system protocols, internal controls, financial record keeping and reporting to determine if the LWDB operated in compliance with each of the programs' laws, regulations, state and local plans, policies and guidance, and any contract or agreement terms. Monitoring also included sample testing of randomly selected participant case file records from each of the workforce programs reviewed.

Programmatic and financial management issues identified in the report are generally categorized as Findings, Issues of Noncompliance, and Observations based on a scale of high, medium, and low risk probabilities. High, medium, and low risk factors are used to separate those issues that present more of a threat to program operations than others including issues that may potentially impact the fiscal integrity or delivery of services within program operations.

The review revealed the LWDB has the systems in place to perform the broad management, operational, and financial functions required to operate the workforce programs; however, deficiencies in case file documentation requirements and operational and management practices in several program review areas were identified. The programmatic review resulted in 12 findings, 10 other noncompliance issues (ONI), and several observations. The financial compliance review did not result any issues. While no material issues or weaknesses came to the reviewers' attention other than those contained in the report, there is no assurance that other issues do not exist.

Note: As subrecipients of authorized funds administered by DEO, LWDBs are accountable for failing to correct performance, programmatic and financial deficiencies found during compliance monitoring reviews. To reduce programmatic or financial deficiencies observed and to increase program integrity at the local level, corrective action by the LWDB is required to be taken.

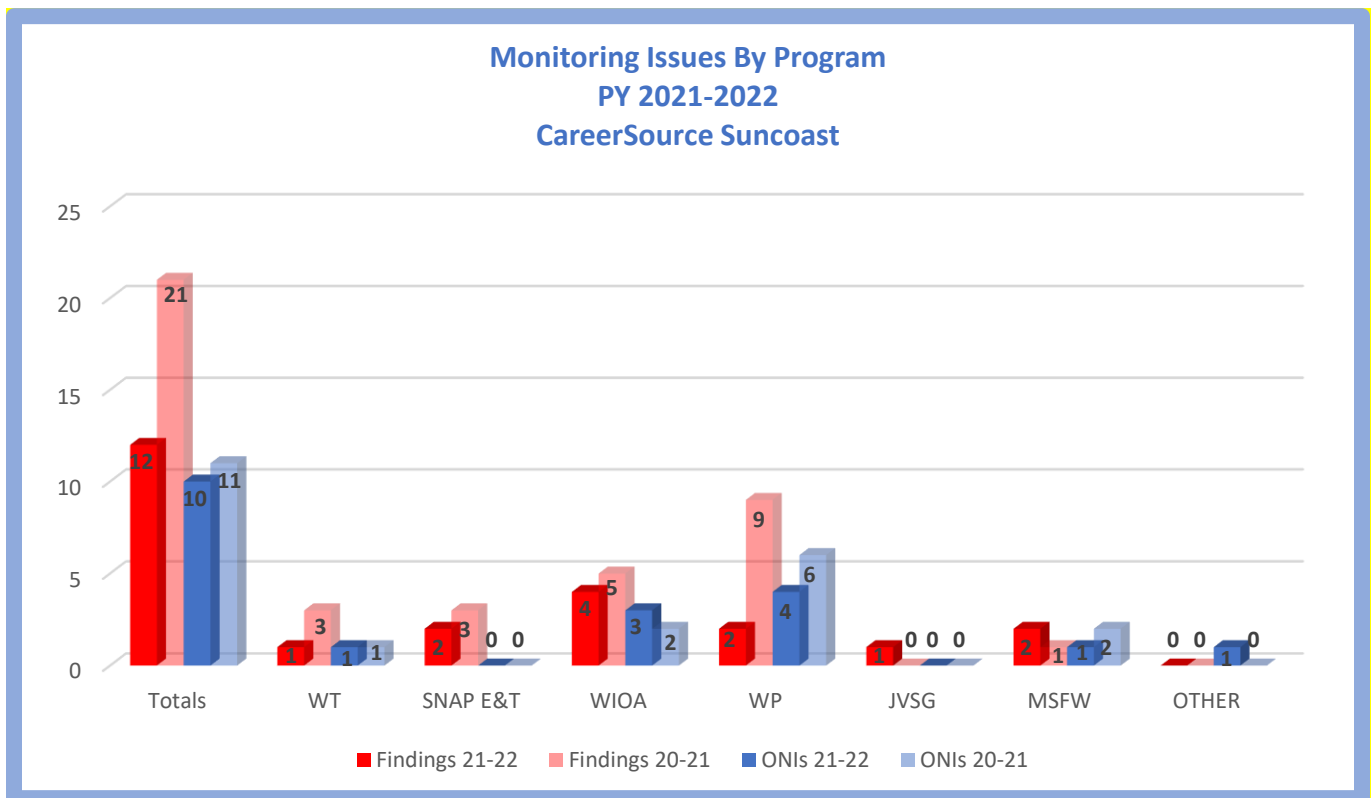
The results of each of the LWDB's workforce programs are summarized in the following charts by program and category. For additional programmatic and financial monitoring information and resources, click here: [Monitoring Overview](#).

## SUMMARY TABLE OF PROGRAMMATIC MONITORING RESULTS

N=No. Y=Yes. N/A=Not Applicable.

2021-22 Monitoring Results					
Workforce Program	Issue	Prior Year Finding	Current Year Finding	Prior Year Other Noncompliance Issue	Current Year Other Noncompliance Issue
WT	A participant case file did not contain the required eligibility documentation to support continuous transitional services being provided.	Y	Y		
	Employment documentation in a couple of case files did not match information recorded in OSST.			Y	Y
<b>WT Totals</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
SNAP	A participant was not engaged in orientation and assessment in accordance with the State Plan. Also, several participants did not have their initial appointment 590-status code ended within two days.	Y	Y		
	Grievance/Complaint and Opportunities and Obligations forms were missing from a couple of participant case files.	Y	Y		
		<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>
WIOA Adult/DW	There was no documentation to support the provision of follow-up services for several participants.	Y	Y		
	Documentation to support the credential attainment recorded in Employ Florida was missing in a participant's case file.	N	Y		
	Employment information recorded in Employ Florida during exit and during quarterly follow-ups did not match documentation maintained in a participant's case file.			Y	Y
WIOA Youth	Supportive services recorded in Employ Florida for one participant did not match the supportive service document maintained in the case file.	N	Y		
	Documentation of payment for a participant enrolled in Occupational Skills Training (OST) does not match the information recorded in Employ Florida.			N	Y
WIOA Common Issues	Measurable Skills Gains (MSG) were not recorded in Employ Florida for a few participants. Additionally, documentation to support MSGs was missing in a couple of participant case files.			Y	Y
	A participant case file did not contain documentation of an open position with the on-the-job (OJT) employer. Additionally, the OJT agreements were missing required clauses, prohibitions, and verification that the training was provided as described in the OJT contract.	N	Y		
<b>WIOA Totals</b>		<b>1</b>	<b>4</b>	<b>2</b>	<b>3</b>
WP	Permission to create Employ Florida registrations were not documented for several job seekers. Also, several job seeker registrations were incomplete.	Y	Y		
	None of the placements recorded in Employ Florida matched the O*NET codes on the job order. Additionally, other O*NET codes did not match the job order descriptions.			N	Y
	A jobseeker's Employ Florida account was duplicated but there was no documentation to support merging of the accounts in Employ Florida.			N	Y
	Several job seeker services and activities were not recorded in Employ Florida by the required deadline.			N	Y
	Several job seeker assessments and Employability Development Plans (EDP) were either not documented or did not contain all required information.	Y	Y		

<b>RESEA</b>	Several participants did not have at least one work search activity recorded on their EDP.			<b>N</b>	<b>Y</b>
<b>WP Totals</b>		<b>1</b>	<b>2</b>	<b>1</b>	<b>4</b>
<b>JVSG</b>	A few participants did not have a Priority of Service (POS) code 189 or a system generated POS 089 code recorded in Employ Florida when participation began. Additionally, several other participants did not have a JVSG participation date recorded in Employ Florida.	<b>N</b>	<b>Y</b>		
<b>JVSG Totals</b>		<b>0</b>	<b>1</b>		
<b>MSFW</b>	The Bradenton significant office did not meet all required Equity Ratio Indicators and Minimum Service Level Indicators.			<b>Y</b>	<b>Y</b>
	A complaint log did not contain all required elements.	<b>N</b>	<b>Y</b>		
	The Bradenton significant office did not meet the outreach contacts and quality contact requirements during the review period.		<b>Y</b>	<b>Y</b>	
<b>MSFW Totals</b>		<b>0</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>Local Operating Procedures</b>	The local plan did not detail how sector strategy goals will be properly tracked and measured including documenting the number of individuals trained in the respective targeted sectors.			<b>N</b>	<b>Y</b>
<b>Other Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>
<b>Results-All Programs</b>		<b>5</b>	<b>12</b>	<b>6</b>	<b>10</b>



Note: The above chart reflects a two-year comparison of the number of monitoring issues (PY 2020-21 and PY 2021-22).

**DEFINITIONS APPLICABLE TO PROGRAMMATIC MONITORING**

1. **Finding** – A high risk issue that directly impacts the integrity or effectiveness of program operations or could potentially result in major program deficiencies (e.g., participant ineligibility, missing files, lack of fully executed contracts, issues indicative of systemic problems in program operations, has the appearance of fraud or abuse, possibility of non-conforming services provided to participants, potential questioned costs, etc.). Findings are expected to be responded to in the Corrective Action Plan (CAP).
2. **Other Noncompliance Issue (ONI)** – A medium risk issue that results in deviation from process or practice not likely to result in failure of the management system or process but has a direct impact on program operations (data validity, timeliness of entering system information, missing program elements and employment plan information, failure to timely conduct follow-ups, etc.). ONIs could potentially be upgraded to a finding over time based on the nature of the deficiency (e.g., repeat violations, issues indicative of systemic problems in program operations, questioned costs, etc.). ONIs are expected to be responded to in the CAP.
3. **Observation** – A low risk issue that is intended to offer an opportunity to improve current local practices, processes and procedures that result in positive program outcomes. Observations are not expected to be responded to in the CAP except when requested.

**SUMMARY TABLE OF FINANCIAL MONITORING RESULTS**

PY 2020-2021 Financial Monitoring Results				
Category	Repeat of Prior Year	Reference(s)		
Prior Year Corrective Action Follow-Up	No	There were no findings or issues of noncompliance in the prior year.		
Category	Findings	Issues of Non-Compliance	Observations	Technical Assistance Provided
<b>Contracting</b> – Subrecipient or contractor determination not documented by LWDB.				0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**DEFINITIONS APPLICABLE TO FINANCIAL MONITORING**

1. **Finding** – Lack of compliance with federal or state laws, rules and regulations, administrative codes, or state guidance that may result in disallowed costs or impact the integrity of program operations. Findings are expected to be responded to in the CAP.
2. **Noncompliance** – Lack of compliance with federal or state laws, rules and regulations, administrative codes, or state guidance but may not result in disallowed costs or do not impact the integrity of program operations. Issues of Noncompliance are expected to be responded to in the CAP.
3. **Observation** – Informative statements or constructive comments to improve the delivery of services and to help ensure continued fiscal integrity of the LWDB. Observations are not expected to be responded to in the CAP.
4. **Technical Assistance** – Any assistance provided by the financial monitoring team to LWDB staff.

**QUALITY ASSURANCE REPORT  
CAREERSOURCE SUNCOAST  
LOCAL WORKFORCE DEVELOPMENT BOARD (LWDB) 18**

**I. DESCRIPTION OF MONITORING APPROACH**

**Review Purpose and Scope**

Monitoring consisted of a joint programmatic and financial review of the LWDB's workforce programs. The purpose of the monitoring review was to assess compliance with applicable federal and state program statutes, regulations, and programmatic and fiscal administrative requirements. The scope primarily involved a review of participant case file data entered in the State's Management Information Systems (MIS), a review of participant case file documentation provided by the LWDB from the selected file samples, and a review of local plans, procedures, reports, records, and other abstract information. In some instances, interviews were conducted with LWDB staff, employers, and participants to gather information about program processes and service delivery strategies.

The review scope also included an examination of the LWDB's accounting records, internal controls, and supporting documentation which included, but was not limited to, a review of cash management, general ledger, cost allocations, payroll, personnel activity report (PAR) testing, disbursement testing, and reporting of program data in the MIS to determine if appropriate processes, procedures, and controls were in place and properly implemented.

**Type of Review**

Due to COVID-19 restrictions, a remote desktop review was performed in lieu of an on-site visit for both programmatic and financial monitoring, with the selected sampled items provided via upload to DEO's SharePoint monitoring system or access to the LWDB's document storage system.

**Compliance Review Abstract information**

- Programmatic and Financial Monitoring Review Dates: March 7 to March 11, 2022
- Programmatic and Financial Sample Review Period dates: January 1, 2021 to December 31, 2021

Note: Entrance/Exit conference attendees are listed in Section IX of this report.

**Programs Reviewed:**

- Welfare Transition (WT)
- Supplemental Nutrition Assistance Program - Employment and Training (SNAP E&T)
- Workforce Innovation and Opportunity Act (WIOA)
- Trade Adjustment Assistance (TAA)
- Wagner-Peyser (WP)
- Jobs for Veterans State Grant (JVSG)
- Migrant and Seasonal Farmworkers (MSFW)
- Any identified special projects operational during the review period
- Financial management practices, record keeping, safeguards and reporting



## **Monitoring Review Tools**

DEO's PY 2021-2022 programmatic and financial monitoring review tools were used to conduct the review. The tools were developed to provide a framework for monitoring activities performed by OSPS and FMA staff as well as the criteria used to monitor.

## **II. FINANCIAL MONITORING RESULTS**

FMA performed financial monitoring procedures based on the elements described in the PY 2021-2022 Financial Monitoring Tool.

### **Financial Monitoring Issues**

There were no Findings, Issues of Noncompliance, or Observations identified during the financial monitoring review period of January 1, 2021 – December 30, 2021.

## **III. PROGRAMMATIC MONITORING RESULTS**

The outcome of the programmatic monitoring is detailed in the following sections of the report. The information presented describes the issues noted and, where appropriate, required corrective actions for improvement.

**NOTE:** The following general CAP requirements must be submitted with each Finding and Other Noncompliance Issue identified in the report. Additionally, a separate CAP response must be submitted for any additional program specific issues identified in each section of the report.

### **General Program CAP Requirements**

- A copy of a monitoring schedule showing timeframes and the activities and services that will be monitored.
- Documentation showing staff training or refresher training has been or will be provided. Documentation must include training date(s), a training roster, and an agenda listing training topics.
- Documentation of written communication to staff informing them of the requirements.

## **WELFARE TRANSITION (WT)**

*The sample size consisted of 18 participant case files. The following issues were identified:*

### **Finding Number WT 18.22.01**

#### **Transitional Child Care Services**

*Applicable reference(s): 445.032 F.S.; Florida Administrative Code 65A-4.218; FG 04-020 (Transitional Childcare); and TANF State Plan 2020-2023.*

Of the five participants that received transitional services, one (20.0 percent) case file did not contain documentation to support continuing transitional childcare eligibility.

**Recurring Issue from Previous Year:** Yes (Prior year CAP reviewed and verified but noncompliance continues to occur).

**Risk Impact:** If continuing eligibility is not verified and transitional services are not ended in a timely manner, funds could possibly be expended on ineligible participants which could be viewed as potential questioned costs if not corrected.

**Required Action:** In addition to the general required CAP actions, documentation must be provided showing the LWDB verified the participant's continued employment to receive traditional childcare services if the case is still open and active. Because this is a repeat issue, the LWDB must reevaluate the cause of continuing problems and improve upon its course of action from the previous year to resolve this issue. A plan or process for preventing a recurrence of this issue in the future must also be provided with the CAP.

#### ONI Number WT 18.22.01

##### **Employment Verification**

*Applicable reference(s):* Chapter 445.010 F.S.; and Florida's Work Verification Plan.

Of the six participant case files reviewed with an employment activity recorded in OSST, one (16.7 percent) had employment dates on documents in the case file that did not match the information recorded in OSST.

**Recurring Issue from Previous Year:** Yes (Prior year CAP reviewed and verified but noncompliance continues to occur).

**Risk Impact:** This data is used for reporting purposes and incorrect data entry impacts the validity of the data being reported and can negatively impact performance and lead to questioned costs. The data entered in the system must be auditable and supported by documentation in the case files.

**Required Action:** In addition to the general required CAP actions, the LWDB must thoroughly review each case transaction to ensure employment documentation is received and the data is accurately recorded in OSST to match documentation retained in the participant case files. Because this is a repeat issue, the LWDB must reevaluate the cause of continuing problems and improve upon its course of action from the previous year to resolve this finding. The LWDB must also submit a plan of action to prevent a recurrence of this issue in the future.

#### OBSERVATIONS

The case file review also revealed that Job Participant Rate (JPR) hours for a participant were coded incorrectly in OSST. Although documentation was in the file to verify the total number of hours reported to the Department of Children and Families (DCF), the LWDB must ensure that services provided are entered under the correct activity codes in OSST.

Additionally, a couple of participant IRPs did not include specific career goals. The LWDB is reminded that when developing the IRP, career goals must be specific to move the customer to self-sufficiency as soon as possible.

#### SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM - EMPLOYMENT AND TRAINING (SNAP E&T)

*The sample size consisted of 17 participant case files. The following issues were identified:*

##### **Finding Number SNAP 18.22.02**

##### **Initial Engagement Process (OSST 590-Code)**

*Applicable reference(s):* SNAP E&T State Plan 2021; 7 CFR 273.7(c)(2)

The LWDB must enter orientation or initial appointments codes in OSST. The following issues were noted:

- Of the 14 case files that warranted an orientation and assessment, one (7.1 percent) did not have an appointment status code (either a 597 or 598) entered in OSST by staff.
- Of the 12 case files reviewed where a 590 – appointment setting code was entered in OSST, five (41.6 percent) did not have their initial appointment status selected within two-business days of completion of the appointment or “No show”.

**Recurring Issue from Previous Year:** Yes. (Prior year CAP reviewed and verified but noncompliance continues to occur).

**Risk Impact:** Noncompliance with the initial engagement process and failure to expedite the assignment of and participation in qualifying SNAP activities affects performance reporting and could potentially result in overpayment of food assistance benefits to an ineligible individual.

**Required Action:** In addition to the general required CAP actions, the LWDB must provide an assurance that all future initial appointments and status codes (either a 500 or 575) will be entered in OSST timely by staff. Because this is a repeat issue, the LWDB must reevaluate the cause of continuing problems and improve upon its course of action from the previous year to resolve this finding. The LWDB must also provide a plan of action to prevent a recurrence of this issue in the future.

**Finding Number SNAP 18.22.03**

**Grievance/Complaint and Equal Employment Opportunity (EEO) and Opportunities and Obligations (O&O) Forms**

*Applicable reference(s):* FG 00-004 rev. June 08, 2007, 20 CFR 683.600, and SNAP E&T State Plan 2021.

Of the 11 case files reviewed, two (18.2 percent) were missing either a signed and dated Grievance/Complaint and EEO form or a signed and dated Opportunities & Obligations form.

**Recurring Issue from Previous Year:** Yes (Prior year CAP action verified but noncompliance continues to occur).

**Risk Impact:** Having required signed and dated forms in participant case files which explains program requirements and rights and responsibilities mitigate program risks in instances where a program participant may file a complaint, grievance, or request a fair hearing.

**Required Action:** In addition to the general required CAP actions, documentation must be provided with the CAP showing that signed copies of the respective forms have been obtained and placed in the participant case files if the cases are still open. Because this is a repeat issue, the LWDB must reevaluate the cause of continuing problems and improve upon its course of action from the previous year to resolve this finding. A plan of action outlining the LWDBs efforts to prevent a recurrence of these issues in the future must also be provided with the CAP.

**OBSERVATION**

The case file review also revealed that a sanction was lifted without the participant completing an initial engagement activity. The LWDB must ensure that participants complete an initial engagement activity before lifting an imposed sanction.

## WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

### WIOA ADULT AND DISLOCATED WORKER PROGRAM

*The sample size consisted of 22 Adult and Dislocated Worker participant case files (12 Adults and 10 Dislocated Workers). The following issues were identified:*

#### Finding Number WIOA 18.22.04

##### Follow-Up Services

*Applicable reference(s):* WIOA Section 134(c)(2)(A)(xiii); 20 CFR 680.150; and TEGL 19-16.

Of the eight WIOA Adult/Dislocated Worker participants who exited with employment, two (25.0 percent) had no case file documentation to support that follow-up services were offered.

**Recurring Issue from Previous Year:** Yes (Prior year CAP action verified but noncompliance continues to occur).

**Risk Impact:** Failure to provide follow-up services can negatively impact performance and resources available to the participant.

**Required Action:** In addition to the general required CAP actions, the LWDB must provide documentation that follow-up services have been offered to the individuals identified if the cases are still active. It is imperative to ensure that staff understand the requirements and intent of follow-up services and that an appropriate system is in place for offering and/or providing these services. Because this is a repeat issue, the LWDB must reevaluate the cause of continuing problems and improve upon its course of action from the previous year to resolve this finding. An assurance that follow-up services will be offered and/or provided to WIOA participants as well as a plan or process for accomplishing this in the future must also be provided with the CAP.

#### Finding Number WIOA 18.22.05

##### Recording of Credential Attainment

*Applicable reference(s):* Federal Data Validation Requirements TEGL 10-16 Change 1, WIOA Section 3(52).

Of the eight participants who attained a recognized credential, one (12.5) participant case file was missing documentation to support the credential attainment entered in Employ Florida.

**Recurring Issue from Previous Year:** No.

**Risk Impact:** Failure to enter and accurately record credential attainment information in Employ Florida negatively impacts performance results.

**Required Action:** In addition to the general required CAP actions, documentation must be provided that the one credential has been verified and documented if the case file is still open. The LWDB must ensure that credential attainment information is maintained in participant case files and recorded accurately in Employ Florida. A plan of action outlining the LWDB's efforts to prevent a recurrence of this issue in the future must also be provided with the CAP.

#### ONI Number WIOA 18.22.02

##### Employment Verification

*Applicable reference(s):* WIOA Section 116; 20 CFR 667.175; Master Cooperative Agreement and Federal Data Validation Requirements.

Of the 12 participants who exited the WIOA program with unsubsidized employment, two (16.7 percent) participant case files did not contain documentation that matches either the employment information recorded in Employ Florida at exit or during quarterly follow-ups.

**Recurring Issue from Previous Year:** Yes (Prior year CAP actions reviewed and verified but noncompliance continues to occur).

**Risk Impact:** Failure to enter and accurately record employment information in Employ Florida may negatively impact performance results and could result in claiming false placements.

**Required Action:** In addition to the general required CAP actions, documentation must be provided showing the LWDB has reviewed and verified the participant’s employment and wage information at exit and during quarterly follows if the case is still active. Because this is a repeat issue, the LWDB must provide an assurance that additional measures will be taken to ensure employment documentation is maintained in the files and cross-referenced with data entered in the system for accuracy. A plan to prevent a recurrence of these issues in the future must also be provided with the CAP.

## WIOA YOUTH PROGRAM

*The sample size consisted of 13 Out-of-School Youth participant case files.*

*The following issues were identified:*

### Finding Number WIOA 18.22.06

#### Supportive Services

*Applicable reference(s):* WIOA Sec. 3(59); CFR 681.570 and 640; Local Supportive Service Policy.

Of the three WIOA Youth participant case files reviewed where a supportive service activity was recorded in Employ Florida, one (33.3 percent) did not have documentation to verify the supportive service that was provided. Additionally, the supportive service document maintained in another participant’s file did not match the type of supportive service entered in Employ Florida.

**Recurring Issue from Previous Year:** No.

**Risk Impact:** Failure to maintain documentation of supportive services may lead to questioned costs.

**Required Action:** In addition to the general required CAP actions, documentation must be provided showing the participant was eligible to receive the supportive services. Documentation must also be provided showing the LWDB has a check and balance system in place that ensures supportive services are verified. The LWDB’s support services system must ensure that services provided to a participant are documented to reflect the actual amount of the expenditure, a need for the service, is approved and allowable, and the service activity matches what is entered in Employ Florida. The LWDB must also provide a plan of action with the CAP outlining the specific efforts taken to prevent future occurrences.

### ONI Number WIOA 18.22.03

#### **Individual Training Account (ITA)**

*Applicable reference(s):* 20 CFR 681.540 (a), WIOA Sec. 122 (b)(1)(D), WIOA Sec. 122 (b)(4)(A), WIOA Sec. 122 (a)(3), and Administrative Policy 90.

Of the six WIOA Youth case files reviewed of participants enrolled in an Occupational Skills Training (OST), one (16.7 percent) did not have the correct activity code recorded in Employ Florida to reflect the use of an ITA.

**Recurring Issue from Previous Year:** No.

**Risk Impact:** Failure to accurately record the type of funding used to pay for training may negatively impact performance accountability and reporting.

**Required Action:** In addition to the general required CAP actions, the LWDB must provide an assurance with the CAP that career managers are properly identifying the source of funding used to pay for training and that the information matches what is entered in Employ Florida. A plan or process to prevent a recurrence of this issue in the future must also be provided with the CAP.

### COMMON ISSUES

*The following common issues were identified in the WIOA Adult/Dislocated Worker and Youth programs.*

### ONI Number WIOA 18.22.04

#### **Recording of Measurable Skills Gains (MSG)**

*Applicable reference(s):* WIOA Section 116; 20 CFR Part 677.155(a)(v); and TEGL 10-16, Change 1.

- Of the 21 WIOA Adult case files reviewed of participants enrolled in an education or training program, six (28.6 percent) did not have an MSG recorded within the program year. Additionally, the MSG attainment date did not match the attainment date recorded in Employ Florida for one participant.
- Of the 10 WIOA Youth case files reviewed of participants enrolled in an education or training program, three (30.0 percent) did not have an MSG recorded within the program year. Additionally, the MSG attainment date did not match the attainment date recorded in Employ Florida for one participant.

**Recurring Issue from Previous Year:** Yes (Prior year CAP reviewed and verified but noncompliance continues to occur).

**Risk Impact:** Failure to enter and accurately record MSG information in Employ Florida negatively impacts performance results.

**Required Action:** In addition to the general required CAP actions, the LWDB must provide an assurance with the CAP that MSGs will be documented and recorded by the applicable program year. The LWDB must review its internal policies, processes, and procedures to ensure that MSG activities are recorded correctly and carried out in accordance with guidance. Additionally, the LWDB must provide documentation that all staff have been made aware of the requirements and intent of MSGs including how to review and timely record results. A plan or process for accomplishing this in the future must also be provided with the CAP.

## Finding Number WIOA 18.22.07

### **On-the-Job Training (OJT)**

*Applicable references:* WIOA Sec.134(c)(3)(A) and (H), WIOA Sec.122 (h), 20 CFR 680.770-840, 20 CFR 681.430, 440, 540 and 600, TEGL 13-15, Local Workforce Services Plan and Administrative Policy 009.

Of the five Youth and four Adult case files reviewed of participants enrolled in an OJT activity, the following issues were identified:

- One (20.0 percent) Youth OJT case file did not contain documentation of an open position with the OJT employer.
- Two (40.0 percent) Youth OJT agreements did not specify that funds will not be used to (1) directly or indirectly assist, promote, or deter union organizing and (2) aid in the filling of a job opening which is vacant because the former occupant is on strike or locked out in the course of a labor dispute or the filling of which is otherwise an issue in a labor dispute involving a work stoppage.
- One (25.0 percent) WIOA Adult OJT participant case file was missing documentation to verify that the training was provided and completed as described in the OJT agreement.

**Recurring Issue from Previous Year:** No.

**Risk Impact:** Failure to follow required guidelines when administering the OJT program could lead to potential questioned costs if funds were expended.

**Required Action:** In addition to the general required CAP actions, the LWDB must provide documentation to support there was an open position with the OJT employer as well as a referral to the listed position. Additionally, documentation must be provided to verify that the training was provided and completed as described in the OJT agreement for the individual identified. Documentation must also be provided that the LWDB has reviewed all open OJT case files and updated the agreements with the missing clauses and prohibitions. Because of the number of OJT issues identified, the LWDB must evaluate the cause of continuing problems and provide a plan of the action with the CAP to prevent a recurrence of these issues in the future.

## WIOA SPECIAL PROJECTS

*The sample size consisted of six participant case files for the following special projects: COVID-19 Public Health Emergency, and Incumbent Worker-20% Non-Waiver Local Only Special Projects.*

*The review did not reveal any Findings, Other Noncompliance Issues or Observations.*

## TRADE ADJUSTMENT ASSISTANCE (TAA) PROGRAM

*The sample size consisted of two participant case files. The review did not reveal any Findings or Other Noncompliance Issues; however, the following Observation was noted:*

### OBSERVATION

*Applicable reference(s):* Administrative Policy No. 115 and Employ Florida Service Code Guide.

Service code 116, Received Service from Staff Not Classified, was utilized to extend participation. This is not an accurate or appropriate use of the service code. The management of participant services includes regular, direct contact with the participant on all aspects of their workforce development needs. Contact where the participant

does not engage is not considered direct and must not result in a participating service being recorded in Employ Florida. An offer to provide a service or a scheduled appointment to provide a service must only be entered as a case note or non-participating service as appropriate.

## WAGNER-PEYSER (WP) PROGRAM

*The sample size consisted of 50 participant case files (20 job seekers, 10 job orders, 15 job seeker placements and five RESEA). The following issues were identified:*

### Finding Number WP 18.22.08

#### Job Seeker Permission for Registration and Referrals

Applicable reference(s): 20 CFR 651.10, TEGL 19-16, and Administrative Policy 096 and 099 (rev. 5/24/2019, 2/20/2020, and 1/7/2021).

Staff registration of a new job seeker in Employ Florida and referral to job orders by staff have specific guidelines that must be followed such as obtaining the job seeker's permission prior to creating and entering a new registration in Employ Florida and referring a job seeker to a job order. Job seekers must also have a full registration in Employ Florida prior to receiving a staff referral to a job order.

- Of the 15 job seekers reviewed with a staff entered registration, four (26.7 percent) were missing documentation of permission prior to creation of the new accounts in Employ Florida.
- Of the 10 staff-entered job seeker referrals reviewed, seven (70.0 percent) did not have a full registration documented in Employ Florida when the referral was made.

**Recurring Issue from Previous Year:** Yes (Prior year CAP reviewed and verified but noncompliance continues to occur).

**Risk Impact:** Failure to document permission of staff registrations, staff referrals, or obtaining a full application before participation has an impact on performance reporting and can also lead to erroneous or fraudulent job seeker entry of invalid or false registrations.

**Required Action:** In addition to the general required CAP actions, the LWDB must provide documentation of the efforts made by staff to contact and verify the job seekers' permission to create an Employ Florida registration by staff if the case files are still open and active. An assurance must also be provided that the LWDB will take necessary steps to document job seeker permission of staff entered registrations in case notes on the job seeker's Employ Florida account. Because these issues continue to repeat themselves and appears to be systemic, the LWDB must evaluate the cause of continuous problems and provide a plan of action with the CAP to prevent a recurrence of these issues in the future.

### ONI Number WP 18.22.05

#### O\*NET Coding

Applicable reference(s): 20 CFR 652.3, DEO Administrative Policy 099, and Employ Florida's Terms and Conditions of Use.

To provide the most efficient job matching system, O\*NET codes on job orders must be accurate and relevant to the listed position. Placements must also match the O\*NET code listed for the job order in Employ Florida. All 10 job seeker placements reviewed had job order descriptions with multiple types of positions advertised as well as specific placements that did not match the O\*NET code listed for the job order in Employ Florida.



**Recurring Issue from Previous Year:** No.

**Risk Impact:** Using O\*NET codes that do not correspond with the job description and/or job title make the job matching process difficult.

**Required Action:** In addition to the general required CAP actions, the LWDB must document efforts to review and monitor entry of job order descriptions in Employ Florida to ensure the O\*NET codes match the job order descriptions and subsequent placements are for the actual positions advertised. Documentation must also be provided of the LWDB's efforts to verify and correct the O\*NET code of the job orders identified during the review if they are still open and available. A plan or process to prevent a recurrence of this issue in the future must also be provided with the CAP.

**ONI Number WP 18.22.06**

**Job Seeker Account Duplication and Verification**

*Applicable reference(s):* DEO Administrative Policy 096.

Of the five job seeker accounts created by staff in Employ Florida, one (20.0 percent) was a duplicate account. The account was missing a case note to identify and document all required staff procedures for handling duplicate registrations and merging of accounts in Employ Florida.

**Recurring Issue from Previous Year:** No.

**Risk Impact:** Failure to accurately account for duplicate registrations in Employ Florida has an impact on performance reporting and can also lead to erroneous or fraudulent job seeker entry of invalid or false registrations, including identity theft issues.

**Required Action:** In addition to the general required CAP actions, the LWDB must provide documentation that staff have or will review the duplicate account of the job seeker identified in Employ Florida to ensure the required process is followed and all required steps are documented in a case note. Documentation must also be provided of the LWDB's efforts to identify and document all required staff procedures for handling duplicate registrations and merging of accounts in Employ Florida including a plan or process for accomplishing this in the future.

**ONI Number WP 18.22.07**

**Wagner-Peyser Job Seeker Services and Activities**

*Applicable reference(s):* 20 CFR 651.10, Administrative Policy 096, 115 and Employ Florida Service Code Guide.

Of the 20 Job seeker case files reviewed with service codes entered in Employ Florida, one (5.0 percent) job seeker did not have a service code entered within 15 days of the provision of the service. Additionally, the 10 job seekers with placements had a service that was errantly recorded (114 – Staff assisted Job Search) in Employ Florida when only attending a mass agricultural recruitment event.

**Recurring Issue from Previous Year:** Yes (Prior year CAP reviewed and verified but noncompliance continues to occur).

**Risk Impact:** Errant or undocumented services provided to job seekers which prolong participation will result in inaccurate reporting of state and federal performance numbers.

In addition to the general required CAP actions, documentation must be provided of the LWDB's efforts to case note the correct service for the job seekers identified during the review if the applications are still active and open. Additionally, the LWDB must document efforts to review and monitor entry of WP job seeker services in Employ Florida to ensure the services are properly recorded and documented. A plan or process to prevent a recurrence of this issue in the future must also be provided with the CAP.

### Finding Number WP 18.22.09

#### **Assessments and Employability Development Plans (EDPs)**

*Applicable reference(s):* 20 CFR 651.10; 20 CFR Part 1010; and DEO Employ Florida Service Code Guide.

- Of the 15 job seeker assessments reviewed, one (6.7 percent) did not have documentation to support the services recorded in Employ Florida. Additionally, five (33.3 percent) were missing required elements needed to obtain services to reach their employment goals (employment history, education, skills, barriers to employment, etc.).
- Of the four job seekers with EDPs recorded in Employ Florida, one (25.0 percent) EDP was missing from the participant's case file.

**Recurring Issue from Previous Year:** Yes (Prior year CAP reviewed and verified but noncompliance continues to occur).

**Risk Impact:** Absence of a complete assessment and EDP reduces staff's ability to work effectively and efficiently with participants in delivering services, tracking employability goals, and determining what the participant is required to do to attain the occupational goals.

**Required Action:** In addition to the general required CAP actions, documentation must be provided of the LWDB's attempts to develop or update the missing assessment and EDP if the cases are still active in Employ Florida. Additionally, the LWDB must include documentation and/or a plan that staff have or will review all future assessment and EDP codes recorded in Employ Florida and to ensure that case notes have been recorded and documentation has been retained to identify all required elements of the service(s) provided. A plan or process to prevent a recurrence of this issue in the future must also be provided with the CAP.

### REEMPLOYMENT SERVICES AND ELIGIBILITY ASSESSMENT (RESEA) PROGRAM

The RESEA program review focused on the LWDB's compliance with the requirements of the grant to assist reemployment assistance (RA) claimants in returning to work faster by connecting claimants/participants with in-person assessments, and reemployment services and opportunities to further their reemployment goals and successful employment outcomes.

*The sample size consisted of five participant case files. The following issues were identified:*

### ONI Number WP 18.22.08

#### **RESEA Work Search Activity**

*Applicable reference(s):* UIPL 8-20 and DEO Administrative Policy 068.

The federal grant requires every RESEA participant be referred to at least one additional work search activity (WSA). Work search activities must be unique to the participant's needs and recorded in the Employ Florida event calendar module.

Of the five RESEA case files reviewed, four (80.0 percent) of the EDPs did not include at least one specific work search activity or the provision of specific labor market information.

**Recurring Issue from Previous Year:** Yes (Prior year CAP reviewed and verified but noncompliance continues to occur).

**Risk Impact:** Not accurately recording work search activities in the system or not providing specific LMI reduces staff's ability to effectively determine what the claimant is required to do to assist in their reemployment service needs which may adversely affect the claimant's benefits.

**Required Action:** In addition to the general required CAP actions, the LWDB must document efforts to ensure all RESEA work search activities for the identified job seekers are documented on the EDP or in cases notes if the case files are still open. Additionally, a plan to prevent a recurrence of these issues in the future must also be provided.

### CAREER CENTER CREDENTIALING

The career center credentialing review focused on ensuring administrative requirements and records were posted and maintained, that front-line staff had completed all required Tier I certification and continuing education courses, and that an Employment Service Complaint System was in place to process any complaints received.

*The review did not reveal any Findings, Other Noncompliance Issues or Observations; however, an Employment Service (ES) Complaint System issue is identified under the MSFW section of this report.*

### JOBS FOR VETERANS STATE GRANT (JVSG) PROGRAM

*The sample size consisted of 13 participant case files. The following issue was identified:*

#### Finding Number JVSG 18.22.10

##### Veteran Priority of Service (POS) and JVSG Participation

Applicable reference(s): 20 CFR Part 1010; DEO Administrative Policy 096, 102, and 111; State Veteran's Program Plan of Service; Federal WIOA/JVSG reporting requirements; and Employ Florida Service Code Guide.

Of the 13 veteran case files reviewed, the following issues were identified:

- Three (23.1 percent) did not have a POS code (089 automated or 189 manual) recorded in Employ Florida when participation began.
- Seven (53.8 percent) did not have a JVSG participation date listed in the Wagner-Peyser Program Application in Employ Florida.

**Recurring Issue from Previous Year:** No.

**Risk Impact:** Noncompliance has an impact on veteran service delivery and may result in a negative federal review of the Veterans Program.

**Required Action:** In addition to the general required CAP actions, the LWDB must provide documentation that staff have made or initiated contact to verify veteran status and to ensure POS was provided if the case is still active. The LWDB must also record the appropriate service code and case notes in Employ Florida to document this action. Additionally, the LWDB must provide an assurance that DVOP specialists enter a JVSG participation date for the veterans they serve in the future. A plan to prevent a recurrence of these issues in the future must also be provided with the CAP.

### OBSERVATION

The case file review also revealed that several veterans did not have any objectives listed or identified to complete their established goals. For future reference, the LWDB should ensure that participants' service needs are evaluated, identified, and provided in a timely manner.

## MIGRANT AND SEASONAL FARMWORKERS

The Migrant and Seasonal Farmworker (MSFW) review focused on compliance with the MSFW required services and outreach under the Wagner-Peyser Act, as amended, and federal guidelines that mandate the service delivery to MSFWs through the public labor exchange system.

### Management Review and Operational Practices of the Significant Career Centers

The LWDB's MSFW significant multilingual career center is located in Bradenton, Florida. Because of COVID-19 considerations, the significant career center review was conducted remotely. The State Monitor Advocate (SMA) conducted a desk review of the significant career center to ensure the following credentialing requirements had been met (posters, signage, facility accessibility and accommodations, MSFW applications, job orders, MSFW Service Level Indicators Report, MSFW Outreach Services Reports, the Complaint System, and other requirements).

Overall, the MSFW outreach program in the Bradenton significant career center appeared to be managed in accordance with prescribed standards and the required provision of services to MSFWs. The outreach worker position is filled with a bilingual employee who is familiar with the farmworker community, knowledgeable of farmworker services and activities, and performs job duties properly. However, the following issues were noted during the management and operational review:

#### ONI Number MSFW 18.22.09

##### **MSFW Service Level Indicators Report**

*Applicable reference(s):* 20 CFR 653, DEO FG 03-040, Migrant Service Level Indicators Report, and Local Workforce Services Plan.

Federal and state guidance require specific services be provided to MSFW customers on an equal level as all other customers and that significant career centers meet all five MSFW equity ratio indicators and at least two of the three minimum service level indicators.

The Bradenton significant career center did not meet one of the five equity ratio indicators on the MSFW Service Level Indicators Report during the review period (staff-assisted career guidance services). Additionally, two of the three minimum service level indicators were not met during the review period (median earnings of individuals placed in unsubsidized employment and MSFWs placed long-term in non-agricultural jobs).

**Recurring Issue from Previous Year:** Yes (Prior year CAP verified but noncompliance continues to occur).

**Risk Impact:** This data is used for reporting purposes and unmet indicators impact federal performance reporting for the state.

**Required Action:** In addition to the general required CAP actions, the LWDB must provide documentation to support efforts made by staff to refer and place MSFWs in jobs including monitoring the MSFW Service Level Indicators Report regularly to identify service gaps to ensure compliance. The MSFW Service Level Indicators Report is located in Employ Florida. Because this is a repeat issue, the LWDB must reevaluate the cause of continuing problems and improve upon its course of action from the previous year to resolve this issue. A plan or process to prevent a recurrence of this issue must also be provided with the CAP including routine review of the MSFW Service Level Indicators Report and written notification to outreach workers informing them of the requirements.

## Participant Case File Review

**The sample size consisted of 13 participant case files (10 MSFW job seekers and three agricultural job orders). The following issues were identified:**

### **Finding Number MSFW 18.22.11**

#### **Services to MSFWs (Outreach Services Report)**

*Applicable reference(s):* 20 CFR 653; WIOA Unified Plan; Local Workforce Service Plan; and DEO FG 03-040.

All career centers have an obligation to locate and contact MSFWs who are not being reached by normal intake activities conducted at the significant career centers. Outreach contacts and quality contacts must be conducted by outreach workers to comply with DEO FG 03-040. The contacts must be recorded on the Outreach Services Report and submitted to the State Monitor Advocate by the fifth working day following the report month.

A review of the Outreach Services Reports revealed that the LWDB did not meet the five outreach quality contacts per day requirement during the review period.

Note: It should be noted that the outreach worker conducted outreach activities to the same agricultural employer for several months; however, no outreach activities were conducted with other employers (Farmworker Career Development Plan (FCDP) partners or MSFW providers). The LWDB must ensure that outreach service narratives be expanded to include visits and meetings held with FCDP partners and MSFW service providers. Additionally, narratives should include sufficient information to allow the State Workforce Agency to report performance of outreach activities in the significant service areas.

**Recurring Issue from Previous Year:** Yes (Prior year CAP verified but noncompliance continues to occur).

**Risk Impact:** These issues impact MSFW service delivery and performance reporting. They also limit job and training opportunities for MSFWs and lead to possible farmworker civil rights violations.

**Required Action:** In addition to the general required CAP actions, the LWDB must provide documentation of the efforts LWDB significant career center staff will take to meet the required five quality contacts per day requirement. Because this is a repeat issue, the LWDB must reevaluate the cause of continuing problems and improve upon its course of action from the previous year to resolve this issue including a plan for locating and contacting MSFWs outside of the significant career center who are not being reached by normal intake activities conducted at the center. Written notification to outreach workers informing them of the requirements must also be included with the CAP.

Note: The LWDB is reminded that outreach activities must be conducted where MSFWs congregate, live, and work. Outreach activities should be expanded to locations, agencies, and employers not regularly visited by outreach staff.

### **Finding Number MSFW 18.22.12**

#### **Employment Service Complaint System**

*Applicable reference(s):* 20 CFR 658.400.

All career centers must maintain an Employment Service (ES) Complaint System. All employment service and employment-related law complaints filed through the career center must be handled by a trained complaint specialist and any actions taken must be fully documented on the complaint logs.

An employment service complaint log was missing the type of complaint, name of complainant and respondent, as well as Wagner-Peyser related required information.

**Recurring Issue from Previous Year:** No.

**Risk Impact:** Non-adherence to the Employment Service (ES) Complaint System requirements can lead to legal issues or further action on the part of the individual to file a complaint against the LWDB and State.

**Required Action:** In addition to the general CAP actions, the LWDB must provide documentation of written communication to appropriate staff informing them of the Complaint System requirements along with a signed statement acknowledging they have been made aware of the requirements.

#### GENERAL COMMENT

Technical assistance was provided to the outreach worker regarding referrals of MSFWs to employment and placement credits for mass recruitment events including case note requirements and other documentation efforts. The outreach worker must include prior farm work history, crop codes, and other related background information in MSFW case notes in addition to job placement as a result of mass recruitment events. Prior farm work history (in the U.S. or native country) may be included to support job referral and placement requirements.

### IV. FINANCIAL DISCLOSURE REVIEW

The Financial Disclosure review focused on determining the LWDB's compliance with financial disclosure requirements as referenced in Sections 112.3145 and 445.07, Florida Statutes, and DEO's Final Guidance FG-075.

*The review did not reveal any Findings, or Other Noncompliance Issues.*

### V. COLLECTION OF DEMOGRAPHIC DATA

The Demographic Data review is to determine the LWDB's compliance with the nondiscrimination and equal opportunity provisions of 29 CFR Part 37, and DEO's Guidelines for Compliance with Section 188 of the Workforce Innovation and Opportunity Act regarding Collection of Demographic Data.

*The review did not reveal any Findings, Other Noncompliance Issues or Observations.*

### VI. MANAGEMENT REVIEW PROCESS

The purpose of this review is to determine whether the LWDB is implementing requirements associated with local merit staffing responsibilities for DEO staff assigned to work under the functional supervision of the LWDB, local sector strategy implementation, and local board governance activities.

*The following issue was identified:*

## ONI Number 18.22.10

### **Sector Strategies**

*Applicable reference(s):* 20 CFR 678.435, Grantee/Subgrantee Agreement, Sector Strategy Toolkit, LWDB Local Plan.

The LWDB did not have any policies, procedures, or guidelines in place to address the LWDB's local sector strategy initiatives and collection of data.

Note: Although a general section on sector strategies is included in the local plan, LWDBs must also have a plan in place for supporting the sustainability of its sector strategy efforts which includes establishing measures for "tracking" the impact of these efforts. The plan should detail how goals will be properly tracked and measured, including documenting the number of individuals trained in the respective targeted sectors. Additional information on sector strategies can be found at the following link:

[https://floridajobs.org/docs/default-source/lwdb-resources/programs-and-resources/wioa/2019-wioa/sector-strategy-toolkit.pdf?sfvrsn=42b67fb0\\_2](https://floridajobs.org/docs/default-source/lwdb-resources/programs-and-resources/wioa/2019-wioa/sector-strategy-toolkit.pdf?sfvrsn=42b67fb0_2)

**Recurring Issue from Previous Year:** No.

**Risk Impact:** Not having policies and procedures in place to address local sector strategy initiatives could result in the LWDB's inability to track performance and collect data which reduces staff's ability to measure the effectiveness of goals and skews performance results.

**Required Action:** The LWDB must develop local policies, procedures, and/or processes to address how sector strategy initiatives will be sustained and tracked. Having LOPs and a system in place related to the collection of information and data on participants provides a consistent approach to administering workforce programs across all career centers. A copy of the LOPs or a plan of action setting forth a timetable for completion of the LOPs must also be submitted with the CAP.

## OBSERVATION

In accordance with Administrative Policy 110, members appointed to the LWDB Board of Directors are required to participate in orientation and annual training to ensure they understand the purpose of their participation on the LWDB.

Documentation to confirm completion of orientation and annual training for board members could not be provided by the LWDB. For future reference, the LWDB must ensure that new board members complete orientation within six months of their appointment and that all board members complete an annual refresher training thereafter. It is recommended that the LWDB develop local policies, procedures, and/or processes to address verification of the required board member's initial and annual trainings and provide a copy with the CAP.

## VII. MANAGEMENT INFORMATION SYSTEMS (MIS)

The MIS security check focused on the effectiveness of the LWDB's information security controls and whether a business process and policy are in place that protects DEO data and information technology resources and complies with DEO's Information Technology (IT) guidelines and the DEO/LWDB Grantee/Subgrantee agreement requirements.

***The review did not reveal any Findings, Other Noncompliance Issues or Observations.***

## VIII. TRAINING AND TECHNICAL ASSISTANCE

For questions and/or technical assistance in any of the program review areas, the LWDB should contact OSPS at the following email addresses:

- WT - [WTProgram@DEO.MyFlorida.com](mailto:WTProgram@DEO.MyFlorida.com)
- SNAP - [SNAPETProgram@DEO.MyFlorida.com](mailto:SNAPETProgram@DEO.MyFlorida.com)
- WIOA - [WIOA@DEO.MyFlorida.com](mailto:WIOA@DEO.MyFlorida.com)
- TAA - [TAA@DEO.MyFlorida.com](mailto:TAA@DEO.MyFlorida.com)
- WP - [Wagner.Peyser@DEO.MyFlorida.com](mailto:Wagner.Peyser@DEO.MyFlorida.com)
- RESEA - [RESEA@DEO.MyFlorida.com](mailto:RESEA@DEO.MyFlorida.com)
- FLC - [H-2A.JobOrder@DEO.MyFlorida.com](mailto:H-2A.JobOrder@DEO.MyFlorida.com) and [H-2B.JobOrder@DEO.MyFlorida.com](mailto:H-2B.JobOrder@DEO.MyFlorida.com)
- MSFW – [State Monitor Advocate \(via direct email\)](#)
- JVSG - [VETS@DEO.MyFlorida.com](mailto:VETS@DEO.MyFlorida.com)

Additional training can be requested by sending a [Training Request Form](#) to [WFSTraining@DEO.MyFlorida.com](mailto:WFSTraining@DEO.MyFlorida.com).

## CORRECTIVE ACTION PLAN REQUIREMENTS

A CAP is required to address how the LWDB will correct any programmatic and financial management findings and other noncompliance issues identified in the report. For the noted deficiencies, recommendations and suggestions have been provided to help respond to the issues identified, help develop and implement processes that result in positive program practices and performance outcomes, and also help to improve the quality and integrity of the data collected.



## IX. Entrance and Exit Conference Attendees:

A joint programmatic and financial monitoring entrance conference with LWDB staff was conducted on March 7, 2022. The programmatic exit conference was conducted on March 11, 2022; however, the financial exit conference was conducted on May 3, 2022. The entrance/exit conference attendees are listed below:

Name	Agency	Entrance Conference	Exit Conference
Sanchez Emanuel	DEO (Review Lead)	x	x
Terry Wester-Johnson	DEO	x	x
Morena Owens	DEO	x	x
Barbara Walker	DEO	x	x
Pamela Lightbourne	DEO	x	x
Sharon Saulter	DEO	x	x
Andy Windsor	DEO		x
Exit Smith	DEO	x	x
Awilda Carrozo	DEO	x	x
Christina Omran	DEO	x	x
Carol Booth	DEO	x	x
Katina Williams	DEO	x	x
Isabelle Potts	DEO	x	x
Deborah Lee	LWDB	x	x
Joshua Matlock, CEO	LWDB	x	x
Robin Dawson	LWDB	x	x
Anthony Gagliano	LWDB	x	
James Disbro	LWDB	x	x
Kathy Bouchard	LWDB	x	x
Karima Habity	LWDB	x	x
Shona Taylor	LWDB	x	
Hanna Miller	LWDB	x	
Michelle Snyder	LWDB	x	x
Linda Benedict	LWDB	x	x
Christina Witt	LWDB		x

The financial monitoring entrance conference with LWDB staff was held jointly with programmatic monitoring on March 7, 2022; however, the financial monitoring exit conference was conducted on May 3, 2022. The entrance/exit conference attendees are listed below:

Chadwick Myrick	DEO	x	x
Jelisa Brown	DEO		x
Robin Dawson	LWDB	x	x
Clare Sauve	LWDB		x
Jessica Grise	LWDB		x
Joshua Matlock, CEO	LWDB	x	



# STAFF REPORTS