

**REACH Act Local Workforce Development Boards  
Alignment Evaluation  
Chief Local Elected Officials Webinar  
OCT. 27, 2022 • 1-2:30 P.M. ET**

**TO JOIN THE MEETING: [MICROSOFT TEAM LINK](#)  
CALL-IN NUMBER: 1 850-629-7293; CONFERENCE ID: 752 167 195#**

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**Welcome & Team Introductions**

***Adriane Grant***  
*CareerSource Florida Senior Vice President of External Affairs*

**Opening Remarks & Reimagining Education and Career Help (REACH) Act  
Implementation Overview**

***Michelle Dennard***  
*CareerSource Florida President and CEO*

**REACH Act — Local Workforce Development Boards Alignment  
Evaluation Initiative**

***Michelle Dennard***

**Alignment Evaluation Initiative Phase II —  
Local Stakeholder Engagement, Chief Local Elected Officials**

***Amy Holloway***  
*Principal, Ernst & Young LLP*

***Guided Discussion Questions***

1. Do you have an example of a program or collaboration that has worked well in your area?
2. What gaps in workforce development services, for both employers and job seekers, do your constituents report to you?
3. As a chief local elected official for your local workforce development board and area, what opportunities do you see for system-wide improvement?
4. To develop options for reducing the number of local workforce development boards consistent with the REACH Act charge, our team is researching data points such as commuting patterns, the labor market, and industry base. What do you think must be considered for the development of options for the future of Florida's workforce development system?

**Open Q&A**

***CareerSource Florida & EY***

**Public Comment**

**Next Steps**

***James Mosteller***  
*CareerSource Florida Director of Government Affairs*

**Closing Remarks**

***Michelle Dennard***

*Visit the CareerSource Florida REACH Act Implementation webpage  
for the latest updates and information:*

**[careersourceflorida.com/boardroom/reach-act](https://careersourceflorida.com/boardroom/reach-act)**

# Speakers' Bios

## Michelle Dennard

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Michelle Dennard is president and CEO of CareerSource Florida Inc., the nonprofit, public-private policy and investment board of business and government leaders charged with guiding workforce development for the state of Florida.

Dennard joined the organization in November 2014 as Vice President of Policy. She provided workforce policy guidance to the CareerSource Florida Board of Directors and the Board's Strategic Policy Council. Dennard led the development of Florida's unified plan for implementing the Workforce Innovation and Opportunity Act, the federal legislation that modernizes states' workforce systems through a market-driven approach to better serve businesses, workers and job seekers.

Through strong leadership and a collaborative spirit, she engaged workforce and education partners statewide to develop a plan that delivers customer-driven solutions for the 21st century and beyond.

An attorney and member of the Florida Bar, Dennard has more than 16 years of experience in workforce and economic development. Prior to joining CareerSource Florida, she served as the Director for the Division of Strategic Business Development at the Florida Department of Economic Opportunity. She previously served as Deputy Director of the Governor's Office of Tourism, Trade and Economic Development, providing legal counsel and managing legislative affairs.

A member of the 2020-2021 Leadership Florida Cornerstone Class 39, 2019 recipient of Development Counsellors International's prestigious 40 Under 40 Award in economic development, and the Florida Economic Development Council's 2019 Toni Jennings Workforce Professional of the Year, Dennard is a member of the Florida Chamber Foundation Board of Trustees, the Florida Small Business Development Center Network State Advisory Board, the Florida Talent Development Council and an inaugural member of the Florida Student Success Center's Advisory Board.

She is a graduate of the Florida State University College of Business and earned her Juris Doctor degree from the Florida State University College of Law.

## Adriane Grant

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Adriane Grant joined CareerSource Florida, Inc., formerly Workforce Florida, Inc., in July 2006 as the communications coordinator in charge of corporate communications. Since 2008, she has held a series of executive-level positions with leadership responsibilities for board relations, partner relations, government affairs and communications. She currently serves as senior vice president of external affairs.

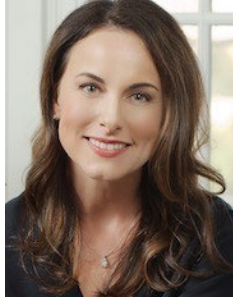
In this role, Grant serves as an adviser to the president and chief executive officer helping to develop and manage strategic communications and partnerships. She leads the two-person team that manages stakeholder and partner relations including federal, state and local government affairs. She also leads special projects, conducts state and national policy and best practices research, and provides leadership organization-wide to drive successful achievement of strategic goals and priorities including brand building and thought leadership.

Grant has more than 30 years of experience in public relations and journalism having worked as a reporter and editor in Georgia (Atlanta), Florida (Sarasota and Tallahassee) and Washington, D.C. She has a

bachelor's degree in Journalism from Florida A&M University and is a 1994 Fellow of the Northwestern University and Maynard Institute of Journalism Education Management Training Center, a joint program of the J.L. Kellogg Graduate School of Management and the Medill School of Journalism.

## Amy Holloway

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

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

This has resulted in the creation of tens of thousands of new jobs and billions in capital investment.

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

## James Mosteller

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James Mosteller joined CareerSource Florida, Inc., in December 2021, coming over from the role as deputy director of the Gulf States for the Excellence in Education (ExcelinEd) foundation, a role he'd held since 2016. While at ExcelinEd, Mosteller also worked as part of the Foundation for Florida's Future team, the Florida arm of the education foundation founded by Governor Jeb Bush upon leaving office.

During his tenure at ExcelinEd, he focused on developing and advocating education policy surrounding veterans and their families, workforce education and regulation of choice programs.

Previously, Mosteller was the Florida director of government affairs for the American Heart Association, at which he helped develop and advocate for policies on issues ranging from middle school physical education to emergency stroke and heart attack care procedures to newborn screenings.

Mosteller has more than 25 years of experience in the legislative, political and elections arena, having worked as political director for multiple congressional, state and local campaigns, and later as a legislative aide to two state representatives. He has a bachelor's degree in business management from the University of South Florida which he received after he served in the U.S. Army during the Gulf War.

# REACH ACT

## ALIGNMENT EVALUATION GUIDING PRINCIPLES



The following Guiding Principles serve as a beacon for CareerSource Florida and the extended implementation team to help guide the research and discovery process.

1

Prioritize implementation of the REACH (Reimagining Education and Career Help) Act and legislative directive to enhance alignment and accountability that follows federal Workforce Innovation and Opportunity Act (WIOA) criteria.

2

Identify considerations that are responsive to the needs of job seekers and business customers while prioritizing access to services and maximizing available resources.

3

Commit to open and transparent process in every phase of work.

4

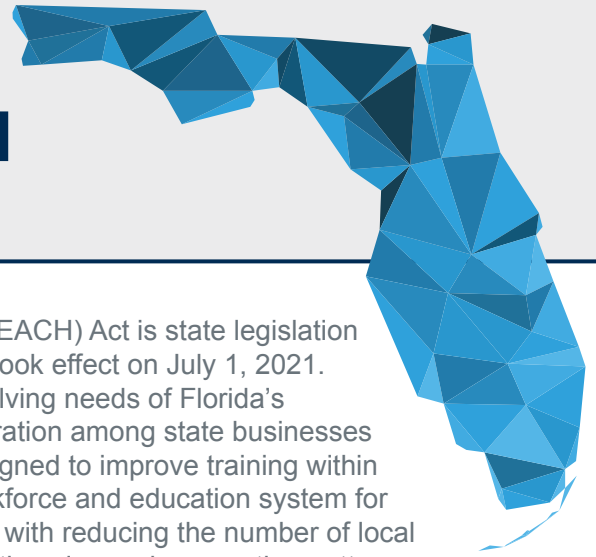
Engage in holistic listening to drive transformative solutions.

5

Communicate proactively to audiences and stakeholders throughout the journey.



# REACH ACT ALIGNMENT EVALUATION



## WHAT

The Reimagining Education and Career Help (REACH) Act is state legislation signed into law by Governor Ron DeSantis that took effect on July 1, 2021. The REACH Act was created to address the evolving needs of Florida's economy by increasing collaboration and cooperation among state businesses and education communities. The Act also is designed to improve training within and equity and access to a more integrated workforce and education system for all Floridians. The REACH Act charges the state with reducing the number of local workforce development boards based on population size and commuting patterns.

## WHO

Under the REACH Act, this ecosystem for talent pipeline development includes CareerSource Florida, the state workforce development board; Florida's 24 local workforce development boards and the 100 career centers they oversee; the Department of Economic Opportunity; the Department of Education; the State College System; the State University System; and the Department of Children and Families. CareerSource Florida, in collaboration with the Governor's REACH Office, is leading the process to address implementation of the board reduction charge consistent with the law and through an inclusive process that engages all stakeholders.

## WHEN

As part of the REACH Act alignment evaluation process, CareerSource Florida has contracted with EY (Ernst & Young LLP) to conduct research and discovery. This includes listening to stakeholders, analyzing data, and examining solutions implemented in other states. Initial observations from Phase One were reported to the CareerSource Florida Board of Directors on June 9, 2022, with EY's [findings report](#) published on [careersourceflorida.com](https://careersourceflorida.com) in July. The second phase of this multi-phase initiative launched in September 2022. It includes a deeper analysis and more robust engagement with local stakeholders and customers across the state, including 150 online and in-person meetings/interviews. Alignment considerations that will affect the redesignation of local workforce development areas and the consolidation of local workforce development boards are anticipated to be provided to the CareerSource Florida Board of Directors by early 2023.

## WHY

The alignment evaluation process can help lead Florida's local workforce development boards in the response to the evolution in consumer preferences, workplace expectations, business needs, how people look for work, and even where and how they work. The goal is to deliver even more relevant services through system transformation and therefore improved outcomes for customers. The REACH Act emphasizes a customer-focused approach in exploring ways to better assist job seekers and businesses.

## WHERE

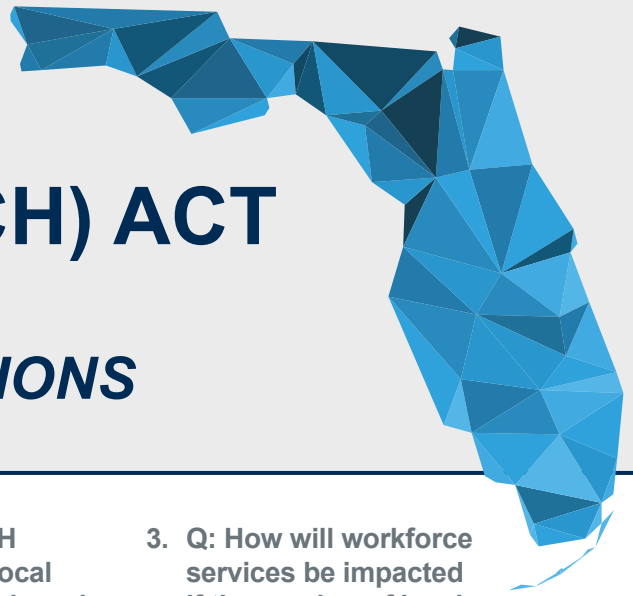
The alignment evaluation process encompasses all partners and processes across Florida, including CareerSource Florida, the 24 local workforce development boards, businesses and job seekers to ensure equity and access for all Floridians.

## HOW

CareerSource Florida is committed to an open and transparent process of listening to stakeholders and finding transformative solutions for workforce development in Florida. Visit the REACH Act webpage on [careersourceflorida.com](https://careersourceflorida.com) for updates on the ongoing engagement process. Please complete the Alignment Feedback Form on the webpage to provide input or comments.

# REIMAGINING EDUCATION AND CAREER HELP (REACH) ACT

## FREQUENTLY ASKED QUESTIONS



### 1. Q: What is the REACH Act?

**A:** The Reimagining Education and Career Help (REACH) Act is bipartisan, unanimously approved state legislation signed into law by Florida Governor Ron DeSantis on June 24, 2021. The REACH Act, which took effect July 1, 2021, was created to address the evolving needs of Florida's economy by increasing the level of collaboration and cooperation among state businesses and education communities while improving training within and equity and access to a more integrated workforce and education system for all Floridians. Among its requirements, the REACH Act charges the state with reducing the number of local workforce development boards "based on population size and commuting patterns."

The law takes an integrated, collaborative approach to strengthen partnerships and enhance access to education, training, and employment opportunities within and across key workforce, education and support services systems that are the backbone of Florida's comprehensive workforce development ecosystem.

Under the REACH Act, this ecosystem for talent pipeline development includes CareerSource Florida, the state workforce development board; Florida's 24 local workforce development boards and the 100 career centers they oversee; the Department of Economic Opportunity; the Department of Education; the State College System; the State University System; and the Department of Children and Families.

The landmark 118-page legislation sets expectations and challenges Florida to make a good talent pipeline development ecosystem even better through transformation focused on improvements to alignment of, access to, and equity in Florida's workforce and education systems leading to stronger outcomes.

### 2. Q: How does the REACH Act say the number of local workforce development boards will be determined?

**A:** Pages 44-45 of the REACH Act outline the following as considerations in the alignment of local workforce development boards:

(4) **WAIVERS.** —The department (state Department of Economic Opportunity) shall prepare a federal waiver for the Governor to submit to the United States Department of Labor that:

(a) Allows the state board (CareerSource Florida Board of Directors) to fulfill the roles and responsibilities of local workforce development boards or that reduces the number of local workforce development boards based on population and commuting patterns to:

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

(b) Allows the Governor to reallocate funds among local areas that have a demonstrated need for additional funding and programmatic outcomes that will maximize the use of the additional funds to serve low-income individuals, public assistance recipients, dislocated workers, and unemployment insurance claimants.

Read the full [REACH Act legislation](#).

### 3. Q: How will workforce services be impacted if the number of local workforce development boards is reduced?

**A:** The REACH Act aims to improve services for job seekers, workers, and businesses by increasing collaboration, coordination, and consistency. Ensuring every Florida community continues to receive quality employment and training services remain a top priority. The needs of customers will guide the alignment evaluation process that will affect any recommendations for the consolidation of local workforce development boards and the directly related redesignation of local workforce development areas.

### 4. Q: Who is leading the alignment process?

**A:** The statewide implementation of the REACH Act is being led by and coordinated through the Governor's REACH Office. CareerSource Florida is coordinating the evaluation of alignment considerations for local workforce development boards in collaboration with the Department of Economic Opportunity and the REACH Office, with input from state and local leaders in business, education, and workforce development, representatives of customer groups, and other stakeholders including local elected officials. In collaboration with the Governor's REACH Office, CareerSource Florida is coordinating a multi-phase, data-driven initiative with multiple opportunities for state and local stakeholder engagement and input to help shape the research, evaluation, and recommendations.

## 5. Q: What principles are guiding the alignment evaluation process?

A: CareerSource Florida, in collaboration with the Governor's REACH Office, identified the following guiding principles to serve as a guide in the alignment evaluation process:

- Prioritize implementation of the state Reimagining Education and Career Help (REACH) Act and legislative directive to enhance alignment and accountability that follows federal Workforce Innovation and Opportunity Act (WIOA) criteria.
- Identify considerations that are responsive to the needs of job seekers and business customers while prioritizing access to services and maximizing available resources.
- Commit to an open and transparent process in every phase of work.
- Engage in holistic listening to drive transformative solutions.
- Communicate proactively to audiences and stakeholders throughout the journey.

## 6. Q: How can a new alignment of local workforce development boards improve outcomes for Floridians?

A: The redesignation process can help lead Florida's local workforce development boards in response to the evolution in consumer preferences, workplace expectations, business needs, how people look for work, and even where and how they work. The goal is to deliver even more relevant services through system transformation and therefore improved outcomes for customers. The REACH Act emphasizes a customer-focused approach in exploring ways to better assist job seekers and businesses.

## 7. Q: Is one option to maintain services as they currently exist?

A: The REACH Act specifically references reducing the number of local workforce development boards based on population and commuting patterns. Other relevant factors to achieve the act's desired goal may be considered.

## 8. Q: What is the process and timeline for evaluating alignment options for local workforce development boards?

A: As the Governor's principal workforce development policy organization, CareerSource Florida is conducting a research and discovery process that includes listening to local workforce development board leaders, elected officials, leaders in business and education, and other stakeholders. This work is being conducted in collaboration with the Governor's REACH Office. As part of the alignment evaluation process, CareerSource Florida has contracted with EY (Ernst & Young LLP) to conduct research and discovery. This includes listening to stakeholders, analyzing data, and examining solutions implemented in other states.

Initial observations from Phase One were reported to the CareerSource Florida Board of Directors on June 9, 2022, with EY's findings report published on [careersourceflorida.com](https://careersourceflorida.com) in July. The second phase of this multi-phase initiative launched in September 2022. Phase Two includes a deeper analysis and more robust engagement with local stakeholders and customers across the state, including more than 150 online and in-person meetings/interviews.

Alignment considerations that will affect the redesignation of local workforce development areas and the consolidation of local workforce development boards are anticipated to be provided to the CareerSource Florida Board of Directors by early 2023.

## 9. Q: How can I share my point of view on the alignment process?

A: In addition to the more than 150 by-invitation local engagement sessions for local workforce development board leaders, chief local elected officials, businesses, and other stakeholders occurring from September 2022-January 2023, you may share your feedback for consideration using the [Alignment Feedback Form](#).

## 10. Q: What data and potential approaches will be considered in alignment discussions?

A: CareerSource Florida is continuing this alignment evaluation work in response to the REACH Act with in-depth data analysis and stakeholder engagement. Numerous sources of public information available through the Florida Department of Economic Opportunity were used to inform the research, discovery and findings of Phase One, which can be found in the [findings report](#). For Phase Two, the consulting firm EY will examine numerous factors identified as essential for realignment considerations by the

REACH Act, the federal Workforce Innovation and Opportunity Act and CareerSource Florida.

## 11. Q: Has alignment taken place in other states? If so, what can we learn?

A: Yes. Alignment and changes in how services are delivered are being discussed nationally and are taking place in multiple states, including North Carolina, Iowa, and Tennessee. Consulting firm EY researched other states that have undertaken alignment actions, and those findings were included in their Phase One [findings report](#) this summer. Additional research is being conducted as part of Phase Two, and that report, which will include alignment options to address the REACH Act requirement for the reduction of local workforce development boards, will be shared on the CareerSource Florida website in January 2023.

## 12. Q: How can alignment benefit the 24 local workforce development boards, Florida counties, and the businesses and job seekers served by the state workforce system?

A: The objective of the REACH Act is to provide Florida job seekers and businesses with better aligned and more effective workforce and education systems while enhancing services, equity, and access for all by:

1. Eliminating multiple layers of administrative entities to improve coordination of the workforce development system.
2. Establishing consistent eligibility standards across the state to improve the accountability of workforce-related programs.
3. Providing greater flexibility in allocating resources to maximize the funds directed to training and business services.

## 13. Q: Where can I get more information?

A: This REACH Act webpage has up-to-date information about the REACH Act and the ongoing engagement process. Updates will be provided through every phase of the process. You can also submit questions or comments using the [Alignment Feedback Form](#).

# CAREERSOURCE FLORIDA AT A GLANCE



**Collaborate. Innovate. Lead.**

**WHO WE ARE:** As the state's principal workforce policy organization, CareerSource Florida is a key contributor to efforts to develop and sustain a skilled workforce to meet the demands of Florida's growing economy. CareerSource Florida, the state policy and investment board, is joined in its important work by the Florida Department of Economic Opportunity, administrative entity for state workforce programs; 24 locally managed workforce development boards; and nearly 100 career centers — known collectively as the CareerSource Florida network. The current workforce system structure was set in 2000 through landmark, bipartisan state legislation, the Florida Workforce Innovation Act.

The Florida Legislature unanimously passed another landmark workforce and education systems bill, the Reimagining Education and Career Help (REACH) Act, that was signed into law by Gov. Ron DeSantis and took effect July 1, 2021. The REACH Act is a comprehensive blueprint for supporting the needs of the state's evolving economy through a more integrated, customer-focused and accountable workforce development ecosystem that spans Florida's education, workforce and public assistance programs. The law seeks to increase collaboration, improve training and enhance equity and access for all Floridians.

**WHAT WE DO:** CareerSource Florida works with partners in business and industry, education, economic development and community development to achieve our vision to make Florida the global leader for talent, and we fulfill our mission with honesty, accountability and transparency.

**WHY IT MATTERS:** Building and maintaining a skilled workforce is essential not only for Florida businesses, but also to ensuring Florida communities are vibrant and prosperous and their residents have access to good jobs and careers. As a recognized leader in Florida's talent ecosystem, the CareerSource Florida network is committed to addressing the talent needs of today and tomorrow. Last year, the network assisted nearly **86,500 job seekers**, including more than **4,100 veterans**, and provided services to more than **50,700 businesses**.

**LEADERSHIP:** CareerSource Florida is led by a board of directors appointed by the Governor, Florida Senate President and Florida House Speaker. The board is made up of leaders in business, government, education, labor, economic development and community development who provide policy direction for about \$245 million in annual workforce investment to address the employment and training needs of job seekers, workers and businesses.



**STEPHANIE SMITH**  
*Chair, Board of Directors*



**MICHELLE DENNARD**  
*President and CEO  
CareerSource Florida*

## FEDERAL PUBLICATIONS & GUIDANCE; STATE LAWS, RULES & POLICY

- Public Law 113-128 (WIOA)
- Public Law 104-193 (TANF Block Grants)
- Wagner-Peyser Act of 1933, as amended
- USDOL Employment and Training Administration Final Rule 20 CFR Part 652 et al.
- FL Statutes Ch. 445
- FL Statutes Ch. 14.36 (REACH Act)

## REACH ACT STATE PARTNERS



**MISSION:** The Florida Workforce System connects employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity.



## LOCAL WORKFORCE DEVELOPMENT BOARDS:

Florida's local workforce development boards are the backbone of the CareerSource Florida network. These boards — directed by business and other community leaders — work locally and regionally to convene local talent supply stakeholders, develop data-driven strategies, leverage resources and deliver valuable services to meet workforce needs.

## 2022 – 2023 STRATEGIC INITIATIVES:

Working with its partners, CareerSource Florida is focused on the following board-approved priorities and initiatives:

- ▶ **REACH ACT IMPLEMENTATION** — The REACH Act compels statewide systems responsible for educating, training and helping Floridians in need connect to education, employment and supportive services to work together more intentionally and effectively, so that more Floridians may achieve economic self-sufficiency.

Specifically, CareerSource Florida is charged with development of and support for the Florida Credentials Review Committee of business, education and workforce leaders to define credentials of value that align with in-demand jobs and careers in industries that drive Florida's economy.

With a focus on improved accountability, the law also calls for the Governor's REACH Office to develop outcome-based criteria for assigning a letter grade to each local workforce development board and for CareerSource Florida to assign and make the letter grades public annually.

Additionally, in collaboration with the REACH Office, CareerSource Florida is exploring approaches to aligning Florida's 24 local workforce development boards, consistent with the consideration of any benefits that might come through reducing the number of local boards as specified in the REACH Act to:

- Eliminate multiple layers of administrative entities to improve coordination;
- Establish consistent eligibility standards across the state to improve accountability; and
- Provide greater flexibility in the allocation of resources to maximize funds for training and business services.

- ▶ **SUPPORTING AVIATION, AEROSPACE AND DEFENSE MANUFACTURING THROUGH A COMPREHENSIVE SECTOR STRATEGY APPROACH** — 2022-23 WIOA Governor's Reserve Funds and investments by other strategic partners will amplify a comprehensive investment approach directed by the agencies identified in the REACH Act to cultivate short- and long-term sustainable talent pipeline and accelerate Florida's competitiveness in this legacy sector.

- ▶ **FLORIDA RURAL COMMUNITIES** — To provide additional support to Florida's rural counties, \$2 million has been awarded to 11 local workforce development boards that serve rural communities to expand access to job seeker services and strengthen local collaboration with education and community-based partners to help residents gain skills and access to in-demand jobs and careers.

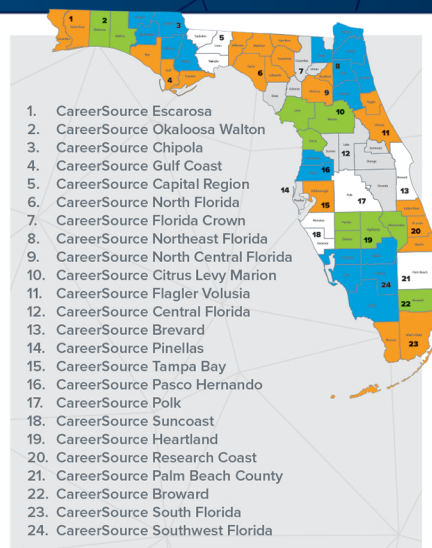
- ▶ **CAREER SUPPORT FOR SINGLE PREGNANT WOMEN** — Low-income single pregnant women seeking a pathway to prosperity may be assisted by new skill attainment through work-based learning and other training models. Helping mothers and mothers-to-be achieve successful employment provides opportunities for lasting positive impacts on these Floridians, their families and communities.

## TRAINING GRANTS:

Quick Response Training and Incumbent Worker Training grants provide funds to new, expanding and existing businesses to train new hires and elevate the skills of existing employees.

- Since 1993, Quick Response Training has helped about **197,500** Floridians receive customized, skills-based training.
- The Incumbent Worker Training grant program has supported customized training for **nearly 3,000 Florida companies**, many of them small businesses.

Administered by CareerSource Florida, these nationally recognized grants are among the high-value tools available through the CareerSource Florida network to help strengthen business competitiveness and growth in the Sunshine State.



Want to know more? Visit [careersourceflorida.com](https://careersourceflorida.com)    

CareerSource Florida is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. All voice telephone numbers on this document may be reached by persons using TTY/TDD equipment via the Florida Relay Service at 711. Disponible en Español.



A proud partner of the  American Job Center network