

April 14, 2011

Division of Workforce System Support
Employment and Training Administration
U.S. Department of Labor
200 Constitution Ave., NW, Room S-4231
Washington, DC 20210
ATTN: Kimberly Vitelli

RE: Florida's 2011-2012 Workforce Investment Act Plan Modification

Dear Ms. Vitelli:

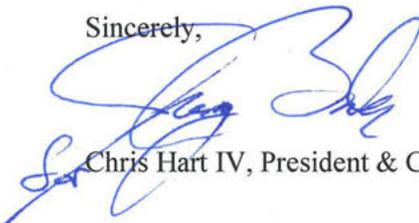
Pursuant to Training Guidance Letter (TEGL), No. 17-10 dated December 30, 2010, the State of Florida is submitting this request to modify the current State Work Investment Act and Wagner-Peyser Act State Plan including its intent to formally request new negotiated levels of performance for Program Year 2011 upon completion of review of performance of the previously agreed upon levels of performance. We are also requesting the extension of eight current state waivers, the discontinuation of one existing state waiver, and one new or modified waiver as detailed in the enclosures.

Florida is submitting a modification of our State Plan to reflect statewide strategies, derived from our recently adopted strategic plan with six major goals, and operational plans developed to address those goals. Since Florida has a new governor, Governor Rick Scott, policy and organizational changes are currently in progress that will be addressed in subsequent modifications.

A hard copy of the Governor's signature page with his original signatures is being sent via express mail.

All workforce entities, staff, partners and members of the public were invited to comment on this plan modification, waiver extensions, and waiver request. The current strategic plan and operational planning process has also been and continues to be an open public process. This modification has also been approved by the Workforce Florida, Inc. board in a March 9, 2011 public meeting. If you have questions or need any additional information, please contact Jay Barber (850) 921-1119 or via email at: jbarber@workforceflorida.com

Sincerely,



Chris Hart IV, President & CEO

Enclosures: Summary of Current Approved Waivers to be extended and discontinued
Waiver Request: Use of Local Dislocated Worker Funds for Incumbent Worker Training
Hard of Governor Scott's signature page



Chris Hart IV, President/CEO
Workforce Florida Inc.



Cynthia R. Lorenzo, Director
Agency for Workforce Innovation

STATE OF FLORIDA

WORKFORCE INVESTMENT ACT (WIA) and WAGNER-PEYSER (WP)

STATE PLAN for PROGRAM YEAR 2011-2012

STATE WORKFORCE INVESTMENT PLAN
2011-2012

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INTRODUCTION

FLORIDA'S PLANNING PROCESS

All Workforce Investment Act (WIA) and Wagner-Peyser (WP) State Plans currently in place will expire on June 30, 2011, and all approved waivers currently in place will expire on or before June 30, 2011. States must have approved State Plans in place to receive formula allotments under WIA and the Wagner-Peyser Act. For Program Year (PY) 2009, all states were required to submit a modified State Plan, and were provided the option to either extend or modify that Plan for PY 2010 due to anticipated reauthorization of WIA. Given the continued potential for reauthorization of WIA within the next year and the Employment & Training Administration (ETA)'s intention to revise State Planning Guidance for PY 2012 and beyond, ETA is providing two options, to either submit an extension of the current WIA/WP State Plan or a modification of the current State Plan by April 15, 2011. Since Florida has a new Governor, Governor Rick Scott, and now has its strategic plan in place, it is completing a modification.

Steps in the workforce planning process have been collaborative, and fully synchronized with policy, strategic and other directives of the Governor, State legislature, economic development/business leaders, education and other state and local agency and program partners. The Board of Directors of Workforce Florida, Inc. (Workforce Florida), our statutory workforce policy, planning and oversight board (also serving as the State Workforce Investment Board (SWIB) per federal WIA law) has been the focal point of collaboration on workforce planning and linkages to key partners.

PUBLIC COMMENTS ON PLAN

The Workforce Florida Board of Directors announced the process for the modification of Florida's WIA and WP Plan for 2011-2012 and the intent to request an extension of the current federal waivers included in the Plan. The notice was posted on both the Workforce Florida and the Agency for Workforce Innovation websites which provided opportunities for public comment. Opportunities for public comment were also available at the February Business Competitiveness Council meeting, the February Strategy Council meeting and the February Workforce Readiness and Performance Council meeting. Opportunity for comment was also available at the March Executive Committee meeting. To date, no comments have been received.

I. STATE'S VISION FOR STATEWIDE WORKFORCE INVESTMENT

A. State's Economic Development Goals

From the moment he took office as Florida's 45th Governor, Rick Scott has made job creation and economic development the primary and overarching focus of his administration. As he stated in his inauguration speech on Jan. 4, 2011: "For me, job creation is a MISSION... To capture the world's best jobs, we'll need to offer the world's best-educated workforce." In the weeks since, Governor Scott – building on the commitments and principles outlined in his 7-7-7 plan for job creation – has challenged Florida's workforce and economic development leaders and partners to

work together toward the shared goal of making Florida the best state in the nation to live, learn and succeed in the workplace.

Governor Scott's emphasis on accountability and on maximizing economic development resources to achieve the greatest results further solidifies the goals outlined in Enterprise Florida's 2010-2015 Statewide Strategic Plan for Economic Development, the *Roadmap to Florida's Future*. The *Roadmap*, mandated by Section 288.905(2), Florida Statutes, is the result of a collaborative process involving multiple public and private sector stakeholders representing the state's many industries. In 2009, Enterprise Florida updated its *Roadmap* for the second time, producing the 2010-2015 Statewide Strategic Plan for Economic Development. The update was the result of input gathered during 10 regional forums with more than 1,500 attendees as well as online discussions and surveys, and roundtable discussions with stakeholders across Florida.

The *Roadmap's* key findings centered on forum participants' shared vision for establishing Florida as a leader in the global innovation economy:

1. Florida must continue to diversify its economy by focusing on higher value-added, innovation-driven growth: Reduce the reliance on population-based growth and diversify its economy by expanding existing industry clusters and identifying new opportunities.
2. Education and world-class talent is economic development: Florida needs a world-class K-20 education system and seamless talent supply chain, particularly in STEM (science, technology, engineering and math) areas.
3. Florida must establish the foundation for innovation-based economic development with an innovation value chain: Florida must support not only strong research, but also its transition into the economy via new products and adoption by companies through strong commercialization support, outreach and capital.
4. Florida must shift from "growth management" to "growth leadership": Use a systems approach to address related issues such as transportation and land use and emerging issues such as water, broadband access and energy.
5. A competitive business climate is fundamental: Florida must re-tool its incentive toolkit to meet new needs, ensuring the state is competitive in the areas of business cost, regulatory systems and friendliness to small business.
6. Florida is an international state: Exports have helped buffer the state from the effects of the recession, and international commerce will remain vital to Florida's recovery as it positions itself to take advantage of the shifting global landscape.
7. Quality of life is one of Florida's biggest assets: Florida must protect its unique quality of life to attract business, workers and tourists.

The *Roadmap* concludes with a series of key recommendations for diversifying Florida's economy and developing workforce talent:

1. Expand and Transform Foundational Clusters
 - a. Advanced Manufacturing
 - b. Agriculture
 - c. Construction

- d. Marine Science
- e. Space
- f. Tourism
- 2. Expand Industry Clusters
 - a. Aviation and Aerospace
 - b. Clean Energy
 - c. Financial and Professional Services
 - d. Homeland Security & Defense
- 3. Develop New Clusters
 - a. Pursue immediate opportunities – Logistics, Creative Industries
 - b. Anticipate Emerging Technology Opportunities – Nanotechnology, Multi-disciplinary Research
- 4. K-12 Excellence
 - a. Start early
 - b. Focus on teacher quality
 - c. Accountability and standards
 - d. Bridge achievement gaps
 - e. Arts education and languages
- 5. “Middle Skill” Demand
 - a. Expand career/professional academies
 - b. Leverage the Florida College System and Career Colleges
- 6. Higher Education
 - a. Best-in-Class Universities
 - b. Align with Industry Clusters
 - c. Establish a role for private Institutions
- 7. Workforce
 - a. Workforce and Economic Development Partnership
 - b. Statewide Supply/Demand Analysis
 - c. Elevate Banner Centers
 - d. Workforce Training Incentives
- 8. Science, Technology, Engineering and Math (STEM)
 - a. Florida STEM Council
 - b. Regional, Industry Initiatives
 - c. STEM Pipeline

The *Roadmap* process and these resulting recommendations illustrate the strong partnerships that are guiding and shaping Florida’s economic development efforts moving into the 21st Century. The state is enjoying a period of unprecedented alignment among Florida’s industry, education and workforce stakeholders. For the first time in the state’s history, leaders from state education, workforce and economic-development agencies – the Florida Department of Education, the Agency for Workforce Innovation, Workforce Florida and Enterprise Florida – are at the table with industry and business groups including the Florida Chamber Foundation, the Florida Council of 100 and others to turn the recommendations of the *Roadmap* into reality.

Workforce Florida is working with its partners, including the Agency for Workforce Innovation and Enterprise Florida, to complete a comprehensive workforce supply and demand study that will better tailor the state’s training programs to anticipate employer needs in targeted industry

clusters. This new approach is based on the understanding that analyzing occupations and critical skill sets within Florida's targeted industry clusters can help identify which occupations provide the best opportunities for investment to build different types of skills, identify gaps and build career ladders in high growth areas. This supply/demand modeling focused on occupational skills can help guide and elevate both new and incumbent workers into the workforce by comparing workforce needs to the numbers and types of training, certificates and degrees awarded.

This collaboration, combined with Governor Rick Scott's focused and urgent call to action for job creation and economic development, is helping ensure Florida's destiny to win the race for national and international leadership in the 21st Century – the overriding goal of the State's 2010-2015 Strategic Plan for Economic Development.

B. Aligning Florida's Workforce System with its Economic Development Goals

The future for Florida is bright, but challenges remain. Florida's economy continues to face unprecedented economic challenges, as evidenced by the state's high unemployment rate and decreased coffers. Yet there are signs pointing toward a slow recovery.

Based on the Florida Economic Estimating Conference, the official state forecast is:

- Florida's unemployment rate is forecasted to be 11.7 percent by the fourth quarter of 2011. Current unemployment represents just over 1 million out of a labor force of 9.3 million. Since Florida's unemployment rate is 11.5 percent for February 2011, the state is likely to reach this goal.
- Florida's job market will continue to expand throughout the forecast period to 2020.
- Unemployment will not drop below 6.0 percent until the fiscal year 2018.
- Construction has lost more jobs in this economic downturn than any other sector, losing 350,300 jobs (-51.0 percent) from the industry's peak employment in June 2006.
- Five industries in Florida have experienced job growth over the past year: leisure and hospitality; private education and health services; professional and business services; trade, transportation, and utilities; and other services.
- Tax revenue was up 5.3 percent in February 2011 compared to a year before, the eleventh straight month of annual increases.

Floridians are encouraged to utilize the Employ Florida Marketplace (EFM) at www.employflorida.com, the state's comprehensive online labor exchange tool. At no cost, the Employ Florida Marketplace provides employers, job seekers, students, training providers and workforce professionals round-the-clock access to comprehensive and convenient workforce services. For example, employers can use Employ Florida Marketplace to post job openings, research wage data, access information on training grants and more. Job seekers can use it to create and post resumes, research careers and search for jobs among other functions. The Employ Florida Marketplace currently boasts more than 100,000 registered employers, more than 300,000 job listings, more than 400,000 job seekers' resumes and more than 90,000 users daily. Since its 2005 launch, more than 4 million jobs have been listed on EmployFlorida.com.

By investing in the advancement of talent-development priorities, the state is enhancing economic opportunities for Floridians who are working or seeking employment – as well as for businesses of all sizes. This emphasis on workforce quality affirms Florida’s focus on developing a world-class workforce and our improved alignment with state economic-development priorities.

Florida’s workforce system, focused on job creation and retention, provides critical programs and services to job seekers and businesses alike. Services offered throughout the state include:

- One-Stop Career Centers: Florida’s nearly 90 One-Stop Career Centers, locally directed by Regional Workforce Boards, provide local access to job placement services, local workforce information and job training opportunities.
- Employ Florida Marketplace: The Employ Florida Marketplace Online Job Bank provides 24/7 access to a variety of local, state and national job openings. The Employ Florida Marketplace can be accessed at <http://www.employflorida.com>.
- Labor Market Information: The Agency for Workforce Innovation’s Labor Market Statistics Center produces data such as employment, unemployment and wage information that help workforce/economic development, education, employers and job seekers. These statistics assist with economic analysis, business recruitment, career counseling and other critical business decision-making. This information can also be accessed through the Employ Florida Marketplace at <http://www.employflorida.com>.
- Work Opportunity Tax Credit: The Work Opportunity Tax Credit offers a financial incentive to private, for-profit employers to hire individuals from certain targeted groups who experience high rates of unemployment due to a variety of employment barriers. Follow this link for information about the Work Opportunity Tax Credit: <http://www.floridajobs.org/workforce/wotc.html>
- Quick Response Training (QRT): Administered by Workforce Florida, QRT grants provide funding for customized training to new or expanding businesses. The business decides not only what training it needs, but also who delivers it to employees. With a strong track record for low administrative overhead and a lack of red-tape requirements, QRT is a key contributor to Florida’s reputation among businesses, site selection consultants, economic developers and others for having some of the best workforce training programs in the nation. More information on QRT grants is available at www.WorkforceFlorida.com.
- Incumbent Worker Training (IWT): Also administered by Workforce Florida, IWT grants provide funding for customized training to existing for-profit businesses of all sizes. IWT helps businesses retain employees, and maintain and increase competitiveness through skills-upgrade training for existing full-time employees. With funding priority extended to businesses with 25 or fewer employees, it is a popular talent-development resource for Florida small businesses. More information on IWT grants is available at www.WorkforceFlorida.com.

Florida’s seasonally adjusted unemployment rate for February 2011 is 11.5 percent. This represents 1,068,000 jobless out of a labor force of 9,265,000. The unemployment rate is down 0.4 percentage point from the January 2011 rate of 11.9 percent and is up 0.2 percentage point from the February 2010 rate of 11.3 percent. The state’s current unemployment rate is 2.6 percentage points higher than the national rate of 8.9 percent.

Florida's February 2011 unemployment rate of 11.5 percent is among the highest on record. During the 1974-75 recession, the rate peaked at 11.9 percent in May 1975. During the current downturn, the rate peaked at 12.0 percent in December 2010.

As Floridians work every day to foster economic growth and create new jobs, the state leaders must have a broad, forward-thinking vision for strengthening our state's workforce in the decades to come. This strategic vision will help pave the path to new opportunities in the new economy for Florida businesses, workers, families and communities. The results of a recent survey indicate just how critical talent development is to Florida's economic development efforts. Florida ranked among the top 10 states for its business climate in the *Site Selection* magazine's 2010 Executive Survey. In the same survey, executives were asked what are the most important factors when making site selection decisions. Workforce skills was ranked No. 1 of the top 10 factors. Those factors also included state and local tax scheme, transportation infrastructure, availability of incentives and state economic development strategy. This emphasis on workforce quality affirms Florida's focus on developing a world-class workforce and its improved alignment with state economic development priorities.

Transitioning Floridians into employment is vital to strengthening the state's economy, and Governor Scott is focused on decreasing unemployment and improving Florida's economic health by making Florida friendlier to new businesses and investments including international trade. He sees the current downturn as an opportunity to make state government leaner and the private sector more robust. He stated in his inauguration speech: "A lean and limited Government has a role to play in providing a safety net. But prosperity comes from the private sector. ONLY from the private sector. The only path to better days is paved with new private sector jobs...Let's make it easy to build and grow a business in Florida...So that new enterprises will compete with each other for space."

Moving forward, the state will use this period of new administrative vision and transformation to transition Florida's economy for the 21st Century. Florida will stabilize, reinvest and focus on those skills and industries that will define its success in the future. Florida will balance its workforce investments to help those most impacted by the recession while continuing to make targeted investments for future demand-driven talent needs.

C. Continuum of Education and Training Opportunities

Key to Florida's workforce investment is the cultivation of talent. More and more, Florida will compete, grow business, innovate and create individual, family, enterprise and community wealth through talent. Florida's workforce system takes a demand-driven approach to the state's talent needs – responding to the input from industry and education leaders who know best how to cultivate a globally competitive, winning workforce. "We can't create a workforce for the future with an education model that's stuck in the past," Governor Scott said upon being sworn into office. "To capture the world's best jobs, we'll need to offer the world's best-educated workforce."

The best and most reliable source of information on the jobs of today and tomorrow is the demand side. In Florida, the demand-side solution means programs to advance the workforce are

derived from employer data. It is important to ensure that businesses, as ultimate customers of the workforce system, are integral participants in developing and implementing policies and programs of that system, and that the workforce system is designed with the needs of employers as well as employees, in mind.

Leading this effort is Workforce Florida – the state’s principal workforce policy organization. Workforce Florida is in the business of designing and implementing strategies that help both Florida’s employees and Florida’s businesses: helping employees enter, re-enter, remain in and advance through the workplace, while becoming more highly skilled and successful, and; helping employers find, retain and develop employees needed for that winning edge in global competition. These services benefit not only working Floridians and Florida’s businesses but the entire state by assisting in developing the Florida’s business climate and economy.

The Agency for Workforce Innovation (AWI) is the executive agency which is the administrative arm of state workforce functions. The Agency for Workforce Innovation performs fiscal and other administrative duties affecting Regional Workforce Boards including, but not limited to, financial monitoring, programmatic monitoring, training, and implementation of new policies set by Workforce Florida’s Board. It is responsible for receiving Florida’s federal workforce funds. It houses Florida’s Labor Market Statistics Center.

Florida’s 24 Regional Workforce Boards provide workforce services for Florida’s job seekers, employees and employers. Each regional board is led by a public-private Board of Directors. Each has performance measures and contracts to provide accountability. While workforce policy governing these boards is set at the state level by the State Workforce Investment Board, working with the Governor, each regional board has flexibility in designing the specific initiatives and programs it implements to address the employment and training needs of the people and businesses in its communities. This allows for services to reflect the unique workforce, business and economic development needs of each region. Regional Workforce Boards direct, and in some cases deliver, the workforce services available through about 90 One-Stop Centers statewide.

Outlining the mission and charge of Workforce Florida to create a five-year strategic plan in collaboration with its federal, state, and local workforce system partners, Subsection, 445.006(1)(a-e), Florida Statutes, states:

Workforce Florida Inc., in conjunction with state and local partners in the workforce system, shall develop a strategic plan for workforce, with the goal of producing skilled employees for employers in the state. The strategic plan shall be submitted to the Governor, the President of the Senate, and the Speaker of the House of Representatives by February 1, 2001. The strategic plan shall be updated or modified by January 1 of each year thereafter. The plan must include, but need not be limited to, strategies for:

- (a) Fulfilling the workforce system goals and strategies prescribed in s. 445.004;
- (b) Aggregating, integrating, and leveraging workforce system resources;
- (c) Coordinating the activities of federal, state, and local workforce system partners;
- (d) Addressing the workforce needs of small businesses; and

- (e) Fostering the participation of rural communities and distressed urban cores in the workforce system.

Alignment of programs and talent to business needs improves Florida's talent pipeline and Floridians' opportunities to find employment, build careers, establish wealth and prepare for changing markets.

This alignment is what drives the Talent Supply Chain Team, which is being created to advance a seamless pipeline of talent development for Florida from Pre-K through 20 and lifelong learning. Team members include: the Agency for Workforce Innovation, the Commission for Independent Education, Florida Department of Education, Florida Chamber Foundation, Florida Council of 100, Florida State College System, Independent Colleges & Universities of Florida, the State University System of Florida, Workforce Florida and a host of other collaborative partners. Workforce Florida has committed developmental resources to launch the team's work. This team's formation is in support of the Higher Education Coordinating Council, which has representative participation by many of the same partners, to ensure complementary efforts and to avoid duplication.

Talent Supply Chain Team objectives will include:

- Engaging global education and business partners to provide critical intellectual knowledge and expertise;
- Creating formative issue development, staged action plans and highly productive work sessions to assess Florida needs to connect education delivery systems to workforce and economic demands ;
- Promoting Science, Technology, Engineering and Math (STEM) education; and
- Identifying potential pathways to map Florida's Talent Supply Chain.

Florida takes a lifelong learning approach to the cultivation of workforce talent, with programs that help workers at every level find and retain jobs in multiple industries – from entry-level employees to veteran workers seeking cutting-edge knowledge and skills training that lead to promotions and higher wages.

Quick Response Training Grants and Incumbent Worker Training Grants

Workforce Florida administers two flagship training grant programs that support the competitiveness of Florida businesses: Quick Response Training Grants and Incumbent Worker Training Grants. Both have been recognized nationally for their effectiveness as job creation and retention tools and for their lack of red tape.

Quick Response Training (QRT) grants reimburse new or expanding businesses for a portion of their costs for customized training. Funding priority is given to businesses creating high-skill, high-wage jobs in targeted industries; for every \$1 of public funding invested in QRT, companies have invested \$13 in training. This year, about 2,900 Florida workers were trained through QRT.

Since 2000, QRT grants have supported customized training for nearly 85,000 employees at more than 350 businesses. Workers trained through QRT experienced wage increases of 30.3

percent on average within one year. QRT is a key contributor to Florida's reputation among businesses, site selection consultants, economic developers and others for having some of the best workforce training programs in the nation. The Florida Legislature invests \$3.3 million in state funding annually to fund this economic and talent development tool.

Incumbent Worker Training (IWT) grants are popular among Florida businesses seeking to upgrade current employees' skills to remain competitive. Funding priority is given to businesses with 25 or fewer employees. \$4 million in new IWT funding was available to Florida businesses for 2009-2010 providing for the training of more than 10,800 incumbent Florida workers in 2009-2010. Workers trained through IWT experienced an average 5.24 percent wage increase within a year. For every \$1 of public funding for IWT, employers invested nearly \$8 in training their workers. Over the past decade, IWT grants have supported customized training for more than 109,000 employees at more than 1,200 businesses throughout Florida.

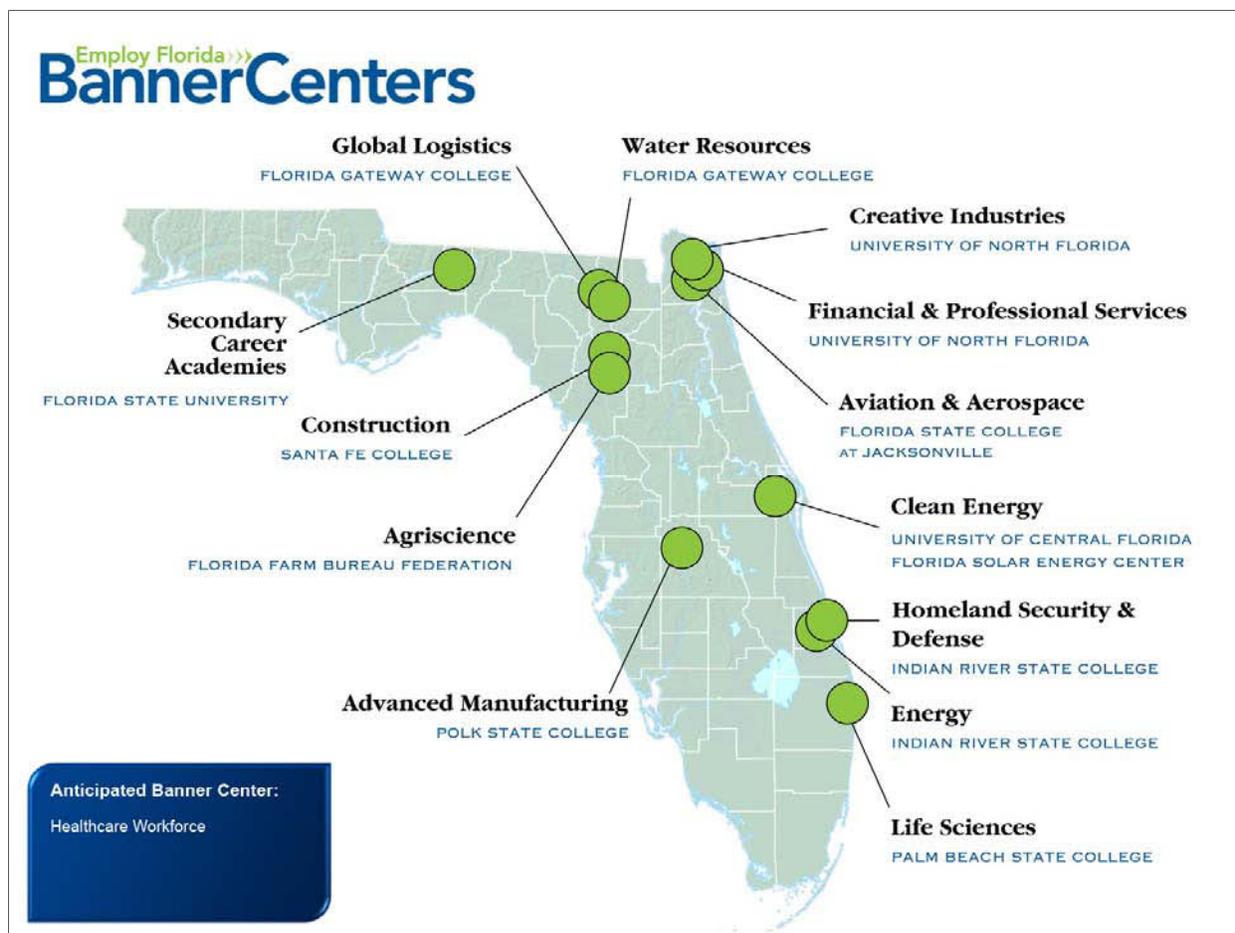
Employ Florida Banner Centers

Employ Florida Banner Centers are statewide, go-to resources for businesses in high-value sectors. Banner Centers foster strong collaboration among workforce, education, industry and economic development partners focused on one mission: to create market-relevant training improving the quality and availability of talent for the industry sector they represent. According to labor market statistics, more than 70 percent of the current labor force will be in the state's workforce in 2020 – making the Banner Centers' cutting-edge skills upgrade training vital to businesses and to Florida's future.

Through this innovative model – which facilitates replication instead of duplication of curricula – Banner Centers are able to deliver workforce development products, services, training and access to industry certifications to promote and support economic development in targeted industries. In 2010-2011, there are 14 current and planned centers. Among the numerous Florida businesses engaged with the centers are: CSX Transportation, Dollar General, Florida Power & Light, Gulf Power Company, Jabil Circuit, JetBlue Airways, Piper Aircraft Inc., Publix Supermarkets, Progress Energy, Target, Tropicana and Walmart.

Nearly 3,000 people were trained through Banner Centers in 2009-2010. Since 2006, more than 6,000 people have enrolled in Banner Center training, with more than 3,000 earning either industry or academic credentials. Banner Center trainees' wages increased, on average, 21 percent one year after completion of training.

See the Chart below for the Banner Centers and their locations.



Career Academies – Career and Professional Education Act (CAPE)

The Career and Professional Education (CAPE) Act was created by the Florida Legislature to attract and retain targeted, high-value industries and to develop a knowledge-based economy. It seeks to ensure that education, industry, workforce and economic development partners in every community are collaborating to create new and meaningful opportunities for students. By providing young people with the cutting-edge training and certifications they need for high-skill, high-wage jobs in Florida's target industries, CAPE promotes an intelligent, systematic diversification of the state economy. Workforce Florida, in collaboration with the Florida Department of Education and the Agency for Workforce Innovation, annually approves and publishes the state's Comprehensive Industry Certification List. This list includes more than 400 certifications which are used by school districts in planning and designing programs that support their regional economies. Additions to the list are considered for occupations that are either in demand or tied to emerging industries, or meet certain other criteria.

STEM (Science, Technology, Engineering and Math)

A strong pool of workers skilled in science, technology and math (STEM) is key to Florida's ability to win the talent competition on a national and global scale. Consider: 42 percent of college undergraduates in China earn degrees in science and engineering, compared to 5 percent

of students in the United States. And the U.S. Department of Labor projects that by 2014, 15 of the 20 fastest-growing jobs will require substantial math or science preparation. In 2009, Workforce Florida and Enterprise Florida collaborated to create the framework for **STEM***florida* – a partnership that has drawn participation from more than 400 stakeholders and includes the Florida Council of 100, the Florida Chamber of Commerce and the Florida Department of Education. The business-led partnership, funded with a \$580,000 grant from Workforce Florida, is connecting education, workforce, industry and economic development leaders as they identify opportunities to build and measure the state’s supply of STEM-skilled workers. Key goals include improving collaboration and coordination of Florida STEM efforts and ensuring industry involvement in STEM education as well as boosting experiential opportunities for STEM training.

As part of Florida’s Race to the Top implementation, each participating Florida school district must add at least one additional high school career and technical program that provides training for occupations requiring STEM skills. The programs must lead to a high-wage, high-skill career that supports one of the eight targeted industry clusters, identified by Enterprise Florida, and must result in an industry certification.

The **STEM***florida* Business Steering Council includes representation from Florida companies such as The MITRE Corporation, Gulf Power Company, IBM, Jabil Circuit, Scripps Florida, Harris Corporation and Lockheed Martin. The Council is working through Florida’s eight economic development regions to foster collaboration, track STEM activity and outcomes statewide, create a comprehensive STEM plan for Florida, increase the number of students entering and completing advanced STEM studies and increase internship and externship opportunities.

Employ Florida Healthcare Workforce Initiative

Healthcare was the only industry sector that experienced job growth consistently during the recession. Through 2018, employment in this sector is expected to increase by nearly 20 percent, compared to 14 percent for all other industries combined. Also, healthcare is an infrastructure industry that is essential to quality of life and business success in Florida. That is why Workforce Florida has developed the Employ Florida Healthcare Workforce Initiative in partnership with the Agency for Workforce Innovation and Regional Workforce Boards. This \$6.5 million initiative was launched as an innovative solution to help unemployed Floridians find jobs in the healthcare sector and to help individuals already in the profession move up the career ladder.

The initiative has two phases. In Phase One, four South Florida Regional Workforce Boards initiated special innovative projects with collaborative partners to respond to market needs and opportunities in their communities by focusing on:

- Critical healthcare occupational shortages for registered nurses;
- Training for newly licensed registered nurses (RNs) to increase retention and increase the supply of specialty nurses; and
- Training of incumbent workers in critical nursing areas – Critical Care, Emergency Room, Preoperative and Women and Children.

To date, one of those regions already has exceeded its participant goal by more than 65 percent. For Round Two, 12 additional Regional Workforce Boards received funding for projects that focus on:

- Medical code specialty certifications;
- Health information technicians;
- Transitioning, through skills upgrade, licensed practical nurses seeking to earn an RN credential;
- Training for RNs to RN specialties; and
- Transitioning workers with healthcare backgrounds to pursue higher levels of training in nursing, and as pharmacy technicians and health information technicians.

A special ad-hoc committee of Workforce Florida – the Employ Florida Healthcare Workforce Initiative Ad Hoc Committee – has been tasked to oversee the initiative, which is funded through June 2011, and track best practices. In addition, a Banner Center for Healthcare Workforce is planned.

Aerospace

Aerospace is a legacy industry for Florida. The Lieutenant Governor serves as vice chair of the Space Florida Board of Directors, whose members include a representative from Workforce Florida. Historically, it is the state's world-class aerospace workforce that has propelled Florida to global leadership through imagination, ingenuity and innovation. The state recognizes that the aerospace workforce is a key component of Florida's economic character and to Brevard County in particular.

As Florida's aerospace industry based in Brevard County continues to experience a historic transition with the impending end to the Space Shuttle Program, the future of the engineers, researchers, technicians, administrative workers and others employed by this sector – as well as those employed by interdependent businesses – continues to be a priority for the state workforce system. The Shuttle's end poses myriad challenges – from loss of jobs and individual income potential, to the region's ability to attract industry, to the very foundation of Florida's Space Coast identity.

Florida, through its investment in employment and training solutions for aerospace workers, has demonstrated a decade-long commitment to ensuring this legacy sector has the talent to thrive. In 2010, Workforce Florida provided \$1.85 million to Brevard Workforce for the Aerospace Workforce Transition Program. The program offers services such as resume writing, career guidance and skills assessment as well as training opportunities to aerospace workers seeking new employment in aerospace or other industries. About 5,000 Space Coast-area workers received varying levels of service, including more than 950 who received training assistance or are currently in training. Brevard Workforce has also been successful in securing USDOL National Emergency Grant funding for \$15 million to assist the impacted aerospace workers.

Workforce Florida also continued its support of the Employ Florida Banner Center for Aviation and Aerospace, also known as the Aerospace Resource Center, based at Florida State College at Jacksonville. The Banner Center offers newly developed, industry-designed training that addresses technological advances and changing workforce skills requirements as well as

certifications. Among the Banner Center's Industry Advisory Council members are representatives from Embry-Riddle Aeronautical University, Indyne Inc., Lockheed Martin Space Systems, NASA, Space Florida Inc. and the University of Florida.

Additionally, Workforce Florida joined with Space Florida to create the Workforce Florida/Space Florida Ad Hoc Committee. The Committee is developing a plan to guide the investment of the \$3.2 million appropriated by the 2010 Legislature to address the employment and training needs of aerospace workers and exploring the use of distance-learning for innovative continuing education programs between states and countries that will enhance Florida's existing aerospace workforce.

D. Governor's Vision to Identify Workforce Challenges and Solutions that Leverage Resources

Job creation and economic development are the foundation of Governor Rick Scott's administration and policies. As Governor, he has vowed to be "the state's chief economic development officer, working with existing as well as potential businesses every day to create jobs." His 7-7-7 plan for job creation, unveiled during his gubernatorial campaign and embodied in his 2011-2012 state budget priorities, aims to be a model for the nation by eliminating red tape, increasing government efficiency and leveraging resources for maximum results. Based on his experience as a private-sector businessman, the seven-step economic program aims to create 700,000 jobs in seven years. Under the plan, total job growth will accelerate, the number of new business startups will increase, wages and salaries will grow, and the productivity and health of Florida's economy will thrive. In total, the plan will add to Florida's economy:

- 700,000 jobs
- \$74 billion in state Gross Domestic Product (GDP)
- \$41 billion in higher personal incomes
- \$1 billion in total state tax revenue

The plan embodies Governor Scott's three guiding principles in leading Florida:

- Creating an environment conducive to job growth and job creation
- Streamlining and creating efficiencies in government activities
- Wherever possible, reducing regulations impacting business

The plan features seven steps that will serve as a roadmap for Governor Scott's administration as well as that of the entire workforce system. At the center of the plan is an emphasis on performance, measurement and accountability – a goal shared and illustrated not only in the Enterprise Florida *Roadmap* but also in Workforce Florida's 5-year Strategic Plan, *Creating the Strategy for Today's Needs and Tomorrow's Talent*. Together, Florida's elected officials and many stakeholders are working to make Florida a winner in the race to be the global talent leader.

The steps in Governor Scott's 7-7-7 Plan are:

1. Accountability Budgeting
 - Use transparent, outcome-based budgets with accountability criteria for each line item
 - Impose spending limits to ensure Florida's budget expenditures are affordable, returning Florida's state and local government expenditure burden to at least the 2004 level
 - Refuse temporary federal funding that creates permanent financial burdens on Florida
2. Reduce Government Spending
 - Balance the budget
 - Implement outcome-based budgeting that will create budgeting efficiency throughout government
3. Make unemployment benefits more affordable
4. Implement a comprehensive review of existing and proposed regulations
5. Review state development regulations and expedite permits for job-creating businesses, such as Enterprise Florida-targeted industries
6. Focus on Job Growth and Retention
 - Restructure the state's economic development function with key public/private partnerships to eliminate duplication and competition
 - Provide local economic development offices, central to job creation and retention, with the right resources and trained specialists
 - Streamline and align economic development programs with similar functions performed by state government
 - Make economic development programs more flexible to allow our existing businesses to expand here; consolidate multiple incentive funds into one flexible fund and expand the state's authority to incentivize job-creating projects
 - Partner with universities
7. World-Class Education
 - Expand the Opportunity Scholarship Program to provide additional public school choice
 - Expand access to high-performing charter schools
 - Ensure students have access to multiple virtual education opportunities
8. Reduce Property Taxes
 - Reduce the statewide property tax by \$1.1 billion
 - Provide additional relief as state revenues grow
9. Eliminate Florida's Corporate Income Tax Over Seven Years
 - Total tax revenues will benefit as a result of the dynamic growth created from the tax phase-out, which will encourage private investment in Florida business

The Governor's plan will be implemented, in part, through the Employ Florida network. In order to better inform job seekers and employers about resources available through the workforce system, Workforce Florida created a single affiliate brand, known, as "Employ Florida," linking state and local workforce partners. Workforce Florida then developed and deployed a statewide marketing campaign to advance the brand identity of "Employ Florida." The Employ Florida

network consists of Workforce Florida, the Agency for Workforce Innovation, the 24 Regional Workforce Boards and the One-Stop Career Centers. The Employ Florida network's statewide resources now include the Employ Florida Marketplace at EmployFlorida.com and Employ Florida Banner Centers.

The Employ Florida Marketplace (found at EmployFlorida.com) is a key element of Employ Florida's success, allowing Florida's businesses, their employers, job seekers, students, training providers, workforce customer service representatives and professionals unlimited access to online employment services virtually anywhere at any time. Job seekers can use the site to build resumes, research careers and wages and find jobs - all at no charge. Businesses have access to candidate search and screening services including a database of more than 400,000 resumes, also at no charge. EmployFlorida.com has continued to grow - from about 40,000 unique visitors daily in 2007 to nearly 94,000 unique visitors daily in 2010. Since its 2005 launch, more than 4 million jobs have been listed on EmployFlorida.com.

The Employ Florida Marketplace's "spidering" technology aggregates job listings from other websites as well. Designed to be easy-to-use for everyone, even those with little computer experience, EmployFlorida.com is supplemented by a toll-free telephone number, 1-866-FLA-2345, staffed by the Agency for Workforce Innovation.

Additionally, the creation of micro-portals to provide customized tools and resources for key customers of this online resource continues to be a priority this year. With a Silver Edition for job seekers 50 and older already available, a new portal was created for veterans. A portal for green jobs is the latest addition. The portals are available at: <http://silver.employflorida.com>, <http://veterans.employflorida.com> and <http://greensjobs.employflorida.com>.

E. State's Vision for Youth Opportunity

Florida's vision for youth opportunity was strengthened by the creation of the Children and Youth Cabinet. The cabinet, created in 2007, consists of 20 members and coordinates state agencies and programs that deliver children's services. The Cabinet's vision is that all children in Florida grow up safe, healthy, educated and prepared to meet their full potential. Its mission is to ensure that the public policy of Florida relating to children and youth promotes interdepartmental collaboration and program implementation in order for services designed for children and youth to be planned, managed and delivered in a holistic and integrated manner to improve the self-sufficiency, safety, economic stability, health and quality of life of all children and youth in Florida. The Children and Youth Cabinet's 2008 annual report was released in January 2009. The report can be viewed at: <http://www.flgov.com/pdfs/ChildAdvocacy/finalcycannualreport2008.pdf>.

Building on work which began in 2003, Florida's Strengthening Youth Partnership (SYP) initiative focuses attention on ensuring that every young person in Florida is ready and able to pursue a meaningful job path upon exiting secondary education. SYP has become the vehicle for Florida's response and participation in the federal Shared Youth Vision initiative. The partnership is built on an interagency model of collaborative planning, execution, and evaluation, and currently includes representatives of those agencies aligned at the federal level.

In Florida, the delivery of services is integrated through the workforce development's One-Stop delivery system. The following programs have been integrated to provide more efficient services to all customers: Workforce Investment Act (WIA), Temporary Assistance to Needy Families (TANF), Food Stamp, Employment and Training, Veterans Services, Wagner-Peyser services, and resources for filing unemployment claims.

Regional Workforce Boards also work very closely with local partners including local state agency offices, school districts, community-based programs, and faith-based organizations serving the youth population. The integration of programs and services has facilitated services being provided to the youth most in need, as a full array of services is available in the One-Stop Career Centers and ancillary services are provided on a referral basis through collaborative agreements.

Florida will continue to implement successful youth programs and implement innovative models to ensure that disconnected youth are able to reconnect through multiple pathways to education and training which will enable them to enter and advance in the workforce. In fact, although the Recovery Act Youth funding for summer work experience activities was spent over the prior two years, an early poll indicates that approximately half of Florida's 24 Regional Workforce Boards will continue to provide an aggressive Summer Youth Employment Program targeting hard-to-serve youth with summer employment opportunities.

II. STATE'S KEY WORKFORCE INVESTMENT PRIORITIES

The State's key workforce investment priorities, exemplified as six strategic goals in Workforce Florida's 2010-2015 Statewide Strategic Plan for Workforce Development, support and help with the implementation of Governor Scott's vision for workforce, education and economic development.

Workforce Florida, supported by the Agency for Workforce Innovation and Florida's 24 Regional Workforce Boards, collaborated with leaders in business, education and economic development, among others, to develop the bold, five-year plan: *Creating the Strategy for Today's Needs and Tomorrow's Talent*. Workforce Florida's partners and the public were invited to contribute to the work at every stage. What emerged from the collaborative process is a plan with six strategic goals and 39 achievements that will aid Florida's economic recovery by supporting business retention and expansion. The plan is aligned with talent priorities of key partners in business and economic development including the Florida Chamber Foundation and Enterprise Florida.

Creating the Strategy confronts the challenges of getting Floridians back to work while also focusing on the most promising opportunities to diversify our state's economy for national and global competitiveness. This plan drives our workforce-system priorities and investments. The strategic plan and implementation efforts have been recognized by the U.S. Department of Labor as a national best practice.

The work to create the plan was directed by Workforce Florida's business-led Board of Directors and guided by the Workforce Florida Strategy Council, chaired by David Armstrong Jr., President of Broward College, who stated: "Economic growth and industry excellence depend on

customer satisfaction, foresight and seamless coordination among all of the people and groups that make up our Talent Supply Chain. This plan maps out, step by step, our commitment to turning Florida’s vision for a world-class workforce into a reality.”

The 2010-2015 strategic goals are:

- World-Class Service to Florida’s Target Industry Clusters
- World-Class Service to Florida’s Infrastructure Innovators
- Top National and State Leadership for the Demand-Driven Solution
- Aligned, Responsive, Jointly Engaged Talent Supply Chain Team
- Business Communications and Intelligence for Performance and Accountability
- Dedicated Commitment to Change Management and Transformation

The six goals and 39 achievements, together, create an integrated framework of Florida’s aspiration to be a global talent leader. Workforce Florida continues to develop a solid foundation for the implementation of the 39 achievements. This implementation work has resulted in the development of an Operating Plan consisting of 14 operations projects to advance this important work. Among the operational highlights and progress to date:

- **Workforce Supply and Demand Analyses/Industry Cluster Task Forces:** In support of Florida’s economic development priorities to grow high-value, targeted industry clusters, the first in a series of comprehensive supply/demand analyses are in the early stages. These analyses are being designed to support and improve training and education by Florida’s Talent Supply Chain. The first analyses will focus on the clean energy cluster and aviation and aerospace. Additionally, business-led task forces are being created to leverage business intelligence in developing talent for targeted clusters.
- **Customer Satisfaction Index for Target Industry Clusters:** Developing and launching of indexes that assess and benchmark talent development efforts in critical industry clusters and infrastructure industries. Workforce Florida is collaborating with its partners, including the Agency for Workforce Innovation and Enterprise Florida, to complete a comprehensive workforce supply and demand study – as recommended in the *Roadmap* and expanded upon in Workforce Florida’s five-year strategic plan – to better integrate the state’s training programs to anticipated employer needs in targeted industry clusters such as aviation/aerospace, clean energy, information technology and life sciences.

This work also has begun with a schedule complementing the supply and demand analyses and the formation of task forces beginning with clean energy and aviation and aerospace.



- **Workforce Dashboard:** Workforce Florida has created a Dashboard to track and measure progress on implementing the operational projects. The Dashboard provides an at-a-glance status indication of progress toward the six strategic goals and notification of lagging achievements as well as best practices. Work to refine and improve the Dashboard continues including collaboration with the Florida Chamber Foundation to align with the Chamber's talent objectives for the state and complement the Florida Scorecard. The Scorecard measures a broader group of measurements for how Florida is doing in areas critical to succeeding in talent supply and education, innovation and economic development, infrastructure and growth leadership, business climate and competitiveness, civic and governance systems and quality of life and quality of places.
- **Work Readiness:** Several new initiatives are underway to assist Floridians who must overcome barriers to employment and to help unemployed Floridians find new jobs. These programs include providing intensive services to non-custodial parents and ex-offenders who need life skills, education and training, such as certifications and on-the-job training, to find employment and become self-sufficient. There are also programs for assisting the long-term unemployed with training for in-demand occupations that improve their employment opportunities. There also is a pilot initiative for providing workforce services and training to domestic violence victims. Partners for these programs include Regional Workforce Boards, the Department of Military Affairs, the Department of Juvenile Justice and the Agency for Workforce Innovation, among others.
- **State-Led Regional Workforce/Economic Development Capacity Building:** Throughout Florida's eight economic development regions, efforts are underway to form business-retention teams, improve stakeholder engagement, advance best practices and enhance marketing and asset identification for regional business and job retention and expansion.
- **Infrastructure Solutions in Rural and Urban Areas:** Led by Workforce Florida's Sustainability and Infrastructure Committee of the Business Competitiveness Council,

work has started to identify training needs in both rural and urban areas with a specific focus on improving broadband access and use.

- **Workforce Investment Act (WIA) Reauthorization:** Florida's workforce system is nationally recognized as a model for innovation and achievement. Through the leadership of Workforce Florida's Legislative Council, a Florida position paper was collaboratively developed and efforts continue to monitor reauthorization efforts and identify appropriate opportunities to engage in dialogue and policy development with the executive and legislative branches as well as Congressional leaders.

These highlights demonstrate the commitment of Workforce Florida and the entire workforce system to advancing Florida's strategic plan for workforce development. Both the state strategic plan and the operational plan for workforce development were designed as living documents, intended to undergo continuous review and improvements to confront emerging needs and priorities. For the latest information and updates on Workforce Florida's strategic efforts, visit www.WorkforceFlorida.com.

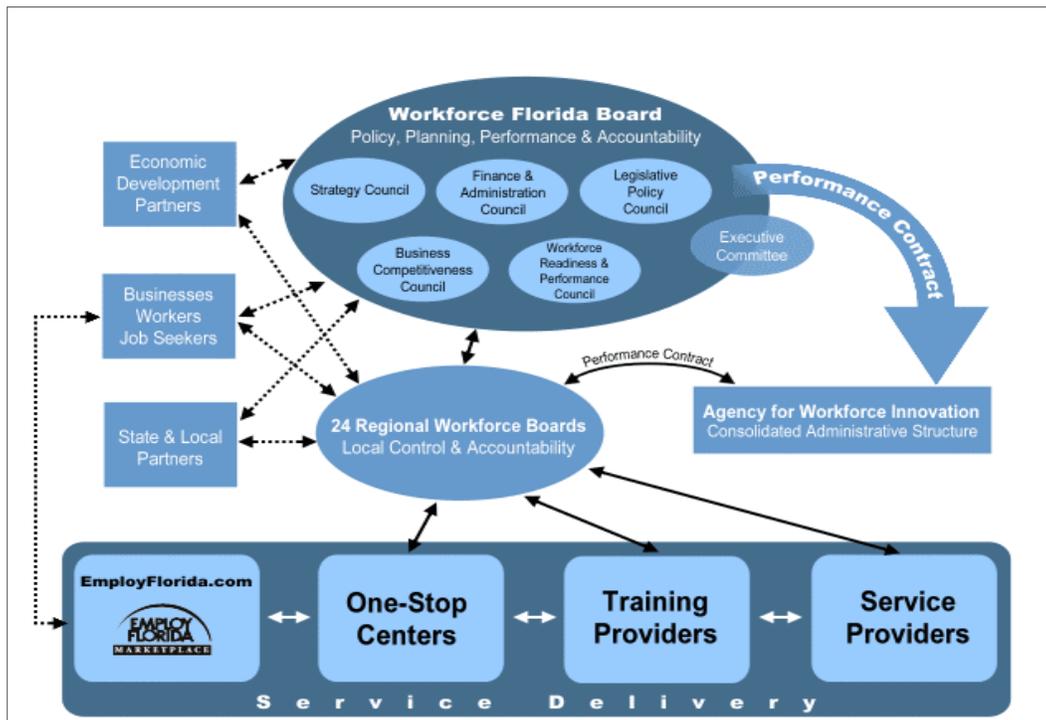
This strategic work will help pave the path to new opportunities in the new economy for Florida businesses, workers, families and communities.

III. State's Governance Structure

A. Organization of State Agencies

The listing of all state agencies and their relationships to the Governor are set out in the Florida Constitution and Chapter 20 of the Florida Statutes. However, in regard to Florida's workforce system, a useful report by the Florida Office of Program, Policy and Government Accountability, the complete version of which is at <http://www.oppaga.state.fl.us/reports/educ/r04-19s.html> illustrates the most relevant agencies, funding streams and relationships. A simplified version of the organizational table is as follows:

FLORIDA'S WORKFORCE SYSTEM



Note: Under Governor Scott's leadership, organizational changes will be proposed during the 2011 Florida Legislative session to better integrate economic development and workforce. Governor Scott's goal to reorganize these agencies would streamline processes and provide greater success in attracting more industries to Florida so there are more jobs for Floridians

B. State Workforce Investment Board

The structure and functions of Florida's State Workforce Board is the product of over a decade of development, mainly directed by extensive state legislation, increasing integration of service delivery structures and inclusion of key partners, both public entities and private sector leadership.

Historical Background: In 1996, following the lead of a Governor's Executive Order, the Florida Legislature enacted the Workforce Florida Act of 1996 which designated Enterprise Florida Jobs and Education Partnership (JEP) as the state's Human Resource Investment Council pursuant to JTPA. The Workforce Florida Act defined the membership of the JEP consistent with JTPA membership requirements for a State Human Resource Investment Council, thereby qualifying as a "grandfathered" board, then and now meeting the requirements of WIA Sec. 111 (e)(1) as an alternative entity (see membership described below). The Workforce Florida Act of 1996, as amended in 1999, requires board membership to be consistent with WIA. Pursuant to a State Board Membership Transition Plan, new appointments were made by the Governor to bring the current "grandfathered" Board into complete conformity with the WIA membership

requirements of WIA Sec. 111(b), starting July 1, 1999, with remaining appointments made in June 2000.

Prior to the 1999 amendments to the Workforce Florida Act of 1996, Enterprise Florida JEP membership included the Commissioner of Education; the Secretary of the Department of Elder Affairs; the Secretary of the Department of Labor and Employment Security; the Secretary of the Department of Children and Family Services; the Executive Director of the State Community College System; the Chancellor of the State University System; a Community College Occupational Dean; a School District Vocational Education Director; a Superintendent of Schools; a Community College President; a licensed private post-secondary representative; a licensed independent postsecondary representative; representatives of private sector business, organized labor and community-based organizations; a Senate member; a House member; and a representative of the Governor. Other ex-officio members included the Director of the Regional Workforce Board's Association; a Regional Workforce Board Chairs representative; the Executive Director of the State's WAGES program; a local economic development commission representative; and the Chair of the School-to-Work Leadership Team.

Current Law: Effective July 1, 2000, a comprehensive state law, the Workforce Innovation Act of 2000 (Chapter 2000-165, Laws of Florida) repealed the Workforce Florida Act of 1996, as amended, and provided for the creation of a not-for-profit corporation known as Workforce Florida, Incorporated, which is designated as the principal workforce policy organization for the state. This change was embodied in Chapter 445, Florida Statutes. This law set a new organizational structure for workforce activities in Florida and assigned additional responsibilities to Workforce Florida, notably including planning, policy and oversight for the workforce requirements of the federal Temporary Assistance to Needy Families (TANF) and Food Stamp Employment and Training (FSET) programs.

The descriptions of the previous structures summarized above, offers a historical perspective demonstrating the evolution of Florida's workforce investment system, particularly the strong ongoing linkage to Florida's economic development activities and a demand-driven workforce design. Workforce Florida is not a unit or entity of state government; however, it is administratively housed within the Agency for Workforce Innovation of the Department of Management Services. Workforce Florida is not subject to control, supervision, or direction by the Agency for Workforce Innovation. "The purpose of Workforce Florida is to design and implement strategies that help Floridians enter, remain in, and advance in the workplace, becoming more highly skilled and successful. The strategies are to result in benefiting Floridians, Florida businesses, and the entire state." (s. 445.004(2), F.S.)

A Board of Directors governs Workforce Florida. The Governor appoints and determines the number of directors. The membership of the Board of Directors is consistent with WIA. The members of the Legislature may make an unlimited number of nominations through their presiding officers to the Governor for membership on the Board of Directors. At least five members of the Board must be representatives of labor. One member must represent the licensed nonpublic postsecondary educational institutions authorized as individual training account providers. One member must be from the staffing service industry. Private sector representatives of businesses appointed by the Governor must constitute a majority of the Board membership. Private sector appointments to the Board must be representative of the state's business

community, with no less than one-half of the appointments representing small businesses. The Governor considers minority, gender, and geographical representation when making appointments to the Board. Board members, who serve at the pleasure of the Governor, are appointed for three-year terms and may not be re-appointed for more than two terms. The broadly inclusive membership that encompasses private sector business and economic development leaders, as well as authoritative state agency officials for all workforce-related programs, allows the Board to address all elements of the federal WIA law, the state Workforce Innovation Act of 2000 and the vision of Workforce Florida as described in this plan.

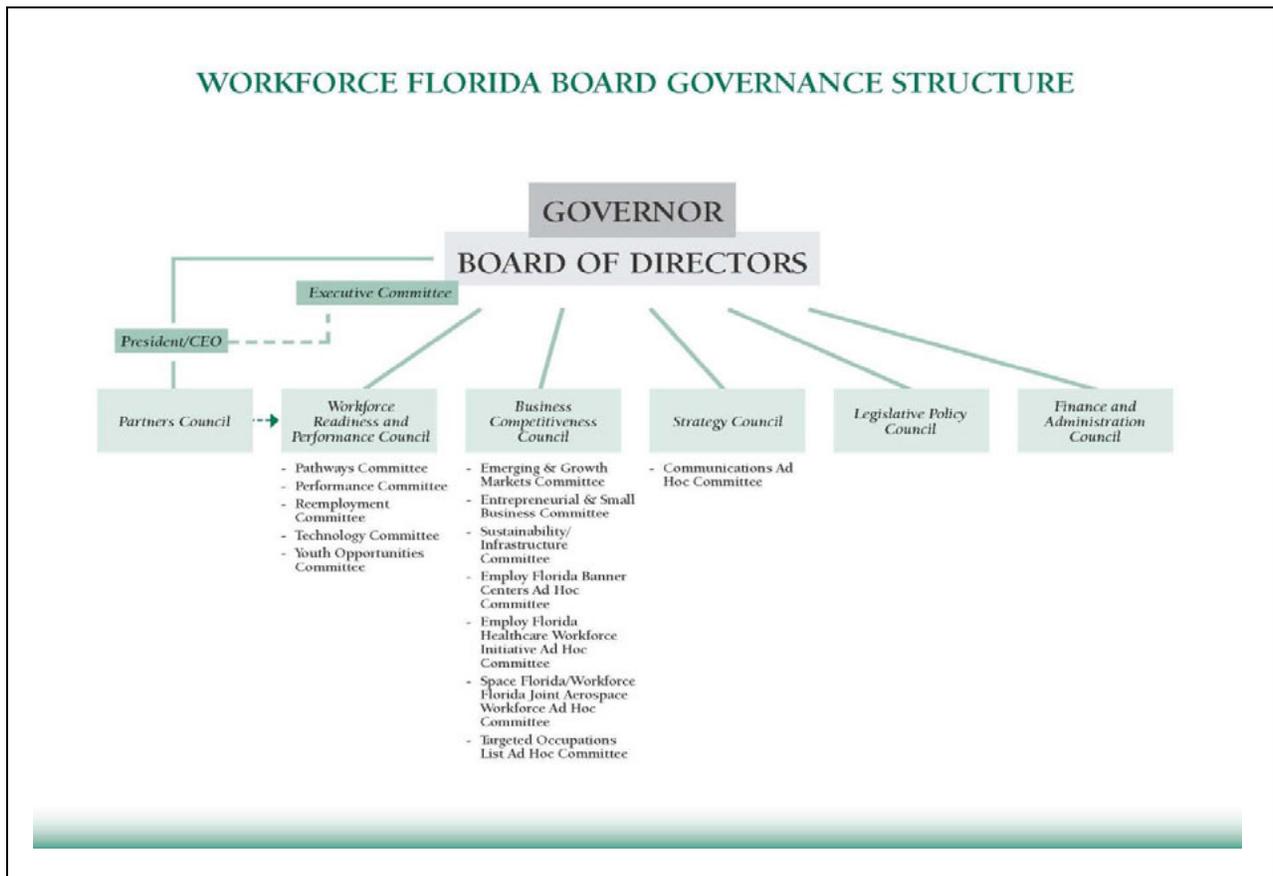
A private sector member, designated by the Governor, chairs the Workforce Florida Board. Except as delegated or authorized by the Board, an individual member has no authority to control or direct the operations of Workforce Florida or the actions of its officers and employees, including the president. The president of Workforce Florida is hired by the Board of Directors, and serves at the pleasure of both the Governor and the Board in the capacity of chief executive officer and secretary of Workforce Florida.

The Board has established an Executive Committee consisting of the chair, a vice chair, and up to eleven additional Board members selected by the Chair (one of whom must be a representative of organized labor). The Executive Committee and the president have such authority as the Board delegates to it, except that the Board may not delegate authority to the Executive Committee to take action that requires approval by a majority of the entire Board.

The chair may appoint councils and committees to fulfill specific responsibilities, such as compliance with federal requirements, or obtaining technical assistance. Such councils and committees are to incorporate members of Regional Workforce Boards into their structure. The councils and committees also help identify, research and develop various workforce strategies and initiatives for consideration by the entire Board. Currently, the Board has established the following governance councils and committees:

- Executive Committee
- Finance and Administration Council
- Strategy Council
 - Communications Ad Hoc Committee
- Legislative Policy Council
- Workforce Readiness and Performance Council
 - Youth Opportunities Committee
 - Performance Committee
 - Technology Committee
 - Reemployment Committee
 - Pathways Committee
- Business Competitiveness Council
 - Emerging and Growth Markets Committee

- Sustainability/ Infrastructure Committee
 - Entrepreneurial and Small Business Committee
 - Employ Florida Banner Centers Ad Hoc Committee
 - Employ Florida Healthcare Workforce Ad Hoc Committee
 - Space Florida/Workforce Florida Joint Aerospace Workforce Ad Hoc Committee
 - Targeted Occupations List Ad Hoc Committee
- Partners Council
 - (Workforce Florida, Inc., Agency for Workforce Innovation, and the Regional Workforce Boards)



C. State Agencies and State Board Collaboration and Communication

Workforce Florida's Board of Directors has placed a high priority on collaborative partnerships as referenced in its 2010-2015 Strategic Plan "*Creating the Strategy for Today's Needs and Tomorrow's Talent.*" Statewide collaborative teams were established in the development of the 2010-2015 Strategic Plan, followed by continued engagement of more than 80 active collaborative partners identified in the 14 supporting Operating Project Plans.

Florida continues to make significant progress in strengthening partnerships across workforce, economic development and education. This has been a priority since the inception of Workforce Florida in 2000 when the Florida workforce system was created in its current iteration and even prior to that time.

As established in the 2010-2015 Strategic Plan, "Collaboration" is included in the "Guiding Principles Checklist":

- *Join with Collaborative Partners in Addressing Issues of and Innovations for Aging*
- *Join with Collaborative Partners in Addressing Multi-cultural Phenomenon and Language*
- *Create Pathways for Fiduciaries and State Leaders to Have Tangible Experiences*
- *Welcome Collaborative Partners.*

Additionally, the Board of Directors approved the following Guiding Principle as one of 14 adopted Guiding Principles:

- *"Collaboration – Seek Ideas, Measures, Perspectives, Shared Accountabilities, Linkage(s) with Key Partners in Florida's Talent Supply Chain"*

Continuing to build and formalize collaborative partner relationships during the 2011-2012 will include enhanced, formal Memorandums of Understanding (MOU's) with strategic partners, expansion of collaboration resources through contractors, web interface, statewide training programs and integration of Strategic Plan Operating Projects.

Strengthening Youth Partnerships, first begun in 2007, is an ongoing effort to ensure a deliberate and continuous investment in next generation talent from non-traditional and diverse sources. This makes it possible for an effective transition from foster youth and juvenile justice programs into adulthood with an emphasis on skills, readiness and economic self-sufficiency so program participants will be able to contribute to the Florida economy. It is from this collaborative effort, in part, that Florida's Career and Professional Education Act, with its emphasis on market-relevant training and the earning of industry-recognized credentials by youth in secondary settings, was born. Collaborative partnerships include statewide programs with the Department of Community Affairs, Department of Military Services; Department of Juvenile Justice, local Regional Workforce Boards, school districts, non-profit organizations and Florida Associations.

According to Governor Scott's vision for Florida's workforce investment and the state's economic development goals, as outlined in Section I of this plan, a competitive business climate is fundamental to the state's recovery from the economic recession. Florida must re-tool its incentive toolkit to meet new needs, ensuring the state is competitive in areas of business cost, regulatory systems and friendliness to small business so that jobs can be created in our state and offer employment opportunities for the state's residents.

Strong, lasting and collaborative partnerships will guide and re-shape Florida's economic and workforce development structure from a 20th Century framework to a 21st Century framework. For this reason, the state is enjoying a period of unprecedented alignment among Florida's industry, education and workforce stakeholders. For the first time in the state's history, leaders from state education, workforce and economic development agencies - the Florida Department of Education, the Agency for Workforce Innovation, Workforce Florida, Enterprise Florida, Space Florida, Visit Florida, the Florida Sports Foundation - are collaborating on a weekly basis to improve communication, efficiencies and identify solutions to meet Florida's job creation goals and unemployment reduction goals. Workforce Florida's President and CEO, Chris Hart is spearheading this collaboration effort, to meet the Governor's vision.

Workforce, economic development, education, and business have a partnership networking group that is facilitated in part by the Florida Economic Development Council, a grassroots economic development organization and close collaborator. Florida's workforce system now has a Workforce Services Professional of the Year recognition on a par with the Economic Development Professional of the Year, recognizing leadership in these closely related fields.

The Florida Chamber Foundation's Innovation and Economic Development Caucus System has been charged to look at how to keep Florida at the top in innovation. The Foundation is a problem-solving and research organization, working in partnership with state business leaders and other critical partners such as Enterprise Florida, workforce, and education. Talent is at the center of innovation and therefore a critical priority in Florida's future.

Also important to Florida's aspirations as a global innovation and talent leader is ensuring employment and career growth opportunities for people seeking to fully participate in the state's economy. Recognition that Florida must have a well educated and skilled workforce is not only part of the Florida Chamber Foundation's call to action with its Six Pillars plan but is also a focus for Enterprise Florida's Board of Directors. Workforce Florida's chair is a member of Enterprise Florida's Board, and Workforce Florida is actively engaged at the stakeholders' level ensuring that workforce services tools and resources are embedded in those economic development priorities.

Additionally, Workforce Florida's members and staff are represented and actively participate on a number of cross-cutting interagency committees, workgroups and other planning bodies, including the Manufacturers Association of Florida, the Florida Energy Workforce Consortium, the Workforce Florida / Space Florida aerospace workforce ad hoc committee, the Employ Florida Healthcare Workforce ad hoc committee, the Rural Economic Development Initiative, the State Workforce Estimating Conference, as well as through each Employ Florida Banner Center's Industry Advisory Council and multiple other state, local and national inter-program working groups.

Workforce Florida and the Agency for Workforce Innovation have also entered into a number of state-level Partnership Agreements with various state agencies and organizations as noted below:

- Florida Department of Children and Families
 - Foster Youth and Children known to the Department
 - Food Stamp Employment and Training
 - Data-sharing Agreement
 - Homeless Council
- Florida Department of Education
 - Exceptional Student Education
 - Vocational Education
 - Blind Services
- Florida Department of Corrections
- Florida Department of Juvenile Justice
- Volunteers of America (Veterans Services)
- Departments of Health and Business and Professional Regulations (Farmworker Complaints)
- Able Trust (High School High Tech)
- Department of Revenue (Child Support Enforcement)

The workforce system also has representation on and is an active participant on the following state level Commissions and Advisory groups:

- Community Assistance Advisory Council (Community Service Block Grants)
- Faith Based and Community Organizations Advisory Committee (Advisor)
- Florida Alliance for Assistive Services and Technology (FAAST)
 - Member of Alternative Finance Program Committee
 - Chair, Nominations and Appointment Committee
 - Member of Interagency Committee
- Florida Commission for the Transportation Disadvantaged
- Florida State Leadership Council for the Technical Assistance and Continuing Education (TACE) Center - Vocational Rehabilitation Services
- Florida Developmental Disabilities Council
- Governor's Commission on Disabilities
- Strengthening Youth Advisory Committee
 - Member of Employment Committee and
 - Member of Healthcare Committee, Co-Chair Access subcommittee
- Membership on these entities is authorized in statute.

Collaboration, interaction, and communications are maintained with our Regional Workforce Boards, One-Stop Career Center providers and other local partners through inclusion in the activities, described above at the state level, including regular attendance and involvement at Workforce Florida's Board meetings and Workforce Florida council, committee, and workgroup meetings. Routine reports by the Florida Workforce Development Association (a

24-member group comprised of all Regional Workforce Board Executive Directors) are provided quarterly at Workforce Florida's meetings. Workforce Florida also hosts quarterly "Workforce Partners Meetings" on the day preceding each Board meeting, at which time items on the meeting agenda plus "hot topics" are discussed with the partners. Many of the identified barriers to further collaboration are addressed and resolved at the state level within the policy authority of applicable state bodies, including the Workforce Florida, Agency for Workforce Innovation, or other state entities. Where barriers are identified as having federal origin, waivers may be requested.

Federal and state program guidance is communicated to local workforce partners through participation in state-level policy development activities as described above, and then formally promulgated and recorded in a series of "Communiqués" and Guidance Papers, most of which are first "vetted" with local and state partners on an advance consultation basis before final issuance. The roster of such administrative information, policy and guidance documents is at http://www.floridajobs.org/workforce/workforce_res.html.

Recognizing the importance of communications to the success in achieving the workforce system's mission, Workforce Florida has made improving its integrated communications a key operational project in support of its strategic work. Integrated Communications is one of 14 operational projects developed in support of the 2010-2015 Statewide Strategic Plan for Workforce Development. Workforce Florida's approach to communications involves using multiple tactics and strategies - including media relations, public relations, public affairs, advertising and marketing - to inform key audiences of the activities, priorities, accomplishments and issues related to workforce development in Florida.

Ongoing communication and collaboration are achieved through regular publications. As an example, the monthly Workforce Florida President's Report is distributed electronically to a statewide list of leaders in workforce, education, industry, and government. Communication and collaboration are also achieved through workforce articles and contributions to Florida Trend ("The Magazine of Florida's Business"). Additionally, the Employ Florida Communications Consortium, comprised of state-level and regional-level communication staff, facilitates communication and collaboration efforts locally as well as state-wide. The Workforce Florida website, which recently underwent a major overhaul aimed at improvement, is also a key communications tool containing the most up-to-date news and information.

In order to better inform job seekers and employers about resources available through the workforce system, Workforce Florida is charged with developing and deploying a statewide marketing campaign to advance the brand identity of the Employ Florida network and statewide resources including the Employ Florida Marketplace at EmployFlorida.com and Employ Florida Banner Centers. The Employ Florida network consists of Workforce Florida, the Agency for Workforce Innovation, the 24 Regional Workforce Boards and the One-Stop Career Centers.

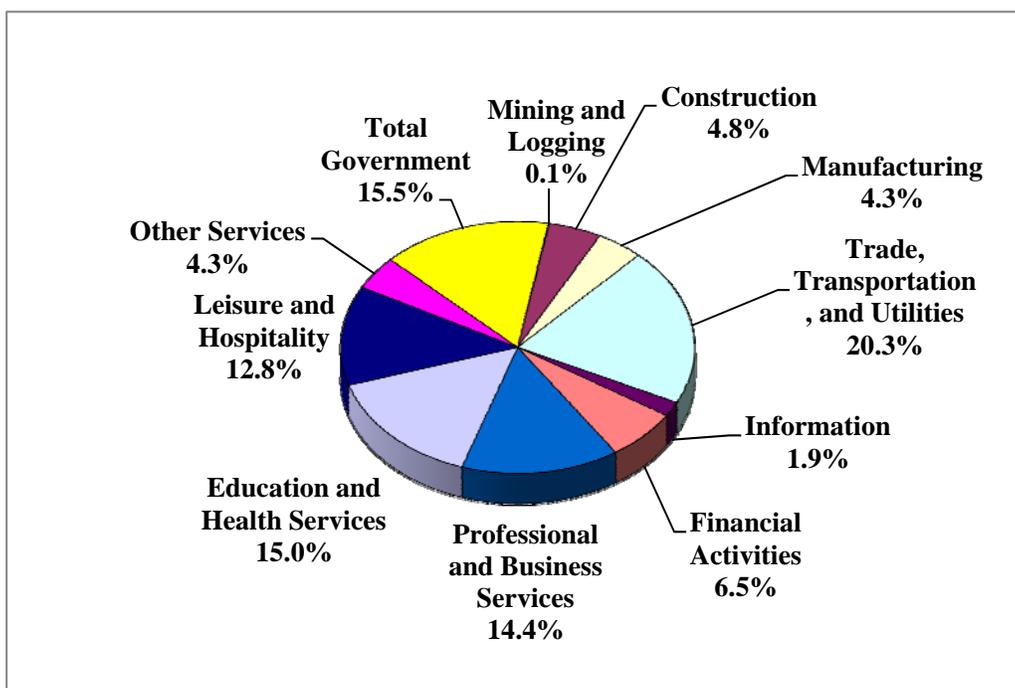
Communication is fundamental to the success and effectiveness of the system's work to realize its vision for a globally competitive Florida workforce and, thus, remains a top priority for the Workforce Florida Board.

IV. Economic and Labor Market Analysis

A. Makeup of State's Economic Base

Florida's industrial composition is predominately based on a service-providing economy, with more than 90 percent of the state's jobs included in this sector. Goods-producing industries, which include *mining and logging*; *construction*; and *manufacturing*, comprise just over 9 percent of Florida's jobs, compared to a 13.7 percent share of the nation's economy.

More than three-fourths of the state's nonagricultural jobs are in five major industry sectors: *trade, transportation, and utilities* (20.3 percent); *professional and business services* (14.4 percent); *government* (15.5 percent); *education and health services* (15.0 percent); and *leisure and hospitality* (12.8 percent). *Construction* (4.8 percent) and *manufacturing* (4.3 percent) jobs make up a smaller share of the state's total than they have in recent years due to the collapse of the housing market and slower population growth.



Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center, Current Employment Statistics Program, 2010 annual averages, not seasonally adjusted

Florida's recessionary conditions were due to declines in housing construction and the banking crisis, in addition to high gas prices in early 2008. The downturn started with declines in *construction* jobs, but then spread to almost all other major industries with the exception of *health services*. The industries with the largest declines were: *construction* (-365,700 jobs); *trade, transportation, and utilities* (-235,900 jobs); and *professional and business services* (-204,900 jobs). In February 2011, Florida had an over the year job increase of 49,700, the 7th

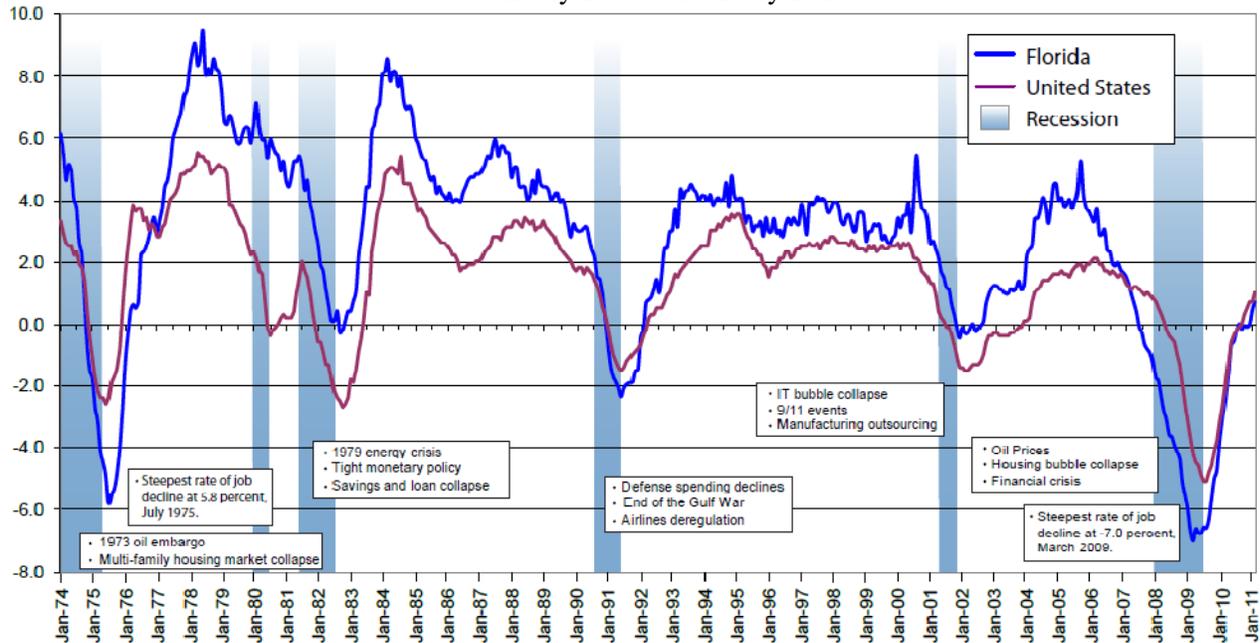
highest job gain among the ten most populous states in the country. Annual average job growth fell from 0.2 percent in 2007 (+16,000 jobs) to -3.5 percent in 2008 (-282,700 jobs), to -6.2 percent in 2009 (-481,900 jobs), and finally to -1.1 percent in 2010 (-78,900 jobs).

Florida's total nonagricultural employment in February 2011 was 7,217,100, representing a job gain of 49,700 (0.7 percent) compared to February 2010. This is slower than the national rate of growth for February which was +1.0 percent. The February 2011 job gain continues the over-the-year gains that began in January 2011. In February 2011, seven of the eleven major industry sectors were gaining jobs over the year. Leisure and hospitality (+29,300 jobs); education and health services (+27,200 jobs); professional and business services (+14,200 jobs); trade, transportation, and utilities (+5,100 jobs); government (+1,800 jobs); mining and logging (+200 jobs); and other services (+100 jobs) gained jobs over the year. Construction (-15,200 jobs) and financial activities (-5,900 jobs) lost the most jobs over the year, followed by manufacturing (-5,100 jobs) and information (-2,000 jobs).

Florida foreclosures numbered 18,760 in February 2011, up 125 percent since the low point in December 2006 (8,321 foreclosures). Florida housing starts were 2,067 in January 2011, down 24.3 percent compared to the same month a year ago and nearly 90 percent since their peak month in August 2005 (20,044 units).

There were 73,994 initial claims for unemployment compensation in February 2011, a decrease of 15.2 percent from the same month a year ago and up 127.8 percent from the low of 32,489 in February 2006. Based on the Florida Economic Estimating Conference held February 21, 2011, nonagricultural employment is expected to improve during 2011, increasing by 0.9 percent over the year in 2011Q1. Employment is forecast to reach the previous peak (2007Q1) in fiscal year 2016. Florida's job market will continue to expand throughout the forecast period to 2019. The unemployment rate for Florida, currently 11 percent, is forecast to be 11.7 percent by the end of 2011. Current unemployment represents 1 million out of a labor force of 9.2 million. The forecast does not expect the unemployment rate to drop below 6.0 percent until fiscal year 2018.

Total Nonagricultural Employment
Annual Job Growth Rates
January 1974 to February 2011



Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center, Current Employment Statistics Program. Prepared March 2011 (not seasonally adjusted)

Leisure and Hospitality was the sector gaining the most jobs among Florida's major industries in February 2011. Employment increased by 3.2 percent (+29,300 jobs) from February 2010 to February 2011. Employment growth gradually decreased throughout 2007 and became negative in 2008. Growth was increasingly negative throughout 2009 and returned to positive rates in mid 2010. Annual growth went from 2.2 percent in February 2007, to 0.7 percent in February 2008, to -4.8 percent in February 2009, and finally to -2.4 percent in February 2010. The subsector that was gaining the most jobs over-the-year in February 2011 was *accommodation* (+11,200 jobs, +7.5 percent). Of the 20 metro areas in the state, twelve were experiencing over-the-year employment gains in this industry. Nationally, the February 2011 over-the-year rate of gain in the *leisure and hospitality* industry was +1.2 percent.

Private Education and Health Services employment grew by 2.5 percent (+27,200 jobs) from February 2010 to February 2011 and showed steady positive growth throughout 2007 and began slowing in 2008 and 2009. Growth began to speed up in late 2009 and steady positive growth returned in 2010, but slowed in the latter half of the year. The largest subsector contributing to growth in *private education and health services* employment was *health care and social assistance*. The subsectors that were driving the over-the-year growth in February 2011 were *ambulatory health care services* (+10,200 jobs, 2.7 percent); *hospitals* (+4,900 jobs, 1.9 percent); and *social assistance* (+4,600 jobs, 4.2 percent). Seventeen metro areas in the state were experiencing over the year job gains in this industry. Nationally, the February 2011 over-the-year growth rate in *private education and health services* was 2.2 percent, slower than the Florida rate of 2.5 percent.

Construction, reacting to continued declines in the housing market, lost 15,200 jobs over the year (-4.4 percent) in February 2011. *Construction* grew rapidly throughout much of 2005 and 2006, mostly in response to hurricane recovery activities and the housing boom but started a downward spiral in 2007. *Construction* employment peaked in June of 2006 with 691,800 jobs, but fell soon after into a period of slower growth stretching from July to December of 2006 and in 2007 began losing jobs over the year. In February 2011 there were 329,700 construction jobs in the state, a decline of 362,100 jobs (-52.3 percent) from the peak. Annual growth went from 11.2 percent in February 2006, to -3.3 percent in February 2007, to -15.1 percent in February 2008, to -23.2 percent in February 2009, and finally to -18.3 percent in February 2010. The subsector that is losing the most jobs over-the-year in February 2011 was *specialty trade contractors* (-8,200 jobs, -3.6 percent). Of the 20 metro areas in the state 14 are experiencing over-the-year declines in employment in the *construction* industry. Nationally, the February 2011 over-the-year rate of decline in the *construction* industry was -0.4 percent.

B. Short-Term and Long-Term Industry and Occupation Growth and Decline

In the short term, Florida industry sectors that have best withstood the 2007-2009 recession will be the most in demand. These are: health care and social assistance; leisure and hospitality; and trade, transportation, and utilities. In the health care and social assistance sector, ambulatory health care services, nursing and residential care facilities, and hospitals will have significant job growth through 2011, as will food services and drinking places within the leisure and hospitality sector. In the trade, transportation, and utilities sector, the job growth will be in health and personal care stores, merchant wholesalers (e.g., sellers of goods to general merchandise and grocery stores), and motor vehicle and parts dealers.

The Florida industry sectors most severely impacted by recent recessionary conditions, such as construction and financial activities, will show the least employment demand. Reduced home construction and an oversupply of commercial buildings will result in job declines in specialty trade contractors, construction of buildings, and heavy and civil engineering construction through 2011. Declines will occur in credit intermediation and related activities as a result of the banking crisis. Insurance carriers and related activities also will experience job declines.

Occupations projected to be in greatest demand are a direct result of the industry sectors that are projected to have the most growth. In the short term, the four occupations that will gain the most jobs in Florida reflect strong employment demand in the health care sector: registered nurses; nursing aides, orderlies, and attendants; home health aides, and medical assistants. It is also the case that the ten fastest-growing occupations in Florida through 2011 are all health related. The current weakness of the construction sector is reflected in the fact that carpenters, construction laborers, and electricians are among the occupations projected to have the largest short-term job declines.

Florida's population will grow at a slower rate over the next decade than during the previous ten years but will nevertheless continue to experience significant growth. In the long term, as the two large cohorts of population, baby boomers (1946-64) and echo boomers (1982-95), advance in age, employment demand in the healthcare and social assistance and in the educational services sectors will increase. In response to population growth and shifts in the demographic

characteristics of the population, industries such as ambulatory health care services, nursing and residential care facilities, hospitals, social assistance, educational services, and local government will all experience strong job gains over the next decade.

Florida's economy will expand with a more complex and competitive business environment, which will increase demand for workers in administrative and support services and professional, scientific, and technical services to assist businesses with budgets, staffing, marketing, technology, and changes in legislation. The development of intermodal logistics centers will be associated with job gains in truck transportation, warehousing and storage, and support activities for transportation. The construction sector in Florida will have strong job growth in the long term, in contrast to its short-term prospects, as industries within that sector recapture jobs lost during the 2007-2009 recession as the economy improves over the next several years.

Tourism-related industries will also continue to grow, although less robustly than in the past, with most industries in the leisure and hospitality sector projected to experience job growth at a somewhat lower rate than the average growth rate for all industries in Florida. Global competition, movement of jobs to foreign countries, and the effects of technology will be the principal causes of slow job growth or actual declines in various industries within the manufacturing, information, and agricultural sectors. Construction related manufacturing such as fabricated metal product manufacturing, nonmetallic mineral product manufacturing, and wood product manufacturing will have the strongest job growth among Florida's manufacturing industries.

In the long term, occupations in health care, information technology, construction, and education will experience the fastest growth in Florida, reflecting the employment demand in the industries in which they are prominent and the changes in demographics and advances in technology that drive that demand. Home health aides, network systems and data communications analysts, cost estimators, and special education teachers are all projected to have high rates of growth over the next decade.

With regard to gains in the number of jobs by occupation, Florida's sizable service economy will continue to experience employment increases. Many of the occupations expected to have the largest gains will include both full- and part-time workers, as well as seasonal and temporary positions that offer entrance to the labor market with minimal training requirements. Occupations such as retail salespersons, customer service representatives, food preparation workers, and general office clerks are all projected to have large job gains over the next decade.

Of the high-growth occupations, registered nurse requires the most advanced training. Just as the occupations projected to have the largest job gains often require the least training, the occupations projected to have the largest job declines, such as file clerks and data entry keyers, also tend to be performed by low-skilled workers.

C. Industry and the Demand for Skilled Workers and Available Jobs

As Florida begins to show signs of recovery from the 2007-2009 recession, and the state's population growth rates begin to improve, many industries will have a greater demand for skilled workers mainly due to changes in demographics, technology, business practices, and shifts in consumer tastes. Careers in health care, education, the professional and technical fields, and eventually construction, and construction related and advanced manufacturing will have some of the greatest demands for skilled workers. Employers will also focus on hiring more skilled workers simply because the educational attainment of workers in the labor market continues to increase as more people seek postsecondary training, making it even harder for those with just a high school diploma or less to find employment.

Also, as Florida's economic development professionals continue to focus on recruiting new businesses to the state in the fields of biotechnology, clean energy, aviation and aerospace, information technology, digital media, and advanced manufacturing, the demand for skilled workers resulting from these new and emerging industries will intensify.

The projected annual job growth for industries with high demand for skilled workers and their share of the occupations in the industry requiring postsecondary education are as follows:

Industry	Projected Annual Job Growth	Percent of Jobs Requiring Postsecondary Training
Education Services (public and private)	13,870	84.5
Professional and Technical Services	12,574	84.1
Government, excluding Education and Hospitals	1,563	83.5
Health Care	23,718	81.9
Construction	12,033	75.8
Construction Related and Advanced Manufacturing	1,445	69.0

Florida holds an annual Workforce Estimating Conference to identify occupations with high growth, high skill, and high wages to target public training dollars intended for workforce development. This conference also makes recommendations to the state workforce board on criteria for identifying high growth, high skill, and high wage occupations at the regional level for use in targeting local workforce training dollars. Because almost 60 percent of the job openings expected to occur over the next eight years in Florida will require training beyond high school, Florida has identified 91 occupations that require postsecondary vocational or community college training to target job training efforts. The occupations in the following table are some of the top occupations in terms of high growth/high demand that Florida is targeting in an effort to produce a skilled workforce.

Top Occupations in Demand Targeted by the Workforce System in Florida

Occupation	Annual	
	Percent Growth	Openings
Registered Nurses	2.52	6,467
First-Line Supervisor of Office and Administrative Support Workers	2.02	3,283
Licensed Practical and Licensed Vocational Nurses	2.42	2,483
Network Systems and Data Communications Analysts	5.35	1,442
Sales Representatives, Wholesale & Mfg, Tech. & Sci. Products	2.41	1,433
Electricians	2.09	1,344
Heating, A.C., and Refrigeration Mechanics and Installers	3.83	1,218
Employment, Recruitment, and Placement Specialists	4.59	1,009
Paralegals and Legal Assistants	2.94	841
Computer Software Engineers, Applications	3.35	750
Compliance Officers, Exc. Safety, Agriculture, Construction & Transportation.	2.45	668
Dental Hygienists	3.76	517
Industrial Machinery Mechanics	2.65	430
Security and Fire Alarm Systems Installers	3.08	348
Surgical Technologists	2.87	321

Having the workforce system target these higher skilled, higher demand occupations will result in a more productive workforce that better meets the needs of the business community.

D. State's Critical Jobs/Occupations

The jobs that are most critical to Florida's economy are those occupations that support our state's economic and population growth. Critical occupations include those that help better diversify the Florida economy and are targeted by the state's economic development community. These occupations are in the areas of life sciences, information technology, aerospace, financial and professional services, manufacturing, clean energy, and emerging technologies. Also important are occupations in STEM categories: Science, Technology, Engineering, and Mathematics.

However, occupations which currently have few openings, but have the potential for strong demand in the future, such as "green jobs" and new and emerging occupations related to health care, science, and new technologies will also be critical if Florida wants to continue to have strong job growth and continue to expand its economic base.

Occupations dealing with health care, education, the construction trades, and the hospitality career fields are critical to the state because they support Florida's current economic base. However, with the need to better diversify the state's economy and to create jobs with better earnings potential, occupations dealing with information technology, biotech, aerospace, professional services, alternative energy, and new and emerging occupations will be the most critical career fields for Florida's workforce system.

E. Skill Needs for Available, Critical and Projected Jobs

The aftermath of the Great Recession in Florida has left several industries, and the occupations within those industries, in a severe downturn. As the Florida economy rebuilds itself, innovation and knowledge-based fields and skills will be critical elements in efforts to improve efficiencies and reduce costs with the help of technology. It is only with enhancements of these skills that our state can expect to sustain healthy competition with other global economies in the future.

Jobs in demand in today's labor market require workers to be adept at using computer-based technology in order to increase productivity and to reduce businesses' operating costs. Employees who are willing to learn new skills related to a job and who are capable of expanding their knowledge of the products and services of an organization will have better success in the workplace. Likewise, the need for workers who possess multiple skill sets will grow accordingly.

Careers in healthcare; education; professional and technical services; and computer and mathematical fields; and eventually in construction and manufacturing will show strong demand for skilled workers in the future. New technologies are constantly being adopted in these areas, and so mastery of these new tools will be progressively critical for workers. The computer, which automates repetitive tasks and increases the value of non-repetitive functions in all jobs, will continue to be an integral part of the workplace. Training in technologies that complement, rather than replace, skills will continue to enhance worker autonomy and skill sets; proficiency in working with desktop computers and flexible machine tools, for example, will broaden employment opportunities for professional and manufacturing workers. Along with technology skills and knowledge, fast-growing occupations will demand extensive critical thinking, speaking, and active learning and listening skills. To supplement these skills, workers should also strive to refine their reading comprehension, decision-making, and monitoring abilities to heighten their appeal to employers.

Skills are the key to earning higher wages and salaries and to remaining competitive in the national and global economies. Conventional wisdom holds that as the economy shifts toward relying more heavily on higher-level skills based on innovation and knowledge, individuals with limited formal education and skills will increasingly fail to find jobs that pay an adequate wage - or they may not be able to secure employment at all. As such, continuing education in all fields, ranging from construction to healthcare, will be crucial for workers to secure employment in an ever-changing workplace.

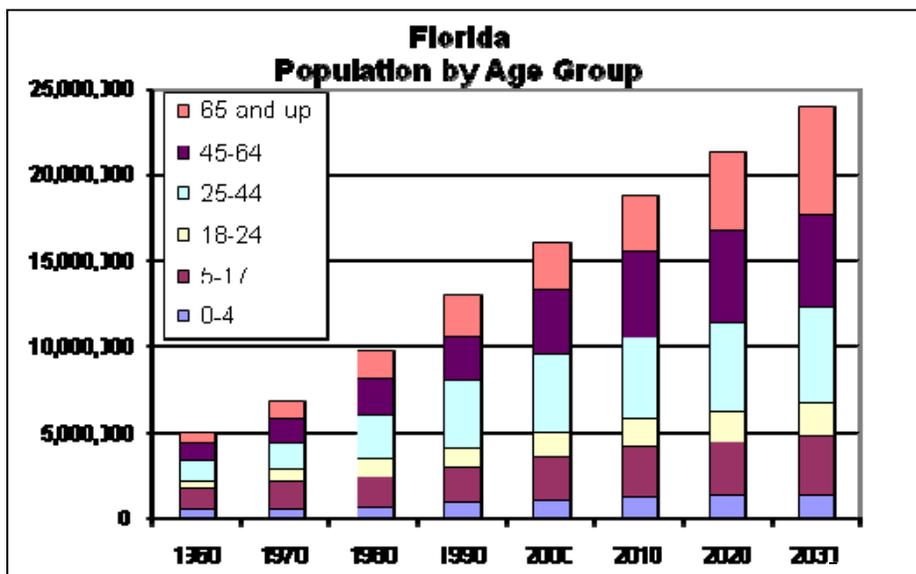
F. Current and Projected Demographics of Available Labor Pool

Florida's labor force is projected to continue to grow over the next two decades according to the Florida's Economic Estimating Conference. Florida's labor pool will reflect a smaller share of young people and a much greater portion of middle age and older people. Minorities and immigrants will also constitute a larger share of the Florida workforce in the next decade than they do today.

With the aging of the baby boomer population, Florida's population base also will continue to age, with the percentage of those residents aged 65 and over accounting for a larger share of the

population base (17.6 percent in 2000, 17.6 percent in 2010, 21.3 percent in 2020, and 26.0 percent in 2030). The prime working age population (aged 25-44) accounted for 28.6 percent of the total residents in 2000, and will shrink to 24.0 percent of the population by 2020. The older worker age group (55 and over) will expand from 27.3 percent in 2000 to 29.9 percent in 2010, before increasing to 37.6 percent by 2030 (Source: Florida Demographic Estimating Conference).

Mature workers will play a major role in addressing projected labor shortages. Due to the expected decline in available employees, it will become vitally important for employers to recruit mature workers and to initiate programs that provide incentives for other workers to remain in the workforce.



Source: Florida Demographic Estimating Conference, October 2010 and the Florida Demographic Database, February 2011.

Based on the 2000 Census, Florida’s population was 82.2 percent white, 15.4 percent black, and 2.4 percent other. The racial mix will stay relatively stable through 2010, with blacks accounting for 16.5 percent and whites representing 80.6 percent of the resident population. Hispanics are expected to increase from 16.8 percent of the population to 22.0 percent over the next decade (Source: Florida Demographic Estimating Conference).

G. In Migration/Out Migration of Available Workers

Florida’s population decreased in 2009 by 56,736 people over the year according to Florida Legislature’s Office of Economic and Demographic Research (EDR). This decrease was spurred by the declines in the housing markets, the financial crisis, and the consequent declines in the number of jobs. Florida population growth resumed in 2010 at a slower pace and the state’s Census 2010 population was 18,900,773. According to the U.S. Census Bureau Florida’s net migration from other states declined by 31,179 in 2008-2009.

Florida is dependent on in-migration to the state, as 79.6 percent of the estimated population growth between 2000 and 2009 was due to net migration (in- minus out- migration). Net migration is estimated to have fallen to record low levels with the state experiencing more out-migration than in-migration during much of 2008 and into 2009. It is anticipated that Florida experienced and will continue to have low levels of net migration through 2010 and most of 2011. Natural increase (births minus deaths) is projected to exceed net migration through the second quarter of 2011. This is largely due to national economic conditions, including weak housing markets and other lingering effects from the recession, all making it difficult for people to relocate (Source: EDR).

There was an outflow of 8,108 people of prime working age population (ages 25-44) leaving Florida for other states between 2008 and 2009, accounting for 37.8 percent of the net domestic migration. There were outflows of 22,175 and 12,579 in 2008 and 2007 respectively, in the same prime working age population group. Net domestic migration to Florida for all age groups turned positive in 2009 (+21,423 people) after negative net migration in 2007 and 2008 (Source: U.S. Census Bureau, American Community Survey [ACS]).

Looking at data over the past three decades, foreign in-migration to the state continues to increase, in all age cohorts. Foreign immigrants are typically younger than their domestic counterparts. Those aged 15-34 accounted for 48 percent of the total foreign in-migrants (someone who in-migrates) between 1995 and 2000; whereas, this age group represented 35 percent of the domestic in-migrants during this same time period.

Population grew slightly less than anticipated between April 1, 2009 and 2010. Even so, population increased by 21,869 (0.12 percent) to 18,772,352. Over the next two years, growth is expected to be less than 1 percent annually as the economy continues its slow recovery (0.49 percent and 0.79 percent). Stronger population growth is expected as the recovery picks up steam with growth rates of 1.39 percent (264,417 net new residents) and 1.60 percent (309,382 net new residents) between April 1, 2012 to April 1, 2013 and April 1, 2013 to April 1, 2014, respectively. Between April 1, 2009 and April 1, 2019, population growth is expected to average 223,675 net new residents per year, representing a compound growth rate of 1.13 percent over this 10 year time horizon. By April 1, 2016 Florida's population is expected to have broken the 20 million mark at 20,180,412 and is forecast to be approaching the 24 million mark with 23,811,183 residents on April 1, 2030.

H. State's Skill Gaps

To compete in the national and global economies workers will need basic skills like reading, writing, math, speaking, listening. Thinking skills such as creativity, logical reasoning, decision-making, problem-solving and visualization will need to be part of the curriculum in all levels of the education system. Workers who help Florida compete in the global and national economies will also need personal skills and attributes such as responsibility, self-esteem, sociability, integrity, and initiative. These skills combined with technical and computer skills for those workers who need them, will assure Florida's ability to compete in the global economy. Florida employers have indicated that basic interpersonal and critical thinking skills are the biggest gaps in the current workforce.

I. State's Workforce Development Issues

Workforce Florida's vision is: Florida will develop a globally competitive workforce. The vision is further realized through Workforce Florida's mission which is that Florida will develop the State's business climate by designing and implementing strategies that help Floridians enter, remain, and advance in the workforce, becoming more highly skilled and successful, benefiting Florida business and the entire State.

Section 445.006(1), Florida Statutes requires that Workforce Florida develop a strategic plan in conjunction with state and local workforce partners with the goal of producing skilled employees for Florida's businesses. Required elements of the strategic plan include, but are not limited to:

- *Fulfilling the workforce system goals and strategies prescribed in s. 445.004;*
- *Aggregating, integrating, and leveraging workforce system resources;*
- *Coordinating the activities of federal, state, and local workforce system partners;*
- *Addressing the workforce needs of small businesses; and*
- *Fostering the participation of rural communities and distressed urban cores in the workforce system.*

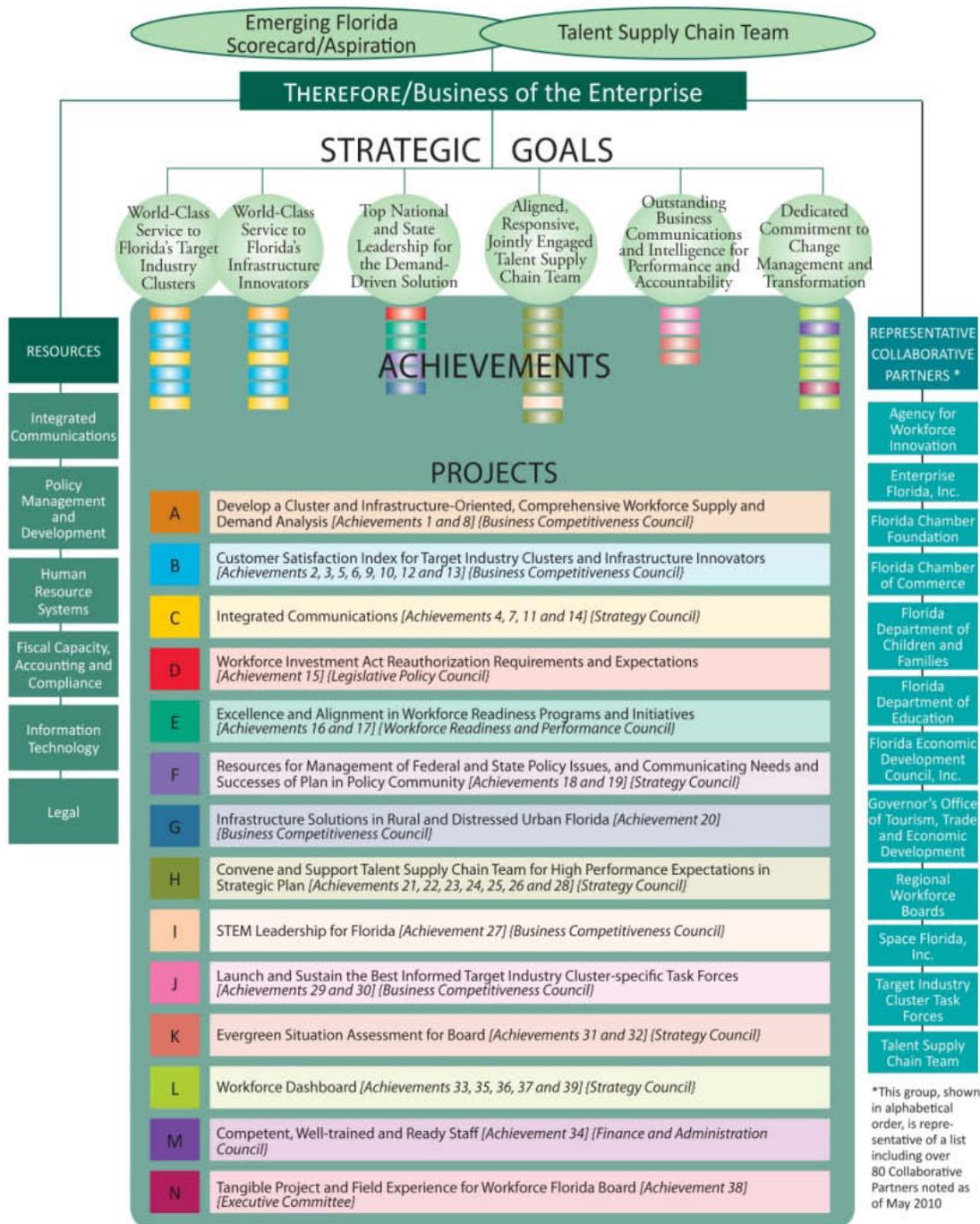
Workforce Florida's five-year strategic plan, *Creating the Strategy for Today's Needs and Tomorrow's Talent*, is intended to ensure Board members, staff, partners, and stakeholders are continuously oriented to what matters most for Florida's talent competitiveness. The strategic plan was formed and launched during a period of severe recessionary conditions and structural economic change. The Workforce Florida Board of Directors established six overarching strategic goals to aid Florida's economic recovery by supporting business retention and expansion that leads to employment opportunities giving Florida's citizens meaningful opportunities to work and build wealth and positioning Florida to be globally competitive for years to come. Six Strategic Goals are:

- *World-Class Service to Florida's Target Industry Clusters*
- *World-Class Service to Florida's Infrastructure Innovators*
- *Top National and State Leadership for the Demand-Driven Solution*
- *Aligned, Responsive, Jointly Engaged Talent Supply Chain Team*
- *Business Communications and Intelligence for Performance and Accountability*
- *Dedicated Commitment to Change Management and Transformation*

Adoption of Florida's six strategic goals evolved through the identification of 39 Achievements. The achievements define the strategic goals over the life of the plan and serve as proof of progress toward each goal. Because of the complexity of Workforce Florida projects, customers and compliance issues, achievements may include traditional metrics, objectives, marketing, desired policy language, research and behavioral indexes.

The Workforce Florida Board continues to confront the challenges of getting Floridians back to work while focusing on the most promising near and long-term opportunities to diversify our state's economy. The Board is leading by example through collaboration with key agencies and

organizations, the activation and engagement of a Talent Supply Chain Team and sound change management. Since the plan was delivered to the Governor and Legislature in January 2010, Workforce Florida has continued its collaboration to create 14 Operating Project Plans to advance this strategic work. The accompanying Strategic Plan Integrated Framework (graphic) reflects Florida's six strategic goals and 14 Operating Projects, Resources and a representation of more than 80 Collaborative Partners as Florida's workforce investment system moves forward with "*Creating the Strategy for Today's Needs and Tomorrow's Talent.*" See the Strategic Goals, Achievements, and Project Chart below.



Florida's current unemployment rate is 2.5 percent points higher than the national rate of 9.4 percent. With over 1,100,000 Floridians out of work, Florida's top workforce issue and priority is getting as many Floridians as possible back to work as quickly as possible. This involves: assessing the job seekers' skills in order to match with an existing job; providing skills or upgrading of skills, if necessary, through workforce training to qualify the job seeker for a job; and, connecting the right job seeker with the right employer to fill the job.

Workforce Florida has maintained the Employ Florida Marketplace (www.employflorida.com), the state's comprehensive online labor exchange tool which provides employers, job seekers,

students, and training providers and workforce system professionals, at no cost to the users, round-the-clock access to comprehensive and convenient workforce services.

Additionally, Workforce Florida has enabled the funding of The Conference Board's Help Wanted OnLine so that the workforce system has the most up-to-date information on job openings. This information is available at the state and regional level.

Further, the Agency for Workforce Innovation's Labor Market Statistics Center has created regional supply/demand models to help regional workforce professionals better identify opportunities for short-term training and job placement in their areas. For the first time ever, workforce supply by source and demand information has been collected in a single yet comprehensive format. Given the newness of this innovative tool, the Agency's Labor Market Statistics Center staff has held three technical assistance workshops with regional staff to give guidance on how this tool can be used and to respond to questions of local staff.

However, despite the assistance which these tools provide to the job seeker, the essential element of getting employment is the availability of jobs. At the present time, there are approximately five job seekers to every one job opening. While workforce services continue to prepare job seekers for future employment, economic growth and the creation of jobs continues to be the controlling factor in employment.

J. State's Workforce Development Issues Critical to Economic Health and Growth

One of the six priorities identified in the 2010-2015 *Roadmap to Florida's Future* – Enterprise Florida's Strategic Plan for the State is to “Build World-Class Talent.” Talent has emerged as the top economic development issue for a knowledge-based economy. Because a highly skilled workforce is key to the successful creation, recruitment, retention, and expansion of businesses, education has become the fundamental driver of a state's economic success. Skilled, educated talent is essential to productivity improvements, higher wages, and innovation. The linkage between education at all levels and the diversification of Florida's economy has never been as critical and world-class talent has never mattered more than it does today.

The 2011 Progress Report of the 2010-2015 Statewide Strategic Plan for Economic Development included five specific recommendations to expand Florida's world-class talent base. These recommendations, and our focus on alignment to economic development and the marketplace, have helped Florida's workforce system prioritize what is the most critical to our economic health and growth:

- Continuing to raise expectations and achievement at the K-12 level;
- Expanding career education and industry certification programs to meet changing skill demands;
- Ensuring higher education excellence and alignment with business needs from the baccalaureate through graduate levels;
- Better aligning workforce education with industry trends and enhancing workforce training for existing jobs; and
- Placing a priority on science, technology, engineering and math (STEM) from elementary to higher education.

Highlights of how Workforce Florida and Florida's workforce system are responding to these specific recommendations follow below.

Expanding Career Education and industry certification programs to meet changing skill demands – Raising Expectations and Achievement at the K-12 Level

Florida's Career and Professional Education (CAPE) Act has its roots, in part, on a best practice and innovation in the northwest area of our state. That best practice between a Regional Workforce Board, its businesses and industry, and education evolved into what is now recognized and heralded as a "Model of 21st Century Career and Technical Education" in the February 2011 Harvard University's "Pathways to Prosperity: The Road to an American Solution." Producing future talent in those sectors identified by Florida as high-growth with high wages ensures that our state will be able to attract and retain businesses in these sectors and to develop a knowledge-based economy.

CAPE seeks to ensure that education, industry, workforce and economic development partners in every community - all 67 counties of Florida - are collaborating to create new and meaningful opportunities for students. By providing young people with the cutting-edge training and certifications they need for high-skill, high-wage jobs in Florida's target industries, CAPE supports diversification of the state economy. Workforce Florida, in collaboration with the Florida Department of Education and the Agency for Workforce Innovation, annually approves and publishes the state's Comprehensive Industry Certification List. Now including more than 400 certifications, the list is used by school districts in planning and designing programs that support their regional economies. Additionally, the Employ Florida Banner Center for Secondary Academies continues to serve as a technical resource to Florida's existing and newly created career academies.

Ensuring Higher Education Excellence and Alignment with Business Needs from the Baccalaureate through Graduate Levels

Workforce Florida's Board of Directors established the following goal to "Convene and Support Talent Supply Chain Team for High Expectations in Strategic Plan" as part of the 2010-2015 Strategic Plan "*Creating the Strategy for Today's Needs and Tomorrow's Talent.*"

A Successful Talent Supply Chain is: A seamless, user-friendly, outcome-oriented flow of learning making optimal use of all Florida educational systems, programs and resources influenced by the voice of business, industry and education.

- Florida is developing the right talent (skills) for the right industries at the right time
- Florida students know where to go to get the skills they need for the careers they choose
- Florida is allocating resources to programs supported by the economy
- The Florida talent supply chain is flexible and able to adjust to changing industry demands and economic climate
- Florida education resources are being used to capacity

Key Overarching Objectives

- Expedite the formation of Florida's Talent Supply Chain Team with protocols of shared roles, communication, issue development; staged action plans and policy identification
- Engage global education and business partners to provide critical intellectual knowledge and expertise
- Establish critical performance metrics to meet Florida's demand-driven workforce through world-class talent (educational degrees, certifications, etc.) to measure economic impact (on-the-job training, remedial education, talent departure); and to project future Talent Supply Chain needs
- Promote Science, Technology, Engineering and Math (STEM) education
- Identify pathways to map Florida's Talent Supply Chain
- Develop high performance meeting agendas and documentation
- Provide sustainability recommendations for Florida's Talent Supply Chain Team to assess Florida's societal needs to connect education delivery systems to workforce and economic demands; establish collaborative priorities; identify needed resources; and provide the platform for on-going talent development for world-class service.

Workforce Florida is working with the Florida Department of Education and the State University System's Board of Governors through the Higher Education Coordinating Council, created last year by the Florida Legislature, to address the entire talent supply chain system and aligning activities with the Florida marketplace and economic development priorities.

Better aligning workforce education with industry trends and enhancing workforce training for existing jobs

Workforce Florida is working with its collaborative partners, including the Agency for Workforce Innovation and Enterprise Florida, to complete a comprehensive workforce supply and demand study - first recommended in the 2010 *Roadmap* and expanded on in Workforce Florida's own strategic plan - that will better integrate the state's training programs to anticipated employer needs in targeted industry clusters. This new approach is based on the understanding that analyzing occupations and critical skill sets within Florida's targeted industry clusters can help identify which occupations provide the best opportunities for investment to build different types of skills, identify gaps and build career ladders - entry-level through advanced - in high growth areas. This supply/demand modeling focused on occupational skills can help guide both new entrants to the workforce as well as incumbent workers, Florida's workforce system and education providers by comparing workforce needs to the numbers and types of training, certificates and degrees awarded. The first industry clusters to be addressed include aviation/aerospace and clean technology. These will be followed by homeland security and defense and life sciences in Year Two and financial and professional services and information technology in Year Three.

The Employ Florida Banner Centers initiative also directly aligns workforce education with industry trends and enhances workforce training for existing and future jobs. Banner Centers foster strong collaboration among workforce, education, industry and economic development partners focused on one mission: to create market-relevant training to improve the quality and availability of talent for the industry sector they represent. According to labor market statistics,

more than 70 percent of the current labor force will be in the state's workforce in 2020 - making the Banner Centers' cutting-edge skills training vital to businesses and to Florida's future.

Workforce Florida's Employ Florida Healthcare Workforce Initiative is another example of enhancing workforce training for existing jobs. Healthcare was the only industry sector that experienced job growth consistently during the recession. This \$6.5 million initiative was launched as an innovative solution to help unemployed Floridians find jobs in the healthcare sector and to help individuals already in the profession move up the career ladder.

Placing a Priority on Science, Technology, Engineering and Math (STEM) from Elementary to Higher Education

Florida's increasingly knowledge-based economy is driven by innovation - the foundation of which lies in a dynamic and well-educated workforce equipped with science, technology, engineering and math (STEM) skills. Going forward, more and more jobs will require at least a basic understanding of scientific and mathematical principles, a working knowledge of computer hardware and software, and problem solving skills developed and refined through coursework. According to the U.S. Bureau of Labor Statistics, 15 of the 20 fastest growing jobs will require substantial math or science preparation. Unfortunately, Florida - like much of the rest of the country - is failing to develop an adequate supply of workers with the STEM skill sets needed across a range of industries and emerging segments of the innovation economy. Florida's business community has expressed serious concerns about looming shortages of high quality engineers, scientists, information technology workers, and technicians of all types - and how such shortages will adversely impact the state's economy.

Recognizing this challenge, Workforce Florida has provided funding to create and manage a Florida STEM Council building on the framework established by Enterprise Florida's Strategy Council Ad-Hoc Subcommittee on STEM Education. The Florida STEM Council is intended to be a collaborative public-private partnership that will provide one business voice for Florida's science and technology education. More background on Enterprise Florida's STEM education work is available at www.eflorida.com/roadmap under strategic initiatives.

The mission of the Florida STEM Council is to serve as platform to coordinate and leverage diverse and disparate STEM programs, to facilitate easy access by Florida businesses thus accelerating industry engagement, to advocate for STEM education (in traditional, virtual, and experiential settings) and to imbue STEM precepts from elementary through graduate-level education.

V. Overarching State Strategies

A. Use of WIA Title I Funds to Leverage Federal, State, Local and Private Resources

The Governor's vision in Florida for increasing training access and opportunities for individuals is anchored in state statute that requires that 50 percent of the formula funds for adults and dislocated workers must be allocated to Individual Training Accounts (ITA) unless the local board obtains a waiver from Workforce Florida. This requirement affirms the vision of the Governor that a majority of funding must go for direct training related costs. Costs that qualify

under the 50 percent rule will include all customer service costs associated with the ITA program such as tuition, fees and materials, ITA performance payments, and the costs of assessment, career planning, and case management. This rule will apply to both regular formula and American Recovery and Reinvestment Act (ARRA) funding. The vision of the Governor is that the additional funding resources result in more individuals getting training and obtaining employment.

The cost of all forms of basic literacy training will be included, as well as the value of any Pell Grant coordinated with an ITA. The total value of such Pell awards will be added to the local board's adult and dislocated worker allocations in the computation of compliance with the 50 percent rule. This policy provides an incentive for Regional Workforce Boards to coordinate and leverage other funding resources such as Pell Grants.

Prior to July 1, 1999, the State issued guidance, via a guidance paper, PDI WDCP-00-002, which addressed initial eligibility for inclusion on the State Eligible Training Provider List (ETPL) and the use of ITAs. The State List was compiled based on information submitted by the Regional Workforce Boards. These local boards were responsible for carrying out the application process for providers within their geographic regions as described in the WIA federal regulations at 20 CFR section 663.510. As a part of the local application process, Regional Workforce Boards broadly advertised the instructions for making a local application. Invitations went to known providers in the region in an effort to attract the broadest possible array of eligible programs. Those regions, which border states other than Florida, and which typically use out-of-state providers, were instructed to make the process known to those providers and to receive their applications for consideration to be added to the local list. All providers were required to submit an application.

Eligible provider programs for the first year fell into one of three categories: Additional providers are added to the initial list as the names of those training providers are submitted by the Regional Workforce Boards. The state agency responsible for developing and maintaining the state list is the Agency for Workforce Innovation. The state guidance addressing grievances is available on the Agency for Workforce Innovation's website at <http://www.floridajobs.org/>. Those providers denied inclusion on the ETPL are allowed to utilize those procedures. All private schools must be licensed with the Commission for Independent Education. All educational institutions must meet the local requirements established by Regional Workforce Boards. All training programs must be on either the Regional Workforce Boards' Targeted Occupations List (TOL) or the State TOL.

The increased emphasis on training and the new emphasis on emerging "green" jobs will require that Workforce Florida and Regional Workforce Boards work with existing training providers to develop the training that is needed for individuals to obtain the new "green" jobs. Workforce Florida has already taken a huge step in investing state-level funding and obtaining state general revenue support for the establishment of several Banner Centers that are tasked with working with industries to develop new training curricula for new and emerging occupations. The current funding crisis faced by public educational institutions including community colleges and universities provide an incentive for them to partner with the workforce community to tap into that funding resource.

Florida allows local Regional Workforce Boards to establish ITA limits and durations. Apprenticeships and other on-the-job training (OJT) type programs are strongly encouraged throughout the state as alternative methods of skills training. Many of the youth grants that have been funded using statewide 15 percent funding encourages and incorporate apprenticeships as valuable deliverables through the request for proposal process.

The Governor is committed to increasing training opportunities to individuals through alternate delivery vehicles such as OJT and customized training. Regional Workforce Boards are encouraged to develop local partnerships with community businesses and industry thus encouraging economic development in their areas. Final guidance [AWI FG 00-009](#), issued on May, 30 2000 provides Service Providers guidance related to OJT. The coordination of workforce training programs with economic development strategies as envisioned by the Florida workforce legislation begins at the Regional Workforce Board level and is coordinated at the state level by Workforce Florida. To further the encouragement of regional boards to consider OJT and customized training strategies the state has requested waivers that will allow the reimbursement of up to 90 percent of the cost of an OJT and to decrease the percentage that an employer must pay for customized training to a low of 10 percent for very small employers. This strategy can help in those emerging “green” occupations when traditional classroom training is very limited or non-existent.

A primary principle of Florida’s workforce strategy is the aligning of education and training programs with high-paying, high-demand occupations that advance individuals’ careers, build a more skilled workforce, and enhance Florida’s efforts to attract and expand job-creating businesses. Occupational demand and the alignment of educational training programs require a coordinated effort by Regional Workforce Boards and local educational institutions. Annually, occupations and associated training programs are reviewed to insure continued growth and demand within the respective region, with emerging demand occupations being added to the list of approved occupations and declining occupations being removed.

Additionally, Florida’s Quick Response Training (QRT) and Incumbent Worker Training (IWT) programs, two of the flagship tools at Workforce Florida, are market relevant providing just-in-time training driven by industries’ needs and industries’ choices in training providers. QRT and IWT serve as powerful tools for workforce investment by leveraging public workforce system funds with private sector resources.

The QRT and IWT programs have an outstanding track record of return on investment as it relates to wage income. “Per capita income” may be the single best economic indicator which measures the effectiveness of a regional or state economy. Both of these programs drive up per capita income wages, even though these programs do not mandate wage increases. Workers participating in the QRT program had a 30.3 percent increase in wages and those participating in the IWT program had a 5.24 percent increase in wages following training.

Florida’s IWT program, funded from the 15 percent state set-aside, is set in statute at \$2 million annually. The program requires a minimum 50 percent match from participating employers. Reduced match requirements/waivers are provided for companies with 25 or fewer employees and companies located in rural/brownfields/enterprise zones/hurricane impacted areas.

Employed Worker Training programs locally deployed by Florida's Regional Workforce Boards have also proven to be very powerful. The best programs are those that are really nimble, with a short application process, quick turnaround on requirements, and provide 50 percent or even 75 percent of training funding in some cases. It is essential that businesses have a mutual investment to ensure that their employees that benefit from this training follow through with the training.

B. Strategies to Address National and State Direction

The state embraces national strategic priorities:

- implementation of a demand-driven system, system reform to eliminate duplicative administrative costs and to enable increased training investments;
- enhanced integration of service delivery through One-Stop Career Center delivery systems nationwide;
- refocusing of the WIA youth investments on the neediest youth populations;
- collaborative service delivery across federal programs, and increased accountability;
- improved development and delivery of workforce information to support workforce investment boards in their strategic planning and investments;
- providing tools and products that support business growth and economic development;
- providing quality career guidance directly to students and job seekers and their counselors through One-Stop Career Centers;
- faith-based and community-based organizations playing an enhanced role in workforce development;
- enhanced use of waivers and workflex provisions in WIA to provide greater flexibility to states and local areas in structuring their workforce investment systems; and;
- reporting against common performance measures across Federal employment and training programs.

Building on the *White House Task Force for Disadvantaged Youth Final Report* recommendations that an interagency group be created to help facilitate interagency collaboration at the state and local levels for federally funded youth programs, Florida continues to grow and refine its Florida's Strengthening Youth Partnership (SYP) initiative. SYP focuses its attention on ensuring that every young person in Florida is ready and able to pursue a meaningful job path upon exiting secondary education. SYP has become the vehicle for Florida's response and participation in the federal Shared Youth Vision initiative. The partnership is built on an interagency model of collaborative planning, execution, and evaluation, and currently includes representatives of those agencies aligned at the federal level. In 2006 the federal partners issued a competitive proposal to all states for the opportunity to attend national Advanced Youth Forums and be eligible to make application for financial assistance to demonstrate the implementation of the State's collaborative strategy at the service delivery level. Florida was chosen as one of the 16 states to receive funding for two pilot sites in Florida to replicate the Strategic Youth Vision with targeted services for at-risk youth. The pilot in Charlotte County has set up an Offender Re-entry Board to improve educational and employment outcomes for offenders and decrease the recidivism rate. Through the pilot, a family guide to services has been created and forums have been held to help families learn family-friendly coping behaviors.

Other examples of implementation of these strategies include The First Coast Workforce Development Board (Jacksonville and surrounding counties) conducting a community assessment and action plan for serving youth with special needs with processes being documented to create a model for replication in any community (for more information go to: http://www.workforceleadership.net/project/shared_youth_vision.) and Florida's participation in several Peer to Peer forums, allowing Florida to continue to strengthen its efforts and to become a mentor state to Louisiana.

C. Strategies to Identify and Target High Growth Industries and Occupations

Collaboration is key to the state's economic recovery and success. Florida's workforce system has strategically cultivated partnerships with business, economic development and education groups to ensure workforce policies are aligned with the state's economic development priorities that target high growth industries. These strategic partnerships help ensure that training resources are prudently invested in ways that boost local, regional and state economic development initiatives aimed at diversifying and growing Florida's economy. By directing resources to industries in which Florida has a competitive advantage, the state's economy is better positioned to recover fully from the recession. . Workforce Florida members and staff participate in a number of strategic partnerships including Enterprise Florida's Board of Directors, Space Florida's Board of Directors, the Workforce Florida/Space Florida Joint Aerospace Workforce ad hoc committee, the Enterprise Florida Stakeholders Council and Rural Economic Development Catalyst Project as well as the Florida Chamber of Commerce Foundation annual summits, the Florida Economic Development Council and the Florida Film Commission, to name a few. Workforce Florida, the Agency for Workforce Innovation and the Regional Workforce Boards also work closely with local chambers and economic development councils as well as numerous other business and industry associations and education partners

Creating the Strategy confronts the challenges of getting Floridians back to work while also focusing on the most promising opportunities to diversify our state's economy for national and global competitiveness. Two of the six strategic goals in the plan include World-Class Service to Florida's Target Industry Clusters and World-Class Service to Florida's Infrastructure Innovators. The six high-impact target industry clusters - the very same clusters in the state's economic development roadmap - that will be focused on intently over the next three years include:

- Aviation and Aerospace
- Clean Technology
- Financial/Professional Services
- Homeland Security and Defense
- Information Technology
- Life Sciences

These six industry clusters, on average, provide wages that are 50 percent higher than the state's average wages and are forecast to add jobs through 2015. The infrastructure industry clusters, although not focused on by the state's economic development practitioners since these typically do not provide exportable goods or services, include healthcare, energy, broadband,

transportation and water resources. Workforce Florida's strategic plan specifically identified these infrastructure clusters since these underpin a reliable and healthy business climate for all other businesses in the state as well as the health and well-being of all Floridians. Average wages in occupations in these infrastructure industry clusters are also higher than average.

Among the projects underway to help facilitate diversification of the state's economy while focusing on job growth in high-wage occupations associated with the identified targeted industry and infrastructure clusters includes the following:

Workforce Supply and Demand Analyses/Industry Cluster Task Forces: In support of Florida's economic development priorities to grow high-value, target industry clusters, the first of a series of comprehensive supply/demand analyses are in the early stages of development. The request for these rigorous analyses were first requested in the state's economic development plan in 2010. The first analyses will focus on two of the six targeted industry clusters: aviation/aerospace and clean technology. Aviation/Aerospace was chosen as one of the first targeted clusters of interest given the significant transformation occurring in this legacy sector due to the retirement of the shuttle and the resultant dislocation of thousands of aerospace workers (direct and indirect). Additionally, business-led task forces, comprised of "C" level executives representing businesses within the cluster are being created to leverage business intelligence in developing talent statewide. These task forces will help Workforce Florida and the entire workforce system statewide evaluate whether we are on the right pathway for creating the talent businesses need within the sector of reference, from entry-level through to advanced occupations within the sector.

Customer Satisfaction Index for Target Industry Clusters: Developing and launching indexes that assess and benchmark talent development efforts in critical industry clusters are key achievements in advancing the goals of world-class service to targeted industry clusters and infrastructure industries. Like the supply/demand analyses, an index will be created for six industry clusters, two per year over the next three years. In implementing this course of work to measure the satisfaction of the marketplace, that is the satisfaction of the employers that hire Floridians, Workforce Florida is delving into an area that no other state nationwide has undertaken. Results from the customer satisfaction indexes will enable the state's workforce system and educational partners to re-calibrate and focus talent development activities based on the results of this project.

State-Led Regional Workforce/Economic Development Capacity-Building Initiative: Given the scope and depth of the impact of the recession on Florida's workforce system and economic development organizations, efforts are underway to form business-retention teams, comprised of workforce, economic development and community development practitioners, to improve stakeholder engagement, advance best practices that are aimed at business retention, and enhance marketing and asset identification for regional business and job retention and expansion. This is vital given the state's high unemployment rate and the need to provide the best customer service to our existing businesses. The teams will also consider how best to assist regional businesses enter into or advance their activities in international trade, an area of great economic promise for the state's economy. This work will be accomplished in Florida's eight economic development regions, beginning first in two or three test-bed regions that will then assist other regions as they come on line.

Global Trade and Logistics Talent Development Initiative: As a result of the Florida Chamber Foundation's Trade and Logistics Study released in December 2010, Workforce Florida's Sustainability and Infrastructure Committee has conducted a series of interviews with subject matter experts across the state to solicit input on how best to respond to the four education and training recommendations contained in the study. Given the state's 14 deepwater ports—more than any other state in the country - and the large number of international airports and transportation arteries, as well as the state's geographic proximity to Latin America and the Panama Canal, the state's businesses and residents are in a strong position to take full economic advantage of our natural assets. Workforce Florida will provide funding to act on the study's recommendations by creating global logistics career academies and market-relevant training for companies located in or supported by the state's deepwater ports.

Employ Florida Healthcare Workforce Initiative: Healthcare was the only industry sector that experienced job growth consistently during the recession. Through 2018, employment in this sector is expected to increase by nearly 20 percent, compared to 14 percent for all other industries combined. Also, healthcare is an infrastructure industry that is essential to quality of life and business climate in Florida. That is why Workforce Florida has developed the Employ Florida Healthcare Workforce Initiative in partnership with the Agency for Workforce Innovation and several of the state's Regional Workforce Boards. This \$6.5 million initiative was launched as an innovative solution to help unemployed Floridians find jobs in the healthcare sector and to help individuals already in the profession move up the career ladder. The initiative has two phases. In Phase One four South Florida Regional Workforce Boards (heavy populations centers of the state) initiated special innovative projects with collaborative partners to respond to market needs and opportunities in their communities by focusing on:

- Critical healthcare occupational shortages for registered nurses;
- Training for newly licensed registered nurses to increase retention and increase the supply of specialty nurses, and
- Training of incumbent workers in critical nursing areas – critical care, emergency room, pre-operative and women and children.

To date, one of those regions already has exceeded its participant goal by more than 65 percent. For Phase Two, 12 additional Regional Workforce Boards received funding through a competitive process for projects that focus on medical code specialty certification, health information technicians, transitioning through skills update training licensed practical nurses seeking to earn an registered nurse credential, training to transition registered nurses to specialty registered nurses, and transitioning workers with healthcare backgrounds to pursue higher levels of training in nursing, and as pharmacy technicians and health information technicians. A special ad hoc committee of Workforce Florida has been tasked to oversee the entire initiative, which is funded through June 2011 and track best practices. The committee is comprised of Workforce Florida members, Regional Workforce Board members, healthcare practitioners statewide, and educational institutions with expertise in healthcare training delivery. In addition, an Employ Florida Banner Center for Healthcare Workforce is planned.

Aerospace/Aviation: Aerospace is a legacy industry for Florida, where the lieutenant governor serves as vice chair of the Space Florida Board of Directors, whose members include a

representative from Workforce Florida. Historically, it is the state's world-class aerospace workforce that has propelled Florida to global leadership through imagination, ingenuity and innovation. As Florida's aerospace industry based in Brevard County continues to experience a historic transition with the impending end to the Space Shuttle Program, the future of the engineers, researchers, technicians, administrative workers and others employed by this sector – as well as those employed by interdependent businesses – continues to be a priority for the state workforce system.

The state recognizes that the aerospace workforce is a key component of Florida's economic character, and to Brevard County in particular. The Shuttle's end poses myriad challenges - from loss of jobs and individual income potential, to the region's ability to attract industry, to the very foundation of Florida's Space Coast identity. Florida, through its investment in employment and training solutions for aerospace workers, has demonstrated a decade-long commitment to ensuring this legacy sector has the talent to thrive. In 2010, the Workforce Florida Board of Directors provided \$1.85 million to Brevard Workforce for the Aerospace Workforce Transition Program. It offers services such as resume writing, career guidance and skills assessment as well as training opportunities to aerospace workers seeking new employment in aerospace or other industries. About 5,000 Space Coast-area workers received varying levels of service, including more than 950 who received training assistance or are currently in training.

Workforce Florida also continued its support of the Employ Florida Banner Center for Aviation and Aerospace, also known as the Aerospace Resource Center, based at Florida State College at Jacksonville. The Banner Center offers newly developed, industry-designed training that addresses technological advances and changing workforce skills requirements as well as certifications. Among the Banner Center's Industry Advisory Council members are representatives from Embry-Riddle Aeronautical University, Indyne Inc., Lockheed Martin Space Systems, NASA, Space Florida Inc. and the University of Florida.

Additionally, Workforce Florida joined with Space Florida to create the Workforce Florida/Space Florida Ad Hoc Committee. The Committee is developing a plan to guide the investment of the \$3.2 million appropriated by the 2010 Legislature to address the employment and training needs of aerospace workers and exploring the use of distance-learning for innovative continuing education programs between states and countries that will enhance Florida's existing aerospace workforce.

D. Strategies to Promote and Develop Strategic Partnerships

Several initiatives are in place to promote and develop ongoing strategic partnerships that include business and industry, economic development, the workforce system and educational partners (K-12, community and state colleges, universities) with the purpose of continuously identifying workforce challenges and developing solutions to target industry workforce challenges. Several of these initiatives have already been elaborated on earlier in this document.

Employ Florida Banner Centers: The concept surfaced formally in the *2004-2009 Roadmap to Florida's Future* and remains a world-class talent component of the latest economic development blueprint for Florida. Employ Florida Banner Centers are statewide, go-to resources for businesses in high-value industry sectors. Banner Centers foster strong

collaboration among workforce, education, industry and economic development partners focused on one mission: To create market-relevant training to improve the quality and availability of talent for the industry sector they represent. According to labor market statistics, more than 70 percent of the current labor force will be in the state's workforce in 2020 – making the Banner Centers' cutting-edge skills upgrade training vital to businesses and to Florida's future.

Through this innovative model which facilitates replication instead of duplication of curricula, Banner Centers are able to deliver workforce development products, services, training and access to industry certifications to promote and support economic development in targeted industries. In 2010-2011, there are 14 current and planned centers. Among the numerous Florida businesses engaged with the centers are: CSX Transportation, Dollar General, Florida Power & Light, Gulf Power Company, Jabil Circuit, JetBlue Airways, Piper Aircraft Inc., Publix Supermarkets, Progress Energy, Target, Tropicana and Walmart.

Nearly 3,000 people were trained through Banner Centers in 2009-2010. Since 2006, more than 6,000 people have enrolled in Banner Center training, with more than 3,000 earning either industry or academic credentials. Banner Center trainees' wages increased on average by 21 percent one year after completion of training. Although still a cross-collaboration model that continues to be improved upon, it was recognized by the International Economic Development Council as a best practice for educational partnerships in 2009.

Career and Professional Education (CAPE): The Career and Professional Education (CAPE) Act was created by the Florida Legislature to attract and retain targeted, high-value industries and to develop a knowledge-based economy. It seeks to ensure that education, industry, workforce and economic development partners in every community are collaborating to create new and meaningful opportunities for students. By providing young people with the cutting-edge training and certifications they need for high-skill, high-wage jobs in Florida's target industries, CAPE supports diversification of the state economy. Workforce Florida, in collaboration with the Florida Department of Education and the Agency for Workforce Innovation, annually approves and publishes the state's Comprehensive Industry Certification List. This list, now including more than 400 certifications, is used by school districts in planning and designing programs that support their regional economies. Additions to the list are considered for occupations that are either in demand or tied to emerging industries, or meet certain other criteria.

STEM (Science, Technology, Engineering and Math): A strong pool of workers skilled in science, technology and math is key to Florida's ability to compete globally. Consider: 42 percent of college undergraduates in China earn degrees in science and engineering, compared to 5 percent of students in the United States. And the U.S. Department of Labor projects that by 2014, 15 of the 20 fastest-growing jobs will require substantial math or science preparation. In 2009, Workforce Florida and Enterprise Florida collaborated to create the framework for **STEMflorida**, a partnership that has drawn participation from more than 400 stakeholders and includes the Florida Council of 100, the Florida Chamber of Commerce and the Florida Department of Education. The business-led partnership, funded with a \$580,000 grant from Workforce Florida, is connecting education, workforce, industry and economic development leaders as they identify opportunities to build and measure the state's supply of STEM-skilled workers. Key goals include improving collaboration and coordination of Florida STEM efforts

and ensuring industry involvement in STEM education as well as boosting experiential opportunities for STEM training.

As part of “Florida’s Race to the Top” implementation, each participating Florida school district must add at least one additional high school career and technical program that provides training for occupations requiring STEM skills. The programs must lead to a high-wage, high-skill career for a majority of graduates that supports one of Enterprise Florida’s eight targeted clusters and must result in an industry certification.

The *STEMflorida* Business Steering Council includes representation from Florida companies such as The MITRE Corporation, Gulf Power Company, IBM, Jabil Circuit, Scripps Florida, Harris Corporation and Lockheed Martin. The Council is working through Florida’s eight economic development regions to foster collaboration, track STEM activity and outcomes statewide, create a comprehensive STEM plan for Florida, increase the number of students entering and completing advanced STEM studies and increase internship and externship opportunities.

Florida Energy Workforce Consortium: A key challenge for the U.S. and Florida energy industry is the shortage of skilled craftsmen and utility workers. The energy industry depends on the skilled trades and energy maintenance and line workers to maintain and expand the energy infrastructure, including maintaining and updating current facilities and building new facilities. In 2006, Workforce Florida helped create the Florida Energy Workforce Consortium to define and begin to address energy workforce challenges in our state. The consortium includes representatives from all major electric utilities and associations as well as state economic development, workforce development, education, and organized labor. The consortium’s primary goals are to develop accurate projections of future energy industry workforce needs and to prioritize those needs for focused educational and recruiting efforts. The consortium is addressing several key objectives: Career Awareness, Funding and Resources, Policy & Education, Untapped Labor Pools and State Outreach. Due to the work of this industry-led workforce consortium, the Energy Sector was identified by the Florida Department of Education as a stand-alone career cluster. Before, the energy industry had been classified under architecture.

Global Trade Training Pilot Project: International trade is the fastest growing sector in Florida’s economy, accounting for 44,000 Florida companies and the second largest concentration of exporters in the nation. Additionally, more than 1.1 million jobs in Florida depend on international business, with 850,000 linked to international trade. Per the U.S. Department of Commerce, global companies, on average, grow faster, pay 15 percent higher wages and are much more profitable than those that don’t export.

To assist Florida companies to become stronger competitors for foreign business prospects, Workforce Florida is participating in the Global Training Pilot Project which is being coordinated by Enterprise Florida, the principal economic development organization for the state. Employees of businesses targeting the international trade sector will receive export management and process training. This pilot program demonstrates Workforce Florida’s commitment to helping existing Florida companies increase their chances for success in the global marketplace, while bringing more jobs and investment into the state.

Growing Florida's Green Talent: *A Workforce Florida Priority:* Talent drives innovation and is also essential to Florida's goal of growing a greener state economy, as workforce development and economic development are inextricably linked. Workforce Florida's Sustainability and Infrastructure Committee developed one of the nation's first definitions for green jobs and identified eight recommendations for growing green talent statewide.

Florida's Strengthening Youth Partnership (SYP): This initiative was begun in 2003 to enhance communication, coordination and planning among key state agencies that play a role in developing Florida's youth, particularly in the area of workforce skill attainment. The initiative is the vehicle for advancing the new federal Strategic Youth Vision to increase positive outcomes for out-of-school youth and those most at-risk of dropping out at the state and local levels. The focus is on engaging and preparing youth for the workforce "supply pipeline" needed by businesses. The SYP initiative directly supports two of the State's workforce strategic imperatives: 1) Support Training & Development of Florida's Talent Pipeline; and 2) Strengthen Partnership with Workforce Education. The State's Youth Opportunities Committee has as its primary objectives: a) increase the number of high school graduates as well as completers; b) increase the number of youth who obtain a job that provides a living wage; and c) encourage statewide employer/employee associations and the Chambers of Commerce to work together with Regional Workforce Boards, school districts, and post-secondary institutions to help first-time workers enter and advance in the workplace.

One example of a strategy that promotes and develops strategic partnerships is a joint initiative with the Department of Juvenile Justice to provide jobs to at-risk youth in the counties of Pinellas, Hillsborough, Manatee and Sarasota. As outlined in Florida's 2010 State Appropriation Act, Proviso Line Item 1195 directed the Department of Juvenile Justice as follows:

"From the funds in Specific Appropriation 1195, \$1,000,000 from nonrecurring general revenue is provided to develop a pilot program to provide jobs to at-risk youth. The department shall contract with non-profit or faith-based organizations that have experience in providing services to at-risk youth and community involvement in the counties of Pinellas, Hillsborough, Manatee and Sarasota."

Additionally, the Workforce Readiness & Performance Council/Youth Opportunities Committee, approved \$1 million from WIA State Set-aside/American Recovery and Reinvestment Act funds for allocation to the Regional Workforce Boards operating in these counties to partner with the Department of Juvenile Justice and its Service Providers to further target this population with expanded services. This project will develop successful work experience opportunities and employment placement services to this high-risk population.

Adequately preparing Florida's talent pipeline to meet the evolving needs of business requires aligned strategic partnerships at all levels. As Florida's economy continues to become more knowledge-based, the delivery of relevant workforce education programs that remain in front of the labor market curve is critical.

Florida's available labor pool must be educated, well trained and reflective of the state's diverse customer base. Currently, workforce education delivers over 383 training and industry

certification programs. The forging of business partnerships provides a significant opportunity to strengthening these programs.

E. Strategies to Ensure Sufficient System Resources for Support Training

Workforce Florida has targeted alignment with the strategic goals of Enterprise Florida at the state level, and initiated local partnerships between Regional Workforce Boards and local Economic Development Organizations (EDOs).

The State of Florida produces preliminary regional targeted lists of high demand/high wage occupations both at the state and workforce region level. These lists incorporate occupational employment projections and wage data for Florida and each workforce region, prepared at the state level, by the Agency for Workforce Innovation's Labor Market Statistics Center. These preliminary lists are reviewed by Regional Workforce Boards and modified, based on local data and approval from Workforce Florida, to establish a set of 'targeted' high-value jobs by region. These targeted jobs then become the list of occupations toward which Regional Workforce Boards direct their WIA formula training dollars.

The Labor Market Statistics Center employment projections are based on 20 years of historical industry employment trends and occupational information from an annual employer survey. The survey has rigid sampling and response criteria established by the USDOL Bureau of Labor Statistics, and seeks input on occupational employment from 63,000 employers in Florida. The wage and demand (number of anticipated openings for the coming year) criteria for these high-value jobs are determined through a process that starts with a legislatively mandated consensus estimating group called the Workforce Estimating Conference (WEC), made up of principals from the Governor's Office, the Florida Legislature (House and Senate), and the Florida Legislature's Office of Economic and Demographic Research (EDR).

The WEC takes into account the employment projections and economic indicators developed by the Labor Market Statistics Center and any other relevant data that may be presented by interested parties. The regions can use other related data such as using real-time labor market information from the state job bank (Employ Florida Marketplace) or adding occupations that are targeted by economic development, including new and emerging occupations.

The WEC formulates a statewide demand list of jobs as well as wage criteria recommendations that are then considered by Workforce Florida. Once those wage criteria are adopted by Workforce Florida, preliminary regional lists of high-value jobs are developed utilizing regional occupational employment projections and wage data. The regional lists are sent to Regional Workforce Boards for their review and input. Changes suggested by Regional Workforce Boards to the preliminary lists are reviewed and, if approved, are folded into the preliminary lists for use as the final targeted occupations lists for the upcoming program year. This process is done annually. Regions may request additions/deletions to this final list at anytime if economic conditions change, such as a major employer layoff or a new employer coming into the region.

Florida's recovery from the economic recession continues to impact the workforce system. As a result, in February 2011, Workforce Florida unanimously elected to waive the Targeted Occupations List requirement of high-wage jobs for a six-month period to give a greater priority

to placing unemployed Floridians into work of any nature. During this time, all Regional Workforce Boards are able to provide training that result in job placement, even if the job pays less than the statewide average wage. Workforce Florida will re-evaluate this policy in six months to see if the waiver has resulted in significant job placement (along with average wages with job placement) to determine if this time-limited waiver is effective in reemploying as many Floridians as possible as quickly as possible.

F. Strategies to Support Growth and Workforce Needs of Small Businesses

One of the *Roadmap* priorities is to “Invest in Florida’s Innovation Economy.” Our linkage to this priority is to partner with business to develop a highly skilled workforce to meet the labor market requirements of Florida’s current knowledge based economy and emerging industries. Florida has used its state-level set aside funds, in the past, to encourage more entrepreneurial training activities, including helping to establish training through the National Entrepreneurial Center - only the second like it in the country - physically located in Orlando - and special training initiatives aimed at business innovation development for targeted groups such as veterans. Now known as the Disney Entrepreneurial Center, this regional asset is providing additional support to other Small Business Administration offices statewide with on-line resource information.

Although Florida is doing well in business start-ups, the state wants to do much more. For this reason, Workforce Florida established an Entrepreneurship and Small Business Committee under its Business Competiveness Council. Through this committee, funds were set-aside specifically for skills upgrade training for Florida companies engaged in the GrowFL initiative. GrowFL, established by the Florida Legislative in 2010 and highly supported by the state’s economic development practitioners, identifies small, growing companies and provides customized support services that encourages new job growth and market opportunities. Florida was pleased to see the USDOL’s recent Training and Employment Guidance Letter (TEGL) No. 16-04 encouraging the public workforce system to engage in more entrepreneurial training initiatives. Each of Florida’s 24 Regional Workforce Boards are engaged with local partners including Small Business Development Centers, SCORE chapters (Counselors to America’s Small Business), and university incubators. Workforce Florida requested and received a waiver, consistent with TEGL No. 16-04, allowing expenditures and performances to be tracked at the state-level, not the Regional Workforce Board. This provided the Regional Workforce Boards greater flexibility in supporting sound business innovation practices resulting in new business creation and new jobs for our citizenry.

Data show that 90.4 percent of Florida’s 588,941 employers employ 19 or fewer workers while businesses with 100 or more employees represent only 1.7 percent of the state’s employers. Small businesses are in greatest need of training services but often lack the resources to sufficiently develop employee skills in order to compete in the marketplace. To assist small businesses in job training, Florida obtained two waivers which increased the flexibility of On-the-Job-Training (OJT) and customized training for small businesses. One waiver adjusts the OJT reimbursement based on a sliding scale from 90 to 50 percent. The other waiver adjusts the required employer match for customized training to a sliding scale from 10 to 50 percent. Florida is now requesting extension of these waivers.

G. Use of Funds Reserved to Incent the Workforce System

Florida reserves a portion of its 15 percent funds to allocate among its policy councils for training projects aimed at generating the skills and competencies necessary to support industry now and in the future, as well as making strategic investment in workforce development activities to meet the needs of state and local economies - both of which are national strategic directions. These councils include the Business Competitiveness Council (which focuses on partnering with economic development to reshape the Florida economy and maintain competitiveness in target industries), the Workforce Readiness and Performance Council, the Strategy Council, and the Finance and Administration Council.

To date, Workforce Florida has invested both state general revenue funds and its 15 percent funds and leveraged private sector and local dollars on state projects to address the workforce needs of key industry sectors. As the competitive edge of Florida businesses relies heavily on the skills and productivity of their employees, Workforce Florida established the Banner Center initiative that focuses on creating and providing up-to-date training for workers in industries that are critical to sustaining and growing Florida's diverse economy. The Centers engage educational institutions, businesses, and workforce and economic development partners, among others, to provide a focal point for industry-specific skills training. They serve as clearinghouses for companies needing training, create relevant and rigorous new curricula for entry-level and advanced workers who need to upgrade their skills, and ensure that the training and education offered in Florida meets industry standards. These industry sectors are being expanded and include: Aviation/Aerospace, Life Sciences, Financial and Professional Services, Creative Industries, Advanced Manufacturing, Clean Energy, Career Academies, Construction, Energy, Homeland Security and Defense, Global Logistics, Water Resources, and Agri-science.

Additionally, Workforce Florida developed the Employ Florida Healthcare Workforce Initiative in partnership with the Agency for Workforce Innovation and Regional Workforce Boards. Healthcare is the only industry sector that experienced job growth during the recession and is an infrastructure industry that is essential to quality of life and business success in Florida. Funded with state level 15 percent funds, the \$6.5 million initiative was launched as an innovate solution to help unemployed Floridians find jobs in the healthcare sector and to help individuals already in the profession move up the career ladder. To leverage resources, funding is being provided from the state, the local Regional Workforce Boards and participating hospitals. The initiative was implemented through 15 Regional Workforce Boards. A special ad-hoc committee of the Workforce Florida board oversees the initiative, which is funded through June 2011 and will track best practices.

Workforce Florida also invested some of its 15 percent funds in a West Bay Area Sector Initiative. The sector is a 75,000 acre land tract in Bay County that is anchored by a new international airport. This initiative provides an opportunity to transform the economy of the entire region through targeted economic development activities. It is the largest master-planned region in the state and features a multimodal infrastructure network that joins land, sea and air, including the nation's only Greenfield airport with opportunities for business to build adjacent to and directly access a 10,000 foot runway. Through a Memorandum of Agreement, Workforce Florida coordinated the development of a West Bay Area Sector Workforce Initiative with Gulf Coast Community College, Gulf Power Company and the St. Joe Company to create a

customized workforce training pilot program that can be replicated statewide using innovative new programs combined with existing programs and resources to address arising workforce needs that support the economic development of the West Bay Area sector. The initiative maximizes and leverages resources and assets to support workforce development in the West Bay sector.

H. Collaboration Strategies to Better Serve Youth

The Strengthening Youth Partnership will continue to be the vehicle by which the federal Shared Youth Vision will be implemented in all participating state agencies and organizations. Florida's Strengthening Youth Partnerships participated in the Peer to Peer Regional Forum, which gave state teams an opportunity to delve deeper into statewide action planning, refine and modify existing plans and utilize proven tools and strategic planning concepts to solidify long-term local investment approaches, and create a strategic action plan to be used in their state work. Florida had representation from the Department of Juvenile Justice, Department of Children and Families, Agency for Workforce Innovation, Workforce Florida, and representatives from The Florida Governor's Council on Indian Affairs, Inc.

Florida was chosen as one of 16 states to participate in the Advanced Youth Forums and to receive funding for two pilot sites in Florida to replicate the Strategic Youth Vision with targeted services for at-risk youth. The pilot in Charlotte County has set up an Offender Re-entry Board to improve educational and employment outcomes for offenders and decrease the recidivism rate. Through the pilot, a family service guide to services has been created and forums have been held to help families learn family-friendly coping behaviors. The First Coast Workforce Development Board (Jacksonville and surrounding counties) conducted a community assessment and action plan for serving youth with special needs with processes being documented to create a model for replication in any community. The information is at:

http://www.workforceleadership.net/project/shared_youth_vision.

The Strengthening Youth Partnership website was developed to serve as a portal and central location to access all of the youth resources available through Florida's government agencies and departments. Housed on the Agency for Workforce Innovation's website, the site focuses heavily on educating youth about their workforce options while providing links to other youth partnership resources. The site was launched in March 2009 and can be found at: www.myfloridayouth.com.

Workforce Florida works closely with Enterprise Florida to ensure that the state's workforce strategies related to youth – who are our future talent - are aligned with the Enterprise Florida's Strategic Plan for Economic Development, *Roadmap to Florida's Future*. Florida continues to develop and improve upon the following strategies:

- To build consensus for a policy on the preparation of youth for employment in targeted demand occupations.
- To develop regional alliances among workforce, education, state agencies serving the most at-risk youth, economic development, housing, faith and community-based organizations, and transportation stakeholders to better meet the needs of businesses

within a region by creating a pipeline of youth who have the hard and soft skills to enter targeted demand occupations.

- To create a blueprint for state level stakeholders to facilitate the creation and growth of state/regional/local alliances.
- To provide a forum for local, regional, and state level stakeholders to exchange information and ideas on new initiatives, cross-agency planning, promising practices, and data-based decision making.

Florida also continues to collaborate on joint initiatives including grant opportunities, as well as the co-development of various Department and Agency Plans such as Workforce Florida's Five Year Strategic Plan and the Department of Education's Juvenile Justice Education Plan just to name a few.

I. State Laws, Regulations, Policies that Impede Achievement of Goals

Workforce Florida and the Agency for Workforce Innovation continue to monitor the impact of any state laws, regulations, or policies that impede the full achievement of Florida's workforce and economic development goals. One of the policies that had been impeding the state's ability to accurately count jobs in the correct industry and geographic location was the reporting practices of Professional Employer Organizations (PEOs). This issue was resolved during the 2009 Legislative session. A law was passed requiring PEOs to provide employment and wage data for each employer/client and their own internal staff separately each quarter in an electronic format. This legislation was supported by the Florida and National PEO Associations and will enable Florida to more accurately capture the number of employers in the state and employment and wage data by industry and geographic location.

J. Use of Flexibility and Waivers

Florida continues to take full advantage of the flexibility provisions in WIA for waivers. Florida is requesting an extension for eight of the previously approved waivers, and the termination of one currently in the state plan and the approval of one additional or modified waiver.

Florida is requesting termination of the waiver permitting Regional Workforce Boards to use up to 10 percent of local Dislocated Worker Funds and up to 10 percent of regional Adult funds for incumbent worker training as part of a layoff aversion strategy. The state has found the conditions which the USDOL added to Florida's waiver request to be confusing and unworkable. It was the state's original intent in requesting the waiver to use a portion of regional Adult funds to serve incumbent workers under the same rules as apply to the WIA 15 percent state set-aside funds. The conditions USDOL attached to the waiver made this impossible. In lieu of the waiver, Florida's needs would be better served providing intensive and training services to employed workers based on the locally defined definition of "self-sufficiency" as provided in 20 CFR 663.230. A new waiver request (or modification) to permit the state's local areas to use up to 20 percent Dislocated Worker funds for incumbent worker training is being submitted at this time. In support of this request, please recognize that since 2005 Florida has made effective use

of a succession of waivers allowing the use of regional dislocated worker funds for incumbent worker training.

In Florida, incumbent worker training is a proven strategy for using skills upgrading training to help current employees retain employment and help employers avoid layoffs. This is critically important in today's economy when over one million Floridians have lost their jobs due to layoffs and the state's unemployment rate continues to hover around 12 percent. It also has proven to be a much more cost effective strategy over retraining.

Workflex provisions are not being pursued.

The following is a list of those waivers previously approved by USDOL for which Florida is requesting extension:

- Waiver #1: Waiver to permit the state to replace the performance measures at WIA Section 136(b), with the common measures.
- Waiver #2: A waiver of the prohibition of WIA Regulations 20 CFR 664.510 on the use of Individual Training Accounts (ITAs) for older and out-of-school youth.
- Waiver #3: A waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to a local area.
- Waiver #4: A waiver of WIA Section 134(a)(1)(A) to permit a portion of funds reserved for rapid response activities to be used for incumbent worker training.
- Waiver #5: A waiver of WIA Regulations 20 CFR 667.300(a) to reduce the collection of participant data for incumbent workers.
- Waiver #6: A waiver of WIA Section 101(31)(B) to increase the employer reimbursement for on-the-job training.
- Waiver #7: A waiver of the required 50 percent employer contribution for customized training at WIA Section 101(8)(C).
- Waiver #8: A waiver of WIA Regulations 20 CFR 662.240(b)(10) to allow One-Stop Career Center staff to perform participant intake and eligibility determination for additional programs.

VI. Major State Policies Developed to Support Workforce Development

The state-originated governing policies and requirements guiding the operations and accountability for Florida's workforce system derive from two primary sources: Florida Statutes enacted by the Florida Legislature, and; action items adopted by Workforce Florida, including policies incorporating strategic plans for economic development endorsed by the Governor and economic development partners. Nearly all relevant policy decisions and directives are described elsewhere in this plan as specific topics, such as youth services, One-Stop Career Centers, technology, performance accountability, etc. State law sources for the underlying policies are found in the Florida Statutes, accessible through the Florida Sunshine Online Network at <http://www.leg.fl.us>. Workforce Florida's adopted policies and action items are recorded in the minutes for the Workforce Florida meetings at www.workforceflorida.com. Resulting programmatic resources and guidance papers, memorandums and communiqués are then typically issued by the Agency for Workforce Innovation and posted on its website to

operationalize, “flesh-out” and disseminate policy guidance. See http://www.floridajobs.org/workforce/workforce_res.html.

A. State Policies that Support Performance, Reporting and MIS Functions

The primary legislative directives for common data collection and reporting can be found in Section 445.004, F.S., regarding the 3-Tier Report and Sections 445.10 and 445.11, F.S., regarding the required integrated information systems. Specifics regarding One-Stop Career Center service requirements are enumerated in Section 445.009, F.S. Performance/accountability provisions are in Sections 445.003, 445.004, 445.006, and 445.008, F.S. Workforce Florida policy decisions on those topics are embedded in the Administrative Guidance posted on the Agency for Workforce Innovation’s website as cited above, including papers and policies regarding: Balanced Scorecard, Monthly Management Report (MMR), short-term performance reporting, Florida’s performance and accountability system, performance incentives, the state’s Management Information System reporting instructions, extensive financial reporting requirements, criteria for One-Stop Career Center credentialing and staff training requirements, integrated services for public assistance (TANF) and Food Stamp participants, and One-Stop Career Center services for Limited English Proficient (LEP) and other customers with barriers.

B. State Systems that Promote Efficient Use of Administrative Resources

The same statutory references and Workforce Florida policy and Agency for Workforce Innovation guidance papers, cited in Section VI.A of this Plan, contain the primary policies promoting the efficient use of administrative resources, more co-location, fewer limited-service affiliate sites, and general avoidance of excessive administrative costs. Specific measures include the statutory requirement that 90 percent of all workforce funds (including WIA) at local level be spent on direct services, the requirement of performance-based service contracts, encouragement of inter-local (multi-Regional Workforce Board) cooperative arrangements to share certain administrative/infrastructure costs to avoid duplication, and a continued trend to consolidate “brick and mortar” One-Stop Career Centers while providing expanded electronic customer access to workforce services through networks such as Employ Florida Marketplace.

C. Policies to Promote Universal Access and Consistency of Statewide Service

Florida’s commitment to universal service, including for those receiving public assistance, is enumerated in great detail in Chapter 445, Florida Statutes. Section 445.009, F.S., mandating the One-Stop Career Center delivery system, offers the best summary of programs/services to be offered, the full scope of workers, job seekers and employers to be served, data systems to be used/interfaced, and consistent cross-cutting accountability mechanisms. The statutory mandates are then implemented through policy decisions adopted by Workforce Florida and then administered and monitored by the Agency for Workforce Innovation. Particularly pertinent to promoting universal access and consistency of service are policies and procedures for capturing data and reporting services provided to all customers, with identification of special characteristics (e.g., youth aging out of foster care, youth in the juvenile justice system, homelessness, individuals with disabilities, Migrant Seasonal Farmworkers (MSFW), older individuals, etc.), development of One-Stop Career Center minimum standards/criteria, requiring

minimum workforce-specific initial and continuing education training for One-Stop Career Center staff, collaborative pursuit of competitive grants to serve special needs of targeted populations, and awards for best practices in serving all One-Stop Career Center customers. Additionally, to ensure consistency of service, the Agency for Workforce Innovation provides statewide basic training twice a year on-site for each program and via webinars for additional requests.

To ensure universal access and consistency of service with the increase in the number of unemployed customers, emphasis will be placed on re-employment services and the use of an assessment to develop an employment plan. The state is currently reviewing the O*Net Interest Test and Ability Profiler for use as assessment tools to help develop employment plans. Additionally, Florida is reviewing products to help identify and codify transferable skills. These services and products will be available to the universal Wagner-Peyser customer. The state is also undergoing a restructuring of the profiling of unemployment claimants to devise a tiered approach to the provision of services. This information will assist One-Stop Career Centers in providing further case management assistance to those claimants.

For those unemployed customers who seek training or retraining to be able to obtain employment, the Agency's Office of Unemployment Compensation Services and Office of One-Stop Career Center and Program Support match claimants to Employ Florida Marketplace to quickly and efficiently ascertain whether the claimant is enrolled in approved WIA or Trade Act Adjustment (TAA) training.

D. Policies to Support a Demand-Driven Approach

Maximizing the state's competitive position in the global economy requires a workforce with postsecondary education credentials, the capacity to work in a high-technology environment, and the opportunity to engage in lifelong learning to keep pace with change. Workforce Florida's talent development system can no longer be defined only as a job training system. It must meet the needs of Florida's targeted industry clusters and infrastructure industries in order to contribute to Florida's economic prosperity through collaboration with economic development and focusing on those target industry clusters expected to grow and add high-wage jobs.

One of the six strategic goals contained in Workforce Florida's 2010-2015 Strategic Plan is Top National and State Leadership for the Demand-Drive Solution. Florida law and Workforce Florida's strategic plan all emphatically commit Florida's workforce system to responding to the demand-driven needs of Florida's existing businesses and economic development strategies. In fact, a primary motive for Florida quickly volunteering for early implementation of WIA in 1999 was the increased flexibility the WIA offered for meeting business demand-driven needs. Two notable major accomplishments include the statutory establishment and annual set-aside funding for the Incumbent Worker Training program which operates in parallel with its companion customized training program funded with state general revenue dollars - the Quick Response Training Program. Maintaining focus on using WIA training funds to directly meet workplace skills demands, state law and Workforce Florida policy require all Individual Training Accounts (ITA's) and related classroom training to be limited to demand occupations on the state's "Targeted Occupations List" that is updated annually by Florida's Workforce Estimating Council based on labor market information.

In addition to the Regional Workforce Boards, local business and economic development professionals also receive labor market information projections of high demand/high skill jobs to help formulate local demand-driven targeting and strategies, and to add direct, “real time” demand information derived from their business activities. Just this past year, funding provided by Workforce Florida enabled the purchase of new just-in-time tools to be brought forward to assist in identifying job openings through The Conference Board’s Help Wanted OnLine (HWOL). This data enables Florida’s Regional Workforce Boards to identify where employers are adding jobs well in advance of survey-related data. This information, in addition to emphasizing occupations from industries targeted by economic development, is then used to further customize the Targeted Occupations List to local demand, and to supplement the state-level labor market information.

Florida’s recovery from the economic recession continues to impact the workforce system. As a result, in February 2011, Workforce Florida unanimously elected to waive the Targeted Occupations List requirement of high-wage jobs for a six-month period to give a greater priority to placing unemployed Floridians into work of any nature. During this time, all Regional Workforce Boards are able to provide training that result in job placement, even if the job pays less than the statewide average wage. Workforce Florida will re-evaluate this policy in six months to see if the waiver has resulted in significant job placement (along with average wages with job placement) to determine if this time-limited waiver is effective in reemploying as many Floridians as possible as quickly as possible.

The Agency for Workforce Innovation’s Labor Market Statistics Center also provides regular training to Regional Workforce Boards, One-Stop Career Center operators and local workforce partners, and conducts special local surveys/studies to more precisely identify imminent employer hiring/skills needs. For example, Workforce Florida funded a vacancy survey in each of the 24 Regional Workforce Boards to enable staff in the One-Stop Career Centers statewide to identify where job vacancies were with an eye toward placement of the state’s many unemployed Floridians. In addition, the Workforce Florida Board funded the purchase of a tool to analyze the existing skill sets in a worker to enable them to transition to a different career pathway. This tool, entitled the Targeted Occupation Relationship Quotient (TORQ), was made available in areas with significant unemployment, including Brevard County where the unemployment rate was especially high given the aerospace shuttle workforce impacts.

E. Integration of State Apprenticeship and Job Corps in the One-Stop Career Center

As with other workforce-related programs specified in WIA and mandatory partners, state law and Workforce Florida policy require integration with the One-Stop Career Center network. Collaborative partnerships will continue to be made with schools, employers, businesses and other labor and community organizations to maximize existing partnerships. Further linkages with apprenticeship programs are assured by state law which requires that the Workforce Florida Board include five (5) representatives of organized labor, appointed by the Governor. Both those representatives and the organized labor representatives serving on the 24 Regional Workforce Boards have frequently been directly involved in state and local apprenticeship programs, and thereby serve as linkages and information and policy sources for such program. Further, the

apprenticeship program certification function and State Apprenticeship Advisory Board are housed in the State Department of Education.

The state will make a concerted effort to encourage the expansion of WP and WIA activities to include current apprenticeship programs at the local level. Additionally, the state will be mindful of the opportunity to leverage funding to aid in the development of demand occupation pre-apprenticeship and apprenticeship programs. The state will encourage the establishment of “green” job pre-apprenticeship training as a component of the summer youth program and the development of apprenticeship programs that support renewable energy construction and operation.

Two programs that provide education and training in the top apprenticeship occupations are the Job Corps and YouthBuild. Both have the potential to serve as entry programs into registered apprenticeship. While YouthBuild focuses on the building and construction trades, Job Corps provides more variety in course offerings, ranging from culinary arts to automotive technology. Florida will continue to highlight Job Corps and YouthBuild as quality education and training programs for youth, focusing on occupations that have the most registered apprentices.

The state has eliminated the Job Corps state coordination function and recruitment activities formerly performed by One-Stop Career Center staff. Those functions are now performed by private companies. Job Corps continues to be a required activity in the One-Stop Career Centers as stated in the One-Stop Career Center credentialing guidance. Many centers have Job Corps recruiters who come on-site at scheduled times or the staff provides referrals to the recruiters. Additionally, centers usually have a link on the resource room computers to Job Corps. Where Job Corps Training Centers are located in the geographic boundaries of a Regional Workforce Boards, the Regional Workforce Boards often have Job Corps representation on their boards or other strong liaison contacts.

The United States Department of Labor (USDOL) issued revisions to the apprenticeship regulations on October 29, 2008. The changes are intended to update the apprenticeship system so that it is in tune with the economy and is responsive to workforce challenges. Many of the changes reflect high wage, high growth occupation trends that have been incorporated into the apprenticeship system in the last decade.

VII. Statewide Integrated One-Stop Career Center Delivery System

Even before the WIA enactment, Florida’s ongoing process of consolidating and integrating One-Stop Career Center services was assisted by a USDOL One-Stop Career Center Planning Grant to the state and a One-Stop Career Center training Grant to the Brevard Workforce Board operating as “Learning Link” to provide peer technical assistance and training for other local workforce boards to implement and fully integrate One-Stop Career Center services. As noted below, that capacity building asset assisted Florida with implementing WIA and was later designated at the state’s Workforce Training Institute as provided by section 445.008, Florida Statutes. That entity is now separately incorporated and operating as the Dynamic Works Institute. See www.dynamicworks.com.

A. Procedures to Ensure Quality of Service

Based on recommendations developed by the Workforce Florida Workforce Readiness and Performance Council (formerly the One-Stop Career Center Committee) and approved by Workforce Florida, Florida has a set of minimum criteria for all One-Stop Career Centers including training/competency-tested qualifications for One-Stop Career Center staff for initial hire/certification and to maintain continued professional recognition. The minimum One-Stop Career Center criteria are found in Guidance Paper 032, entitled One-Stop Career Center Credentialing. (See website section describing services for Workforce Professionals at www.floridajobs.org) The criteria include standards for mandated services offered, hours of operation, resource room equipment/access, required notices/signage including Employ Florida membership status, American Disabilities Act (ADA) standards, and other optional but recommended services, such as assistive technology, etc. Staff training, testing and continuing education requirements are in the same Guidance Paper and include passing the test for Workforce Professional Tier 1, as offered by Dynamic Works based on mastery of the contents of 14 interactive web-based courses covering history/background of federal and state workforce programs, essentials of all programs and services offered at One-Stop Career Centers, customer service skills, and similar basic knowledge and skills. Alternative methods of initial certification are also described, primarily based on certifications offered by other national workforce organizations. More recently, Workforce Florida has added a requirement of 15 hours of continuing workforce education every year after initial qualification. Credit is allowed for participation in further Dynamic Works courses, training offered by Workforce Florida, Agency for Workforce Innovation, USDOL or other workforce-related agencies and participation at conferences, workgroups or other similar activities offering substantive workforce training content. Compliance with minimum One-Stop Career Center standards including staff training is a key part of annual program monitoring with results reported back to Workforce Florida and the Agency for Workforce Innovation.

B. Maximum Integration for Business Customers and Individual Customers

Florida began with its integration of One-Stop Career Center service delivery before implementing WIA, with primary success in integrating job training with Wagner-Peyser basic labor exchange and related services, many of which had previously been provided by state agency staff in locations separate from the job training and related services offered by Private Industries Councils under the Jobs Training Partnership Act (JTPA.) That fragmentation often produced both duplication of services and overhead, as well as confusion for employers and job seekers/program participants. By 1999, the primary non-integrated area was the Florida Work and Gain Economic Self-Sufficiency (WAGES) program, the state's welfare-to-work program funded with Temporary Assistance to Needy Families (TANF) dollars, which operated separate One-Stop Career Centers for public assistance participants in some counties and solicited job orders from the same pool of employers served by the workforce One-Stop Career Centers.

However, WIA early implementation combined with the State Workforce Innovation Act of 2000, abolished the WAGES program as a separate service delivery structure, and placed the Welfare Transition program directly under Workforce Florida and local consolidation under the Regional Workforce Board One-Stop Career Center networks. That has resulted in closings of some single-program TANF One-Stop Career Centers, while insuring that all remaining One-

Stop Career Centers provide fully integrated and non-duplicative services to both program participants and employers. Integration with mandated partners such as Vocational Rehabilitation and the Department of Children and Families varies, often based on available resources and local leadership. One remaining barrier to full integration of One-Stop Career Center staff is the federal interpretation requiring Wagner-Peyser “merit-staff” to be on the Agency for Workforce Innovation payroll and be separate from the other One-Stop Career Center staff funded with WIA, TANF, etc., who are on the payroll of the contracted providers.

The state’s objective is to maintain a seamless and fully integrated service delivery system that ensures availability of all workforce services to all customers with renewed focus to those most in need such as low income individuals, veterans, individuals with disabilities, youth aging out of foster care, out-of-school youth, children of incarcerated parents, migrant youth, native American youth, youth with disabilities, military spouses, migrant and seasonal farm workers, older workers and others.

The planning process offers a vehicle for the Governor and the State Workforce Investment Board to set forth policy and expectations for achieving the goal of a seamless integration with WIA, Unemployment Compensation, and One-Stop Career Center partner service delivery systems while overcoming administrative challenges and to foster a policy environment conducive to full integration of funding and facility usage.

In order to enhance integration through the One-Stop Career Center System with improved seamless service delivery and increased efficiencies, the mission of the Workforce Estimating Conference (WEC) is to identify high skill/high wage/high demand occupations, and to make job training market-based to meet the needs of Florida’s businesses. The WEC develops the official state demand occupations list based on industry and occupational employment projections and wages prepared by the Florida Agency for Workforce Innovation’s Labor Market Statistics Center, to meet the challenges of training the workforce in order to beat the competition in today’s, as well as tomorrow’s, economy.

C. One-Stop Career Center Infrastructure Costs

Due to Florida’s statutory mandate that 90 percent of local workforce funds be spent on direct services (See Section 445.007, F.S.), state financial tracking and reporting systems carefully identify and publicly announce infrastructure costs. Among other inducements/sanctions applied to the 90 percent mandate, regions that exceed the admin/infrastructure cap are disqualified from annual performance incentive bonuses, and other best-practices competitions. Simultaneously, Workforce Florida has encouraged Regional Workforce Boards, especially those in lower-funded rural areas to engage in regional, multi-Regional Workforce Board planning and pooling of resources to achieve economies of scale and minimize duplication of administrative and overhead expenditures, such as local IT systems/staff, procuring National Emergency Grant (NEG) temporary worker payroll services, and similarly combined activities. Currently five (5) Regional Workforce Boards, from Florida’s “Panhandle” regions, have developed a consortium for this purpose and increasingly other areas such as Tampa Bay and the Southeast Coast are developing similar agreements/consortiums.

D. Use of Statewide Funds for One-Stop Delivery

Florida has WIA state-level (15 percent) funds and lesser amounts of Wagner-Peyser 7 (B), and TANF state-appropriated funds that are used partially for state level Workforce Florida and Agency for Workforce Innovation operations, but with the bulk of the reserve funds being added to the resources available at the local level for One-Stop Career Center services. Funds provided to the Councils and Committees are in turn distributed as demonstration grants directly to Regional Workforce Boards through grant-funded partner projects that require Regional Workforce Board participation.

Recent examples include:

- Entrepreneurial training for minorities, veterans, and individuals with disabilities who qualify under the American with Disabilities Act (ADA);
- Compliance and assistive technology equipment grants for One-Stop Career Centers;
- Outreach programs to more effectively link Faith-Based Community Organizations (FBCO) and their clients to One-Stop Services;
- Annual One-Stop Career Center Best Practices competitions in several categories for best services to employers, job seekers, overall One-Stop Career Center excellence, and most innovative (the George Kirkpatrick award).

Additional funds are spent on Employ Florida Marketplace branding, marketing, and communication in consultation with the Employ Florida Communications Consortium to stimulate public awareness and use of One-Stop services.

E. One-Stop Career Center System Support of Human Capital Solutions

Florida's law and Workforce Florida's policy endorse the One-Stop Career Center system as a central vehicle for delivering workforce services, and the principle that sufficient resources need to be made available to the Regional Workforce Boards which operate that system. Florida supports any efficiencies arising from decentralization, minimization of state-level micro-management, and empowerment of local business decision-makers through their participation as directors on Regional Workforce Boards. Similarly, going beyond WIA and USDOL programs, Florida has persistently partnered with public and private programs and entities to collaboratively leverage assets and jointly pursue additional resources to improve services to shared customers such as the homeless, veterans, individuals with disabilities, youth aging out of foster care, youth in the juvenile justice system, children of incarcerated parents, migrant youth, native American youth, youth with disabilities, small and start-up business, industry sectors, etc.

Florida has state-level partnership agreements with Vocational Rehabilitation, the Governor's Council on Indian Affairs, and the Florida Association of Rehabilitation Facilities. Also, Chapter 445, F.S., requires Regional Workforce Boards and One-Stop Career Centers to engage private staffing companies to the maximum extent possible in offering One-Stop Career Center services to employers.

VIII. Administration and Oversight of Local Workforce Investment System

The state law and policy directives governing administration and oversight of Florida's workforce investment system operating primarily through the One-Stop Career Center system are described above in Parts VI and VII, and will not be repeated here, but further specifics are as follows:

A. Local Area Designations

Florida currently has 24 local workforce investment areas or "regions" which are served by Regional Workforce Boards (i.e., serving as "local workforce investment boards" as described in WIA). Descriptions of the Regional Workforce Boards including a map showing their geographic boundaries, their board chairs, their executive directors, their websites and their contact information are posted and maintained at <http://www.workforceflorida.com/index.htm>. That information is also accessible and "hot linked" through Employ Florida Marketplace and multiple other websites used by job seekers and employers. The last major changes in geographic area groupings were in 1996. However the latest complete formal geographic designation process was in 1999, when Florida implemented WIA. Regional Workforce Boards under full WIA requirements were also chartered initially in 1999, and have been monitored and reviewed regularly since then. The last complete charter review was in 2003, and in 2007 Workforce Florida simply reviewed any changes made regarding local Board structure/governance, primarily in compliance with state law amendments, and in extending state and Regional Workforce Board WIA plans.

In 1996, Florida's Governor requested key local economic development organizations to convene local stake-holders, including county government, municipalities, service providers, organized labor, educational institutions and others in order to formulate recommendations on the redesignation of workforce service areas (then still governed by Private Industry Councils – (PICs) under the Job Training Partnership Act. (JTPA) Certain rules were applied, including that no cities could be designated as a separate workforce service area if the geographic boundaries fragmented any of Florida's 67 counties. The boundaries of the workforce services areas were to correspond to labor market areas and local commuting/business patterns as well as coincide with community college and vocational-technical service zones, if possible. As a result of that process, 25 workforce service areas were redesignated, causing several of the boundaries of the former Private Industry Council workforce service areas to be reconfigured into geographic areas now referred to as "regions." Subsequently, one of the 25 original regions (made up of Sumter and Lake Counties) elected to merge with the Workforce Central Florida Workforce Board (Region 12) which is now composed of 5 counties. Later, one county, Baker County in northwest Florida, was permitted to transfer from the region centered around Lake City (Region 7, Florida Crown Workforce Board) to the region centered around Duval County/Jacksonville (Region 8, First Coast Workforce Development Board) based on labor market information and commuting pattern information showing a stronger connection. Workforce Florida approved that request prior to implementing WIA.

In the original WIA 5-Year Plan, Florida requested and was approved to “grandfather” the remaining 24 Regions, after having determined through public comment opportunities there was no strong “grassroots” desire to re-designate and Workforce Florida had identified no compelling administrative, performance, financial or other reasons to re-designate. There have been intermittent inquiries from the City of Miami regarding possible redesignation, but no formal request has been made. It should be noted that the federal statutory requirements for mandatory redesignation would not be met and such division of Dade County into two regions would be contrary to state policy. Also, in recent joint strategic planning with business and other partners, some economic development organization partners have urged consolidation of workforce regions to simplify coordination at the local level by reducing the number of workforce lead agencies/contacts.

Florida has established an appeals process specific to protests regarding local area designations, in its Guidance Paper 005, Appeal Process for Denial of WIA Area Designation posted at http://www.floridajobs.org/PDG/guidancepapers/004Griev_Rev060807.pdf. The appeal process has never been invoked or used.

B. Local Workforce Investment Boards

Within the requirements set out in federal law and those in Chapter 445, F.S., the state has allowed local chief elected officials the maximum level of discretion in appointing local Regional Workforce Board members, while reminding them of the importance of maintaining strong private sector business leadership and working closely with local business and economic development organizations to recruit and nominate the best local business leaders.

C. Local Board Capacity Building

Probably the most extensive and effective local board capacity building is accomplished by the Regional Workforce Boards with many conducting annual Board member retreats to focus on broad policy issues, learn of new developments and engage in strategic planning, often in collaboration with local business and economic development partners. Regional Workforce Board staff also provides updates, hold regular meetings, training, and retreats to engage board members on new developments and emerging workforce issues and reforms in the context of federal, state and regional economies. Board members and staff also regularly attend national and regional training and planning events sponsored by USDOL, National Association of Workforce Boards (NAWB), The Workforce Alliance, and other professional workforce organizations.

Similarly Regional Workforce Board members and staff and use the computer interactive training modules offered by the Agency for Workforce Innovation, as well as Dynamic Works Institute. The annual Workforce Summit includes up-to-date training presented by national, state, and local experts. Workforce Florida and the Agency for Workforce Innovation assist with local board capacity building by providing expert speakers/presentations at local board and committee meetings, such as presentations on the use of labor market information. Local board staff and members have been recruited to participate in the joint meetings conducted around the state to formulate Florida’s *Roadmap to Florida’s Future*, Florida’s plan for economic development. Regional Workforce Boards’ chairs and staffs are also invited to the quarterly Workforce Florida

Board meetings and Workforce Partners meetings. Regional Workforce Board chairs are also invited to attend the May Workforce Florida Board meeting where annually the budgets and plans for the following Program Year are discussed and approved. Comments from the board chairs, as well as other members of the public, are welcomed. Finally, as required by Section 445.007, F.S., a senior executive from Workforce Florida makes annual presentations at each of the Regional Workforce Board, assessing the board's overall performance, its comparative outcomes and trends, its compliance with chartering requirements, pointers on ways to improve compliance/performance and discussion of emerging workforce issues.

D. Local Planning Process

The local planning process starts with development of the State Plan. The Regional Workforce Boards are advised and consulted at every step of the state planning process, including initial outlines for the state plan, proposed waiver requests, timetables for public comment, full dissemination of the state plan draft in advance of submission to USDOL, and an opportunity to comment.

The state develops local planning instructions to guide the Regional Workforce Boards in developing their local plans which must be consistent with the State Plan. Local planning instructions are developed by Workforce Florida and the Agency for Workforce Innovation based on the state's strategic plan and any implementing federal and state guidance. Regional Workforce Boards have been made aware that the 2011-2012 State Plan may not be fully approved until late June 2011, and that Workforce Florida and the Agency for Workforce Innovation will issue local planning instructions as soon as the State Plan is approved.

Based on the state planning process, Regional Workforce Boards will be required to submit their final local plans for state approval by September 15, 2011. Since the current Regional Workforce Board local plans, including amendments authorized under the American Recovery and Reinvestment Act, expire on June 30, 2011, Workforce Florida and the Agency for Workforce Innovation will advise the Regional Workforce Boards that their current plans will be extended until November 30, 2011 to allow adequate time for planning, public comment and local and state approval. During the interim time period, Regional Workforce Boards will be advised to begin the process of developing an outline of planned changes and/or modifications to their local plans based on the state's plan and strategic direction, as well as any challenges/changes they may face in current local conditions (e.g., changes in local economic conditions, changes in the mix of services provided, changes in client characteristics and/or local demographics, etc.).

Workforce Florida and Agency for Workforce Innovation will thoroughly review each of the 24 Regional Workforce Board local plan submissions for consistency with state strategic directions, planning instructions and general policy guidelines. As a result of the review, Workforce Florida and the Agency for Workforce Innovation will prepare recommendations on approval/rejection/modifications for consideration by Workforce Florida at its November quarterly meeting.

Regional Planning

Florida has not entered into any inter-state Regional Planning compacts nor approved/required any formal intra-state plans by our Regional Workforce Boards. Florida has, however, encouraged and incentivized local agreements to share costs, minimize administrative expenditures, and free up funds for additional direct services. Further description is provided in the discussion on integration of One-Stop Career Center services in Part VII.

E. Allocation Formulas

Adult and Youth Funding, Sections 112(b)(12) and 128(b)(3)(B), WIA

In addition to the required allocation factors of total unemployment, excess unemployed, and economically disadvantaged which equally factor into the determination of 70 percent of the total regional allocation factor, Florida has chosen to apply the maximum allowable factor of 30 percent to the adult and youth regional calculations. The factor is calculated on the relative excess poverty levels within the 24 Regional Workforce Boards. Excess poverty is defined as the number of economically disadvantaged (adult or youth) in excess of 1.25 percent of the civilian labor force within the workforce region. Florida also has made an adjustment to the 2000 Census poverty data that limits a workforce region’s growth of economically disadvantaged youth within Regional Workforce Boards #5 and #9 (both regions have large university populations) to no more than 159 percent from the prior census data. Once the combined allocation percentage is determined, regional boards are “held harmless” and receive no less than 90 percent of the average allocation percentage for that local area for the preceding two years.

The application of the 30 percent excess poverty factor helps to stabilize the funding allocations and helps minimize any significant shifts affecting a local area on a year-to-year basis. This poverty factor, based upon 2000 U.S. Census data, will remain constant until a new census is taken, and as such, will help stabilize major swings in the resulting allocations.

Dislocated Worker Funds – Section 133(b)(2)B, WIA.

Florida uses the following four factors (with relative weight of each factor noted) in determining allocation percentages used to distribute Dislocated Worker funding to the 24 Regional Workforce Boards:

Factor:	Weight:
12-month average of UC Claimants	20%
12-month average of unemployed individuals	25%
Mass Layoff Statistics (number of initial claims)	25%
Long-Term Unemployed (12-month average UC Final Payments)	30%

Note: All of the factors are based on the most recent calendar year data available.

For each of these four factors, relative percentages are calculated for each Regional Workforce Board, weights are then applied, with the resulting amounts combined to determine the full 100 percent factor for each Regional Workforce Board.

Funds not distributed using these formula factors are reserved at the state-level for discretionary awards to address specific dislocation events and operate the state's rapid response unit.

The allocation formulas (including the use of the Governor's 30 percent discretionary option) were first discussed when Florida chose to become one of the first states to implement the new WIA law, and have been consistently calculated since. The formulas and the funding distribution tables are provided as planning allocations to the Regional Workforce Boards shortly after receiving notice of proposed yearly funding from the U.S. Department of Labor. Subsequent to regional review and comment, regional allocations are brought before Workforce Florida for review and final approval during its May meeting. This information is also routinely included on the Workforce Florida's website to allow full access by partners and the general public.

F. Provider Selection Policies

Selection of training providers by Regional Workforce Boards is largely governed by state law and policy, particularly the requirement that Individual Training Account (ITA) workforce funds be spent only to train for occupations on the state or applicable local Targeted Occupations List. This requirement limits ITA-funded training to occupations offering wages above certain minimum levels established annually by the state's Workforce Estimating Conference and for which there is adequate employer demand based on estimated openings to be filled. The state also requires all training providers to be either public institutions, or private sector providers appropriately licensed to offer the demand training by the requisite state or federal authority, with the most common licensing authority being the Florida Department of Education.

The state allows Regional Workforce Boards' discretion in requiring Memoranda of Understanding (MOUs), contracts or other formal agreements including terms for invoicing and payment of ITAs. Regional Workforce Boards determine the duration of such contracts, periodic review and any reapplication requirements. Similarly, Regional Workforce Boards have the authority to remove training providers from the local Eligible Training Provider List (ETPL) based on comparative performance on post-exit outcomes as reported by the Florida Education and Training Placement Information Program (FETPIP) or local data. FETPIP is a data collection and consumer reporting system established by Section 1008.39, F.S., to provide follow-up data on former students and program participants who have graduated, exited or completed a public education or training program within the State of Florida. The statute requires all elements of Florida's workforce development system to use information provided through FETPIP, for any project they may conduct requiring automated matching of administrative records for follow-up purposes.

The state maintains the ETPL online. The ETPL contains of all training providers determined eligible by the Regional Workforce Boards, along with authorized courses and "consumer reports" information.

Selection of youth service providers by Regional Workforce Boards is procured through a competitive process with qualified service providers. Regional Workforce Boards often contract directly with agencies/organizations serving target populations based on historically demonstrated success serving the most at-risk populations and those having barriers to employment including juvenile offenders, school drop-outs, disabled youth, those in or aging out of foster care, children of migrant and seasonal farmworkers, youth for whom English is a second language, and others meeting the WIA eligibility criteria. Additionally, local Regional Workforce Boards processes ensure that Faith-Based and Community Based Organizations are permitted to compete on an equal basis with other potential providers.

Any complaints or grievances regarding selection or denial of a service provider and/or eligible training provider status can be filed under the general workforce grievance procedures, including right to a hearing as set out at [Grievance, Complaint, Hearing, and Appeal Procedure](#) under the Agency for Workforce Innovation Guidance Paper FG 00-004, and adopted by Chapter 60B-11, Florida Administrative Code. Other than direct statutory mandates, these policies were publicly discussed with Regional Workforce Boards both before and after original enactment.

G. One-Stop Career Center Policies

Florida's One-Stop Career Center policies are fully detailed above in Parts V, VI and VII, and the items described there will not be repeated here. Primary responsibility for coordination of services provided by optional One-Stop Career Center partners is overseen by the Regional Workforce Boards, subject to annual state monitoring. Part of the state monitoring process includes identifying needs for improvement, and when improvements are identified Regional Workforce Boards are required to provide corrective action plans. State agency experts and web-based training offered by the Agency for Workforce Innovation and Dynamic Works are offered as technical assistance. Workforce Florida has also recruited other Regional Workforce Boards to serve as "peer consultants" to provide more intensive technical assistance in cases of serious need. As noted in prior sections, the TANF/Welfare Transition and FSET programs are fully integrated into Florida's workforce/One-Stop Career Center delivery system by law and in practice. Participants in those programs are served at the same One-Stop Career Centers, by the same (mostly) integrated staff, offered the same "mainstream" workforce-related services, including WIA training, and are subject to the same follow-up and performance tracking as all other One-Stop Career Center customers. However, as noted elsewhere in this plan and the attached waiver request, full integration of One-Stop Career Center services at the staff level has not been fully achieved due to USDOL's position requiring Wagner-Peyser-funded staff to be on a separate Agency for Workforce Innovation payroll and being subject to distinct state employee wages, hours, terms and conditions of employment and chain of command. The state will continue to request administrative relief through waiver and/or requests for demonstration site status.

H. Oversight/Monitoring Process

The Workforce Investment Act of 1998 and 20 CFR 660.300, 667.400, and 667.410 require the state to develop procedures to ensure the policies relative to program quality and outcomes meet the objectives of the Act. Florida, through its workforce development agencies, provides regular oversight and monitoring of statewide workforce programs and projects. The Agency for

Workforce Innovation conducts both administrative/financial monitoring and programmatic monitoring of the Regional Workforce Boards and other service providers under contract with Workforce Florida.

Program monitoring is done on-site at each Regional Workforce Board at least once annually. The programmatic and fiscal monitoring component in place ensures substantial compliance with the requirements of WIA and other administrative circulars and provisions, including the uniform administrative requirements under section 184(a)(4) WIA. Technical assistance is provided as necessary and appropriate.

The nondiscrimination and equal opportunity requirements and procedures, including complaint processing and compliance monitoring, are governed by the regulations implementing WIA section 188, codified at 29 CFR part 37. Florida's compliance with these requirements is in the *Methods of Administration* available on line at: www.floridajobs.org/civilrights/ocrmoa.htm.

I. Grievance Procedures

Florida's grievance procedures and appeal rights applicable to the Workforce Investment Act, Wagner-Peyser, Trade Act Assistance, TANF/WT, FSET and other related workforce programs are posted on the Agency for Workforce Innovation's website as Guidance Paper 004 at http://www.floridajobs.org/PDG/guidancepapers/004Griev_Rev060807.pdf. As required by state law, they have also been formally adopted as a rule in Chapter 60BB-1, Florida Administrative Code, "Workforce Programs' Grievance, Complaint, Hearing and Appeal Procedure." It can be viewed at <https://www.flrules.org/gateway/ChapterHome.asp?Chapter=60BB-1>.

J. State Policies to Facilitate Effective Local Workforce Systems

Originally, Florida law restricted a Regional Workforce Board to contracting with private or public entities to act as its One-Stop Career Center operator. That law was amended (effective July 1, 2008) to allow each board to choose to be designated as the One-Stop Career Center operator and provide certain workforce services. The amended law required Workforce Florida to establish procedures for a Regional Workforce Board to request permission to become a One-Stop Career Center operator or direct provider of services and to establish criteria for the review and approval of any request. The law also required that a "reduction in the cost of providing the permitted services" must be a criterion used by Workforce Florida in considering a Regional Workforce Board's request. The law still prohibited Regional Workforce Board from being a direct provider of training services.

For a Regional Workforce Board which does not have Workforce Florida permission to operate as a direct provider of services, Workforce Florida may approve an exception for an emergency of short duration. Examples of such an exception would include a One-Stop Career Center provider unexpectedly withdrawing from its operating contract or if provider's contract were cancelled for cause.

Regarding procedures to resolve impasses on developing Memorandum of Understanding (MOU) to insure full participation of all required partners, informal dispute resolution is offered through Workforce Florida where all required program partners are represented, with the

understanding that the refusal or inability of a partner to participate fully, including cost-sharing, shall not represent an absolute block to One-Stop Career Center certification.

Providers of on-the-job and customized training are required to provide the same data that is required for other WIA participants and programs to allow for performance tracking, and that is adapted as required by the contracting Regional Workforce Board for the specifics of the program, e.g., monthly reporting of training completions/milestones to be entered in the state's management information system.

Florida's de-obligation and reallocation policy was adopted by Workforce Florida, approved as a prior waiver by USDOL and is posted at <http://www.floridajobs.org/pdg/administration/008DeobReallocateRev042503.rtf>. It provides for use of expenditure data (as opposed to obligation data) and contemplates calculations and potential deobligation/reallocation at the mid-point and end of each program year for both prior year and current year WIA allotments. Florida is requesting extension of that waiver and will follow such procedures if approved.

Florida is also requesting extension of a waiver to allow up to 50 percent transfer between adult and dislocated funds. Under current and proposed procedures, Regional Workforce Boards requesting permission to make such transfers are required to report their current expenditure and obligation levels for each category, explain any prior supplements to either category, demonstrate a current or reasonably projected shortfall/surplus situation, establish that no other funds are available to meet the need (e.g., Trade Adjustment Act Program, National Emergency Grants, etc.), and agree not to request future supplemental funds to replace the category from which funds were transferred.

Florida's primary policy relating to displaced homemakers, non-traditional training for low-income individuals, older workers, disabled individuals and others with multiple barriers, has been to make every effort to incorporate such populations into the mainstream of One-Stop Career Center services and moving them towards the same destination, the integrated workforce, in order to avoid fragmented and non-integrated "set-aside" programs and services. Accommodations are made for special individual needs. Often demonstration grants and best practices are applied (e.g., multiple Regional Workforce Boards operating "Navigator" programs for individuals with disabilities). Positive outcomes for all served through the system are subject to the same measures that relate to the workplace - not specialized process measures. Consequently, contracts for serving displaced homemakers, etc., are more focused on deliverables that occur in the workplace as a result of services, rather than simply reporting service provided. Florida has also formally included elders/seniors among our targeted populations.

Since initial implementation of WIA, Workforce Florida has allowed the Regional Workforce Boards maximum flexibility in meeting the needs of their communities and leveraging state and local funds to serve the needs of youth, including allowing Regional Workforce Boards to define the sixth youth eligibility criterion for those who require "assistance to complete an educational program, or to secure and hold employment." That locally selected definition/criterion must be included in the Regional Workforce Board local plan and is then subject to review/approval by Workforce Florida

IX. Service Delivery

Extensive information on Florida's workforce service delivery system policy and operations is provided in preceding parts of this plan.

Additionally, nondiscrimination and equal opportunity requirements and procedures, including complaint processing and compliance monitoring are governed by the regulations implementing the Workforce Investment Act, section 188, codified at 29 CFR part 37. Florida's compliance with these requirements is described in the *Methods of Administration* which is available online at: www.floridajobs.org/civilrights/ocr_moa.htm.

A. One-Stop Service Delivery Strategies

The services provided by the mandatory and optional One-Stop Career Center partners are coordinated and made available through the One-Stop Career Center system through local contacts, collaboration and Memoranda of Understanding (MOU), typically worked out at staff level but sometimes addressed as planning/policy issues by the Board of Directors of the Regional Workforce Board that include representation by the required and optional partners. The MOUs are facilitated by state-level partnership agreements between Workforce Florida, the Agency for Workforce Innovation and a number of state agencies, programs and organizations including the Department of Education, Divisions of Vocational Rehabilitation and Blind Services; Department of Corrections; Department of Juvenile Justice; Governor's Council on Indian Affairs; Able Trust; and the Florida Association of Rehabilitation Facilities, etc.

Using youth formula funds, the critical task at the local level is to fulfill the mandate of providing universal services through the network of One-Stop Career Centers. But providing services to youth ages 14 – 24 goes beyond the doors of the One-Stop Career Centers through partnerships with schools, adult education centers, post-secondary education providers, juvenile justice providers, community youth centers, health departments, and referrals from a host of other organizations that provide workforce development related services.

Information on Florida's workforce service delivery system policy and operations is provided in several sections of this plan. However, the following is intended to sequence the services provided to customers in the One-Stop Career Center environment.

The Workforce Investment Act, as amended, requires core services to be provided electronically, utilizing existing systems and public libraries. The state's Department of Management Services coordinates a plan among agencies for a One- Career Center Electronic Network to assure that a uniform method is used to determine eligibility for, and management of, services provided by agencies conducting workforce development activities. The Florida Department of Management Services is also responsible for also developing strategies to allow access to the databases and information management information systems of these Florida agencies in order to link information in those databases with the state's One-Stop Career Centers, the Agency for Workforce Innovation (Unemployment Compensation System and Job Service System), the Department of Education (Student Financial Assistance System), and the Department of Children and Families' FLORIDA System (DCF's management information system).

Providing core services electronically does not preclude the provision of staff assisted labor exchange services under the Wagner-Peyser Act, but is rather intended as an expansion and enhancement of these services. Job seekers will continue to be assisted through job registration, employment counseling, and job referral by Agency for Workforce Innovation staff in One-Stop Career Centers. As part of the registration process, applicants' skills, knowledge, and abilities are assessed to determine the appropriate jobs to which they may be referred. Agency staff also suggests training programs that would best serve the needs of those applicants who are not job ready, particularly recipients of public assistance and other low income individuals, as well as, community supportive services.

Coordination of services available at local One-Stop Career Centers is documented through the local MOUs. Each required and optional partner is party to the local agreement and specifies the services that will be available including the method to share costs of operating the system. The provision of core services is a shared cost and does not rely solely on Wagner-Peyser funds authorized under WIA. Wagner-Peyser funds are used to provide employment services by state merit system staff in the One-Stop Career Center Delivery System sites. The Agency for Workforce Innovation, as the state's administrative entity, is responsible for the unemployment compensation and public employment service programs. The employment services, funded by Wagner-Peyser and the unemployment compensation program, are combined at the local level in the One-Stop Career Center Delivery System sites.

Florida is committed to focus on those skill gaps identified by the needs of its employers and this will continue to be a high priority. Under existing legislation, the Regional Workforce Boards have the policy and service design authority for all local services including services to employers and, as such, they take the lead in working with the local employer communities including determination of the needs of each community. Surveys and focus groups are conducted with employers who use the One-Stop Career Center Delivery System services in order to continually improve Regional Workforce Board's services, as well as with employers who do not use the One-Stop Career Center Delivery System services in order to identify needed services. Local input from chambers of commerce, economic development councils, and other organizations continue to shape the level and quality of services provided to employers.

The workforce system provides a variety of services to employers in Florida. Workforce Florida continues to encourage aggressive, coordinated outreach to employers. Regional Workforce Board strategies include the formation of marketing teams knowledgeable of all services/programs offered in the One-Stop Career Centers, proactive approaches to assist employers in filling their job vacancies, mass recruiting agreements, job fairs, and support of new business developments. Workforce Florida works with the Regional Workforce Boards by providing guidance for establishing procedures to inform Florida employers of the Work Opportunity Tax Credit and establishing how this employer oriented program will be provided and managed in the One-Stop Career Centers. Workforce Florida consults with the Agency for Workforce Innovation to streamline the administration of workforce programs with the goal of increasing employer participation. One-Stop Career Centers assist employers in filling job openings by referring job seekers from the Agency for Workforce Innovation's job applicant files. The Agency for Workforce Innovation conducts employer contact activities to solicit job openings. Job orders received are placed into the Job Bank System. Referrals are made to employers based on applicants' skills, knowledge, and abilities.

In its basic labor exchange system, Florida ensures that all One-Stop Career Center delivery system sites provide mandated preference and priority of services to veterans. All veterans are identified as such at the initial point of contact which may be One-Stop Career Centers, websites, or other virtual service delivery resources. Veterans and other eligible persons are made aware of services available under priority of service and eligibility requirements for those Department of Labor funded programs and or services.

Apprenticeships and other on-the-job training programs are strongly encouraged throughout the state as alternative methods of skills training to provide skilled workers needed to win the competition in this global economy. Many of the youth grants created by the Youth Opportunities Committee, using statewide 15 percent funding, encourage and incorporate apprenticeships as valuable deliverables through the “request for proposal” process. Additionally, some Regional Workforce Boards have highlighted and shared best practices of their strong apprenticeship programs so they can be replicated in other Regional Workforce Boards.

The state is committed to increasing training opportunities to individuals through the specific delivery vehicles of On-the-Job Training (OJT) and customized training by encouraging local Regional Workforce Boards to develop local partnerships with community businesses and industry as well as encouraging economic development in their respective areas.

In order to enhance integration through the One-Stop Career Center System with improved service delivery and increased efficiencies, the mission of the Workforce Estimating Conference (WEC) is to identify high skill/high wage/high demand occupations, and to make job training market based to meet the needs of business and economic development. The WEC develops the official state demand occupations list, based on industry and occupational employment projections prepared by the Florida Agency for Workforce Innovation’s Labor Market Statistics Center, to meet the challenges of training today’s and tomorrow’s workforce to beat the competition in today’s economy and in the future.

The coordination of workforce training programs with economic development strategies as envisioned by the Florida workforce legislation begins at the Regional Workforce Board level and is coordinated at the state level by the Workforce Florida, through its Business Competitiveness Council. Given the economic recession and recovery, coupled with Florida’s recently persistently high unemployment rate, it is essential to establish collaborative partnerships with those entities whose focus is job creation. Since 1974-75, Florida has not faced unemployment rates as high as they are today. There is an urgency to get those who are unemployed back to work by implementing reemployment strategies. For this reason, the Targeted Occupations List committee of the Business Competitiveness Council recently modified its policies (as described earlier) to enable Floridians to get back to work quickly.

To assist with these reemployment strategies, Workforce Florida has provided funding for the Employ Florida Marketplace (EFM), The Conference Board’s Help Wanted OnLine (HWOL) and the Transferable Occupation Relationship Quotient (TORQ). Information provided through these tools will assist Regional Workforce Boards in more specifically determining more specifically where occupational demand is within their region. These workforce tools will help to

better serve job seekers as well as businesses by providing real-time employment data and skills assessment resources. HWOL provides real-time listings of online job openings posted directly on internet job boards and through newspaper online ads. TORQ helps One-Stop staff evaluate a job seeker's current abilities, skills and knowledge, and links transferrable skills to other occupations, and reemployment opportunities. Additionally, earlier this year, the Agency for Workforce Innovation's, Labor Market Statistics Center held the first of three webinars to acquaint Regional Workforce Boards with a new supply/demand tool to assist their staff in analyzing training and placement opportunities.

It is apparent that during this recessionary recovery period, steps need to be taken to get as many Floridians as possible back into the workforce as soon as possible. In light of this situation, it is in addition to occupations on their regional targeted occupations list, Regional Workforce Boards are permitted to train for occupations for current openings that are identified either through EFM, HWOL and/or from requests from local employers. To this end, The Agency for Workforce Innovation's Labor Market Statistics Center provides monthly information from HWOL to each of the Regional Workforce Boards. To facilitate identifying these occupations, Regional Workforce Boards are also encouraged to continue to work with local employers to identify other current openings as well as for opportunities to provide funding for on-the-job training or customized training that does not require Individual Training Accounts.

The Business Competitiveness Council approved modifying the Targeted Occupations List process earlier this year to allow Regional Workforce Boards to use other sources of information to identify current employment opportunities in their regions. When providing funding through Individual Training Accounts, Regional Workforce Boards are required to notify Workforce Florida and the Agency for Workforce Innovation of these occupations as well as document their decisions to add occupations to their regional Targeted Occupations List. The Business Competitiveness Council will review the amended policy in six months to determine the effectiveness of the change.

Upfront business partnerships are essential to training Florida's workforce to meet the current and future needs of diverse business sectors. The workforce system has successfully partnered with business and industry but our current employer penetration/usage metrics indicates that tremendous opportunity exists to develop a systematic, mutually beneficial approach to developing business partnerships. Both business and workforce have a vested interest in partnering, but the onus is on the workforce system to effectively communicate and market the value of the partnership. Ease of access to Florida's workforce services via the Employ Florida Marketplace is just a start. Several strategies to improve this partnership with business customers have been successful and will greatly enhance the employment and entrepreneurial opportunities for all job seekers.

The state's objective is to maintain a seamless and fully integrated service delivery system that ensures availability of all workforce services to our customers with focus on the targeted populations such as veterans, individuals with disabilities, youth aging out of foster care, out-of-school youth, children of incarcerated parents, migrant youth, native American youth, youth with disabilities, military spouses, migrant and seasonal farm workers, older workers and others.

The planning process offers a vehicle for the Governor and the Workforce Florida to set forth policy and expectations for achieving the goal of integrated service delivery systems while overcoming administrative challenges and to foster a policy environment conducive to full integration of funding and facility usage.

B. Workforce Information

The official source of labor market information is from the Labor Market Statistics (LMS) Center which is a key operation within the Agency for Workforce Innovation. As exemplified by the economic and labor market analysis provided in Part IV of the 2011 State Plan, the Regional Workforce Boards, One-Stop Career Centers, researchers, stakeholders and the general public are provided with comprehensive labor market resources, both in print and via the internet. A tool specifically designed as a customer-friendly internet delivery system for job seekers and businesses is the Florida Research and Economic Database (FRED) system located at <http://fred.labormarketinfo.com>. FRED information is similarly accessible through www.employflorida.com. The LMS Center also performs customized local surveys and prepares requested ad hoc labor market information, such as labor supply and economic impact studies for business recruitment. Another form of workforce information is provided through the state Workforce Estimating Conference that projects employment and training needs by occupation, with LMS providing the labor demand data. Workforce Florida then approves the Targeted Occupations Lists for the state and each workforce region, with local input on adding occupations and approved training based on local demand and wage information.

1. Integration

Florida will integrate labor market information into the planning and decision-making of the workforce system through the Workforce Estimating Conference which is supported by state law. This conference, through principals of the legislature and governor's office formalizes and approves projections of jobs in demand and criteria for setting targeted occupations lists. The Regional Workforce Boards have an opportunity to make additions or deletions to the targeted lists after consultation with business, economic development, and education. This process of including regional inputs to targeted occupations allows for the inclusion of new and emerging occupations including green jobs. This process also allows occupations targeted by economic development to be added to the list assuring a strong linkage between workforce and economic development.

Florida's LMS Center will continue to integrate labor market information at the local level by preparing monthly press releases for each Regional Workforce Board. In addition, a monthly conference call with the local boards takes place on press release morning to assist local boards with media requests concerning new statistics. Other examples of integration are the purchasing of private-sector databases by LMS to assist local boards with workforce operations. These include InfoGroup (formerly InfoUSA), the Conference Board's Help-Wanted OnLine, and TORQ. An additional example is that LMS will continue to produce real-time labor market information, integrated in the state's job bank, www.employflorida.com, so that jobseekers and others can produce custom reports of top jobs/occupations in demand. Improvements will be made in data mining of job bank openings to assist with analysis of training needs and reemployment of unemployment insurance claimants.

2. Dissemination

LMS will continue to populate five web applications for internet data delivery. These are set up to automatically update on the exact day and time when new data are released every month. LMS

has a delivery mechanism called “What People Are Asking” to answer frequently asked questions at the local level that can be placed on the home page of each Regional Workforce Board. LMS will continue to produce print publications to support the One-Stop Career Centers and the education system. Publications are updated on a regular basis and are also available online for customization by workforce regions. Training workshops and webinars will continue to support Regional Workforce Board and career center staff, and other partners in economic development and education. Special emphasis will be placed on training for reemployment of workers on layoff.

3. Alignment

LMS products and services are aligned with workforce activities to support the state’s strategic direction for workforce development. These activities are covered previously in an earlier subsection entitled Integration. The LMS Center will also continue to conduct ad hoc employer surveys to support the training needs of the state and Regional Workforce Boards. The special services of real-time labor market information and vacancy surveys are needed due to recessionary economic conditions. Individual training accounts and eligible training providers will continue to be linked to targeted occupations; data showing these targeted occupations is produced by the LMS Center. This state requirement ties workforce funding to workforce information. Workforce information will be a key element in Workforce Florida’s strategic plan, in funding allocations, in training curriculum, in reemployment activities, and in job creation through business recruitment.

4. Coordination

Florida’s workforce information will continue to be provided for use in America’s Career Information Network and Career Voyages. Florida will continue to make use of O*Net for labor supply studies to support business recruitment for reemployment and job creation. Florida will also continue to offer training in national and state electronic tools.

C. Adult and Dislocated Worker Services

1. Core Services and Universal Access

Pursuant to Florida law and policy, the funding of One-Stop Career Center core services and intensive services is to be determined by local Memorandum of Understanding between the One-Stop partners, and no one partner is presumed to be the sole source of funding for any of the core services.

Additionally, the Workforce Investment Act, as amended, requires core services to be provided electronically, utilizing existing systems and public libraries. The Workforce Investment Act, as amended, directs the Florida Department of Management Services (DMS) to coordinate a plan among agencies for a One-Stop Career Center Electronic Network to assure that a uniform method is used to determine eligibility for, and management of, services provided by agencies conducting workforce development activities. DMS is also to develop strategies to allow access to the databases and information management systems of these Florida agencies in order to link information in those databases with the State’s One-Stop Career Centers: the Agency for

Workforce Innovation's Unemployment Compensation System and Job Service System; the Department of Education's Student Financial Assistance System; and, the Department of Children and Families' FLORIDA System. Florida's Workforce Innovation Act of 2000 continues to require the provision of services electronically to the fullest extent possible.

In the fall of 2001, a One-Stop Service Tracking (OSST) information technology system was implemented statewide. It provides web-based case management, reporting, and other electronic functionalities for serving TANF and FSET clients. In January 2007 Workforce Florida, working in conjunction with the Agency for Workforce Innovation, implemented the Employ Florida Marketplace (EFM) system for the WIA and Wagner-Peyser programs. The OSST system and the EFM interface provide an integrated data collection system.

Providing core services electronically does not preclude the provision of staff assisted labor exchange services under the Wagner-Peyser Act, but is rather intended as an expansion and enhancement of these services. Job seekers will continue to be assisted through job registration, employment counseling and job referral by Agency for Workforce Innovation staff. As part of the registration process, applicants' skills, knowledge and abilities are assessed to determine the appropriate jobs to which they may be referred. Agency staff also suggest training programs that would best serve the needs of those applicants who are not job ready, as well as community supportive services.

In Florida, self-services are available to all job seekers and to employers. Services may be accessed from computer workstations available at One-Stop Career Centers and personal desktop computers through the Internet. In addition to accessing information electronically, customers can choose to receive information in more traditional forms such as personal services, resource rooms and/or printed materials available at One-Stop Career Centers.

All specific service strategies employed at Florida's One-Stop Career Centers are determined at the local level under the direction of the Regional Workforce Boards. However, state law and policy established by the Governor, the Florida Legislature, Workforce Florida and guidance issued by the Agency for Workforce Innovation guide the local One-Stop system effort.

The Wagner-Peyser component of EFM provides a vehicle for labor exchange services to be carried out using the three tiered service delivery required by federal and state laws – (self service, facilitated self-help service, and staff-assisted services.)

EFM provides self-services for the job seeker and the employer, including job order entry, recruitment and training services for employers, as well as the ability of a job seeker to search for jobs and training opportunities statewide. Employers must register in EFM and have their registration validated by staff prior to posting job orders, viewing résumés or actively recruiting job seekers to fill vacant positions. After the employer's registration is approved, all job orders for the employer will be posted in EFM by the One-Stop Career Center staff or they may be posted directly in EFM by the employer. Job seekers must register in EFM to perform a job search and refer themselves to job orders posted in the system. EFM automatically records all referrals on the job orders, whether self or staff referred.

Resource rooms are made available in each One-Stop Career Center for self-service. These rooms are equipped with computers, printers, copiers, fax machines, telephones, etc., for use by the self-reliant job seeker to help with job search activities.

Facilitated self-help services are also available for job seekers at the One-Stop Career Centers, such as assessment and career counseling, job matching services and group activities such as job clubs and workshops. To some extent, group services are available to the general population with some activities designed specifically for customers eligible for specific programs.

For employers, training and seminars may be offered on topics such as unemployment insurance, dislocated worker programs, and labor laws. The One-Stop Career Center may also be used for recruitment, initial screening, testing, etc., of applicant groups. One-Stop Career Centers may also provide Employer Services Centers for businesses to use like a branch office making available such facilities as a desk, phone, fax, copier, etc.

The state assures these services are provided by means of the monitoring tool that is developed by the Agency for Workforce Innovation and approved by Workforce Florida which assesses each Regional Workforce Board's Wagner-Peyser Program. The tool verifies that all three levels of service are being used.

The state is currently in the process of revising its customer satisfaction survey and should have a new process in place by July 1, 2011.

The state maintains a seamless and fully integrated service delivery system that ensures availability of all workforce services to its customers with focus on the targeted populations such as veterans, individuals with disabilities, youth aging out of foster care, out-of-school youth, children of incarcerated parents, migrant youth, native American youth, youth with disabilities, military spouses, migrant and seasonal farm workers and older workers.

The planning process offers the Governor and Workforce Florida an opportunity to set forth policy and expectations for achieving the goal of integrated service delivery systems while overcoming administrative challenges and fostering a policy environment conducive to full integration of funding and facility usage.

Coordination of services available at local One-Stop Career Centers is documented through the local Memorandum of Understanding (MOU). Each required and optional partner is party to the local agreement and specifies the services that will be available including the method to share costs of operating the system. The provision of core services is a shared cost and does not rely solely on Wagner-Peyser funds authorized under WIA. Wagner-Peyser funds are used to provide employment services by state merit system staff in the One-Stop Career Center Delivery System sites. The Agency for Workforce Innovation, as the state administrative entity, is responsible for the unemployment compensation and public employment service programs. The employment services, funded by Wagner-Peyser, and the unemployment compensation program are combined at the local level in the One-Stop Career Center Delivery System sites.

Wagner-Peyser, WIA, Trade Adjustment Assistance (TAA), Food Stamp Employment and Training (FSET)/Supplemental Nutrition Assistance (SNAP), and Temporary Assistance for

Needy Families (TANF)/Welfare Transition Programs as well as other partner programs are integrated to the maximum extent possible in Florida's One-Stop Career Centers. These programs come under the direction of the Regional Workforce Boards and their program staff is managed by the One-Stop Career Center operator to facilitate the seamless delivery of services to One-Stop Career Center customers.

EFM serves as the state's job matching system, case management and management information system for Wagner-Peyser, TAA, WIA and special grants. Additionally, EFM interfaces with the One-Stop Service Tracking (OSST) System which serves the TANF and FSET programs as well as the Unemployment Compensation (UC) mainframe system which includes the UC claimants. UC claimants are automatically registered in WP via a nightly transfer from the UC Mainframe to EFM. The EFM system provides the vehicle for the integrated case management of customers receiving services from the various partner programs so they can be better assisted. A waiver originally approved by USDOL in 2005 further facilitates the integrated service delivery approach by allowing One-Stop Career Center staff funded by WIA or Wagner-Peyser funds to perform participant intake and eligibility determination for other supportive workforce programs such TANF, FSET and Medicaid. This integration facilitates the outreach to low income individuals and other groups having preference for services and has definitely resulted in increased numbers receiving services.

2. Intensive Services

Pursuant to Florida law and policy, the funding of One-Stop Career Center core services and intensive services is to be determined by local Memorandum of Understanding between the One-Stop partners, and no one partner is presumed to be the sole source of funding for any of the core services. The state provides guidance to the local workforce boards to ensure that services are aligned locally and delivered statewide.

Florida has developed methods to provide more individualized and directed career search activities to link the interests, skills and work importance attributes of jobseekers to occupations, training programs and training vendors. The tools to accomplish this are already in the state's Career Information Delivery System, CHOICES, which is available on-line (within the Employ Florida Marketplace – EFM) to every One-Stop Career Center in the state. Additionally, EFM includes a link to the labor market information area that provides a number of additional resources for the local regions to utilize in assisting participants relative to career opportunities and alternatives. These resources include tools such as:

- A “transferable skills analysis tool” (TORQ)
- An Interest and Ability Profiler
- Aptitude Test; and
- Skills Checklist.

Regional Workforce Boards are provided this information and encouraged to use these tools via Agency for Workforce Innovation staff training and other informational material distributed to the Regional Workforce Boards.

Assessing jobseekers before placement allows more targeted job search, matching the needs of the individual to the almost two million job openings available in Employ Florida throughout 2010.

Workforce Florida has funded several tools to support reemployment. These tools are being fully utilized by the Labor Market Statistics (LMS) Center and Regional Workforce Boards. The LMS Center uses the tools to better gauge real time jobs in demand and to assist with labor supply requests for business recruitment. The Regional Workforce Boards use the tools to assist with training and placement decisions and in assessing transitional job seekers' skill transferability for alternative career opportunities.

Help Wanted Online (HWOL) and the Transferable Occupation Relationship Quotient (TORQ) are two such tools purchased by Workforce Florida to assist the workforce system. HWOL software provides a gauge of real-time labor demand with job openings by local area to help to guide training and reemployment resources toward demand occupations. The TORQ transferable skills analysis tool provides transitioning job seekers with alternate career pathways by analyzing occupations at the skills level. This provides job seekers with career transition information based on the requisite knowledge, skills and abilities of occupations. This tool enhances the capabilities of the O*NET skills database within EFM. These tools will provide Regional Workforce Boards assistance in their efforts to assess whether their customers need adult education, job training, postsecondary education, registered apprenticeship, career advancement, needs based payments, and/or supportive service activities.

Workforce Florida also funded a statewide vacancy survey to enable Regional Workforce Boards to identify industry sectors with job openings. This information will assist with reemployment analysis and job training needs by providing the regions with critical data to assist them in their efforts to help participants with alternative career pathway.

3. Training Services

(a) Vision

The Governor and the state are committed to increasing training opportunities for Floridians to ensure they have the education and skill sets needed to win in today's economy. WIA state-level set aside funds are invested in a number of special project training initiatives throughout the year. Additionally, the Governor is supporting customized training in his budget request to the Legislature this year including a \$2 million request for Incumbent Worker Training and \$3.3 million for Quick Response Training. The state ensures that its training opportunities link to the state's economic development plan, the *Roadmap to Florida's Future*.

(b) Individual Training Accounts

The emphasis on increased training access and opportunities for individuals is anchored in state statute that requires that 50 percent of the formula funds for adults and dislocated workers must be allocated to Individual Training Accounts unless the local board obtains a waiver from Workforce Florida. This requirement affirms the vision of the state that a majority of funding go to direct training related costs. Costs that qualify under the 50 percent rule will include all

customer service costs associated with the Individual Training Account (ITA) program such as tuition, fees and materials, ITA performance payments, and the costs of assessment, career planning, and case management. The state's vision is that the additional funding resources result in more individuals getting training and obtaining employment. Thus, Florida allows local Regional Workforce Boards to establish ITA limits and durations.

The cost of all forms of basic literacy training are included, as well as the value of any Pell Grant coordinated with an ITA. A Pell Grant is a post-secondary educational federal grant sponsored by the U.S. Department of Education. Pell Grants do not have to be repaid. Since they are income based, they are generally targeted to low income students. The total value of such Pell Grant awards is added to the Regional Workforce Board's adult and dislocated worker allocations in the computation of compliance with the 50 percent rule. This policy provides an incentive for Regional Workforce Boards to coordinate and leverage other funding resources such as Pell Grants.

Innovative Training Strategies

A prime example of an innovative training strategy is the Employ Florida Banner Centers. Workforce Florida has made a significant investment of state-level funding for the establishment of Employ Florida Banner Centers that are designated in industry clusters areas that match the state's economic development priorities as well as those infrastructure clusters identified through Workforce Florida's strategic plan. Each Banner Center's work is guided by an Industry Advisory Council, whose membership comprises business leaders from the industry cluster it represents. The Banner Centers are tasked with developing market-relevant training. A key objective is to create timely and relevant training that can be shared across multiple educational institutions and training providers for access by businesses within the industry cluster statewide. The current funding crisis faced by public educational institutions including community colleges and state universities provides an incentive for them to partner with the workforce community to tap into that funding resource.

Employ Florida Banner Centers were first identified as "Workforce Education Cluster Centers" in the *Roadmap to Florida's Future* in 2005. They are designed to serve as the leading resource and focal point to address the state's economic priority of increasing talent in high-skill, high-wage targeted clusters. These Centers align the Regional Workforce Boards and educational entities, primarily community/state colleges, under the following guiding principles.

- Become the intersection between education and businesses in Florida's targeted industry sectors.
- Enhance existing industry knowledge as the statewide nexus for information related to the workforce needs of a targeted industry.
- Create industry-driven workforce development products and services valued by businesses designed to train a globally competitive workforce.
- Support the pipeline development needs of the industry from entry-level to advanced workers.
- Deliver workforce development products, services and training, and provide access to certifications valued by industry.

- Expand delivery through partnerships with industry and other educational facilities across the state; secondary and postsecondary, public and private.
- Promote and support economic development in a targeted industry throughout the state.
- Utilize the value of products and services developed to create income/revenue streams.
- Apply a business model for becoming a self-sustaining entity within five years.

Banner Centers are charged with becoming a statewide, go-to resource for cutting-edge training for entry-level and experienced workers who need to upgrade their skills in high-value sectors such as life sciences, aviation/aerospace, global logistics, construction, energy, clean technology, professional/financial services, homeland security and defense, career academies, creative industries, agriscience, water resources and advanced manufacturing. Each Banner Center is led by a lead Florida educational institution that then partners across the state with other education institutions to expand the reach of its statewide resources and to eliminate duplication.

Banner Centers partner with industry in targeted sectors to identify training needs and, among other things, create new curricula. A key objective is to create timely and relevant training that can be shared across multiple educational institutions for access by businesses in other areas of the state, thus reducing duplication. This provides replication assets, and eliminates the need to start from the beginning to address identical industry training needs in other communities. Currently, there are 13 Banner Centers involving at least 35 different educational partners. A new center for Healthcare Workforce is planned. In October 2008, the International Economic Development Council presented Workforce Florida with an Excellence Award for partnership with educational institutions for the Banner Centers initiative.

Maximizing Resources and Partnerships

The State of Florida is committed to focus on those skill gaps identified by the needs of its employers and this will continue to be a high priority. Under existing law, the Regional Workforce Boards have the policy and service design authority for all local services including services to employers and as such, they take the lead in working with the local employer community including determination of the needs of this community. It is anticipated that surveys and focus groups will be conducted with employers who do use the One-Stop Career Center Delivery System services to continually improve services, and with employers who do not use the One-Stop Career Center Delivery System services in order to identify needed services. Local input from chambers of commerce, economic development councils, and other organizations will continue to shape the level and quality of services provided to employers.

Training Opportunities in High-Growth High-Demand Occupations

The coordination of workforce training programs, with economic development strategies as envisioned by the Florida workforce legislation, begins at the regional workforce local level and is coordinated at the state level by the Workforce Florida. This component is the state's strategy for aligning education and training programs with high-paying, high-demand occupations that advance individuals' careers, build a more skilled workforce, and enhance Florida's efforts to

attract and expand job-creating business. Occupational demand and the alignment of educational training programs require a coordinated effort by Regional Workforce Boards and local educational institutions. Annually, occupations and associated training programs are reviewed to insure continued growth and demand within the respective region, with declining occupations being removed and emerging demand occupations being added to the list of approved occupations. Incentives are provided to educational institutions based upon actual performance which is measured in terms of program completion, enrollments of specific hard-to-serve populations, and successful job placements for programs and occupations identified by the workforce estimating process.

Apprenticeship

Collaborative partnerships continue to be made with schools, employers, businesses and other labor and community organizations to maximize existing apprenticeship partnerships and develop new ones. Further linkages with apprenticeship programs are assured by State law which requires that Workforce Florida include five (5) representatives of organized labor, appointed by the Governor. Both the organized labor representatives on Workforce Florida and the organized labor representatives serving on the Regional Workforce Boards have frequently been directly involved in state and local apprenticeship programs, thereby serving as linkages for information and policy sources for such program. Further, the apprenticeship program certification function and State Apprenticeship Advisory Board are housed in the Florida Department of Education, which is a strong workforce partner.

The state continually encourages the expansion of WP and WIA activities to include apprenticeship programs at the local level. Additionally, the state seeks opportunities, where possible, to leverage funds to aid in the development of demand occupation pre-apprenticeship and apprenticeship programs. The state also encourages the establishment of “green” job pre-apprenticeship training as a component of the summer youth program and the development of apprenticeship programs that support renewable energy construction and operation.

Two programs that provide education and training in the top apprenticeship occupations are the Job Corps and YouthBuild. Both have the potential to serve as entry programs into registered apprenticeship. While YouthBuild focuses on the building and construction trades, Job Corps provides more variety in course offerings, ranging from culinary arts to automotive technology. Florida will continue to highlight Job Corps and YouthBuild as quality education and training programs for youth, focusing on occupations that have the most registered apprentices.

(c) Eligible Training Provider List

Workforce Florida, through its Targeted Occupations List Committee, develops a Targeted Occupations List (TOL) which is published annually. The TOL governs the provision of training programs being offered to individuals needing training assistance within the workforce system in compliance with federal law. Using the Statewide Demand Occupations List that Florida’s Workforce Estimating Conference (WEC) adopts and publishes annually, Workforce Florida’s TOL Committee reviews, discusses and adopts final occupational wage criteria for the development of regional targeted lists.

Regional Workforce Boards are provided an opportunity to review and submit any modifications to the draft lists to more appropriately reflect the current demands within their respective regions which may not be reflected in the initial state-demand list. These requests for changes to the preliminary TOLs are submitted by the Regional Workforce Boards through a web-based application. Regional Workforce Boards' requests are reviewed by Workforce Florida and the Agency for Workforce Innovation for compliance with the regional wage and demand criteria.

Final staff recommendations (based on statistical analysis of local occupation data) are submitted to the TOL Committee for approval. The Agency for Workforce Innovation prepares Final Regional Targeted Occupations Lists which are posted on both Workforce Florida's and the Agency for Workforce Innovation's websites for use by the Regional Workforce Boards and other workforce partners. (Note: The TOL Committee is comprised of Workforce Florida members and a Regional Workforce Board member.) The Workforce Estimating Conference is comprised of representatives of the Florida House of Representatives, the House State Universities and Private Colleges Appropriations Committee, Florida Senate Education Appropriations Committee, Legislative Economic and Demographic Research Committee and the Executive Office of the Governor.

The state has issued guidance which addresses initial eligibility for inclusion on the State Eligible Training Provider List (ETPL) and the use of Individual Training Accounts (ITAs.)

The ETPL is compiled based on information submitted by the Regional Workforce Boards. Regional Workforce Boards are responsible for carrying out the application process for providers within their geographic regions as described in the WIA federal regulations at 20 CFR Section 663.510.

As a part of the local application process, Regional Workforce Boards broadly advertise the instructions for making a local application. Those Regional Workforce Boards whose regions border states other than Florida and which typically use out-of-state providers are instructed to make the process known to those providers and to receive their applications for consideration to be added to the local list. All providers are required to submit an application.

The Agency for Workforce Innovation is the state agency responsible for developing and maintaining the state list.

The ETPL is designed to assist individuals receiving WIA services in finding eligible training providers for demand occupations, either within their local area or from a statewide list. The state's ETPL website lists all of the schools and programs that meet the criteria to be an Eligible Training Provider. The website can be accessed at www.floridajobs.org/etpl. The criteria and requirements to become a training provider are:

- The training provider contacts a Regional Workforce Board for a listing of Targeted Occupations for a specified region. The program(s) offered must include training for one of the Targeted Occupations on the Targeted Occupations List (TOL);
- The training provider contacts the Commission for Independent Education (CIE) to obtain licensure if they are a private school. Public schools are approved and certified under the Florida Department of Education;

- The training provider must meet all requirements as determined by each Regional Workforce Board which must include agreement to provide student-based information to the Florida Education and Training Placement Information Program (FETPIP), through CIE if they are a private school and via the Department of Education (DOE) if they are a public school; and
- The Regional Workforce Board then adds the provider to their locally maintained list. All eligible training providers are included on the Internet-based list available at the Agency for Workforce Innovation's website: <http://www.floridajobs.org/etpl>

Additionally, private training providers must maintain licensure through the CIE or the DOE as appropriate, fulfill the requirements as agreed to in their contract with the Regional Workforce Board, and continue to supply student-based information to the FETPIP for collection of performance data.

(d) OJT and Customized Training

The state wants to ensure that training opportunities are available through alternate delivery vehicles such as customized and On-the-Job-Training (OJT). Regional Workforce Boards are encouraged to develop local partnerships with community businesses and industry as well as encouraging economic development in their respective areas. Many Regional Workforce Boards have strong business partnerships which provide OJT and apprenticeship training to better accommodate certain jobseekers.

Additionally, the Agency for Workforce Innovation, with Workforce Florida's approval, issued final guidance to the Regional Workforce Boards (AWI FG 00-009) in May 2000 providing policy and guidance on the development of OJT contracts as another training strategy. To further the encouragement of Regional Workforce Boards to consider OJT and customized training strategies the state has obtained a waiver to allow the reimbursement to businesses of up to 90 percent of the cost of an OJT. Also, this option decreases the percentage that an employer pays for customized training to a low of 10 percent (for very small employers.) This strategy can help in those emerging "green" occupations when traditional classroom training is very limited or non-existent.

4. Service to Specific Populations

(a) States's Strategies for Training and Employment Programs and Services for Specific Populations

Adults and dislocated workers are provided training and supportive services leading to the acquisition of new skills. The state has also allocated funds to initiate special projects that target low income individuals. Examples are noted below.

The One-Stop Career Center offer a full range of employment and training services to meet the needs of a number of targeted populations, including dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farmworkers, women, minorities, veterans, public assistance recipients, individuals with multiple barriers to employment, including those with limited English proficiency, as well as others who have been identified with special needs.

The workforce services provided by the required and optional One-Stop Career Center partners are coordinated and made available through the One-Stop Career Center system through local contacts, collaboration, and Memorandum of Understanding (MOU) typically worked out at staff level, but sometimes addressed as planning/policy issues by the Regional Workforce Boards that include representation by the required and optional partners. The MOUs are facilitated by state-level partnership agreements between Workforce Florida, the Agency for Workforce Innovation, and a number of state agencies, programs and organizations including: DOE, Divisions of Vocational Rehabilitation and Blind Services; Department of Children and Families; Department of Corrections; Department of Juvenile Justice; Governor's Council on Indian Affairs; Able Trust; Department of Juvenile Justice; and the Florida Association of Rehabilitation Facilities, etc.

Many core services are delivered electronically. Providing core services electronically does not preclude the provision of staff assisted labor exchange services under the Wagner-Peyser Act, but is rather intended as an expansion and enhancement of these services. Job seekers will continue to be assisted through job registration, employment counseling, and job referral by Agency for Workforce Innovation staff. As part of the registration process, applicants' skills, knowledge, and abilities are assessed to determine the appropriate jobs to which they may be referred. The Agency for Workforce Innovation also suggests training programs that would best serve the needs of those applicants who are not job ready, particularly recipients of public assistance and other low income individuals, as well as community supportive services.

The comprehensive sequencing of Florida's One-Stop Career Center's full range of employment services is the vehicle for delivering workforces services to targeted individuals. The workforce services system will meet the needs of dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, and minorities, individuals training for nontraditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and people with disabilities). Additionally, to ensure that targeted individuals receive needed services including assistive devices to enable the individual to access and benefit from available Wagner-Peyser resources, the state is funding disability program navigators in One-Stop Career Centers, as well as assisting other targeted populations by providing staff assistants who have specific program knowledge and expertise.

Florida's primary policy relating to displaced homemakers, non-traditional training for low-income individuals, older workers, disabled individuals and others with multiple barriers, has been to make every effort to incorporate such populations into the mainstream of One-Stop Career Center services and moving them towards the same destination, the integrated workforce, in order to avoid fragmented and non-integrated "set-aside" programs and services. Accommodations are made for special individual needs. Often demonstration grants and best practices are applied (e.g., multiple Regional Workforce Boards operating "Navigator" programs for individuals with disabilities). Positive outcomes for all served through the system are subject to the same measures that relate to the workplace - not specialized process measures. Consequently, contracts for serving displaced homemakers, etc., are more focused on deliverables that occur in the workplace as a result of services, rather than simply reporting service provided. Florida has also formally included elders/seniors among our targeted populations.

Special Initiatives/Projects

The following funding has been allocated to various Workforce Florida Councils to manage special initiatives/projects which include:

Business Competitiveness	4,050,000
Finance Council	100,000
Workforce Readiness and Performance Council	9,300,000
Strategy Council	1,130,000
Total	<u>14,580,000</u>

Many of these special project initiatives are targeted to:

- Serving low-income, displaced and under-skilled adults and disconnected youth as well as those needing special assistance (e.g., ex-felons, the disabled and military veterans).
- Providing intensive reemployment services by helping unemployed workers quickly find work;
- Training for Green Jobs to include renewable energy infrastructure, energy-efficiency home retrofitting, biofuel development, and advanced drive train/vehicle development and manufacturing; and
- Connecting jobs and opportunities for unemployed workers to other federal Recovery Act investments in areas such as electronic medical records and health information technology; school renovations and constructions; Veterans Affairs hospital and medical facility construction; repair and restoration of public facilities, parks and Department of Defense facilities; and construction of highways, public transportation and air and rail transportation infrastructure.

This funding will be targeted to special project initiatives, many of which are competitively solicited. Some example projects include:

STEMflorida (Science, Technology, Engineering and Mathematics): Workforce Florida has provided funding to create and manage a Florida STEM Council intended to be a collaborative public-private partnership that will provide one business voice for Florida's science and technology education and to serve as a platform to coordinate and leverage diverse and disparate STEM programs, to facilitate easy access by Florida businesses, to advocate for STEM education (in traditional, virtual, and experiential settings) and to imbue STEM precepts from elementary through graduate-level education. Florida's increasingly knowledge-based economy is driven by innovation—the foundation of which lies in a dynamic and well-educated workforce equipped with STEM skills. More and more jobs will require at least a basic understanding of scientific and mathematical principles, a working knowledge of computer hardware and software, and problem solving skills developed and refined through coursework.

Employ Florida Healthcare Workforce Initiative: Funding has been provided competitively to Regional Workforce Boards which are partnering with health care organizations to provide training for both unemployed and incumbent workers in health care occupations such as RN's LPN's, CNA's, Medical Assistants, Home Health Aides, and Pharmacy Technicians.

Aerospace Workforce Transition Program: This is an initiative to promote lifelong learning and career preparation resources to aerospace workers who will be affected by the retirement of the Space Shuttle Program to train and transition them in the skills sets required by the new Constellation program.

Rural Project: Competitive solicitations are planned in the areas of broadband and healthcare initiatives for rural areas.

Business Incubation/Entrepreneurship; and Green Jobs: Competitive solicitations are planned for projects involving creative pilots for business incubation/entrepreneurship and green jobs.

Microportals for Targeted Jobseekers: Microportals are planned to support the disabled and Green Jobs – much like Florida has already implemented for veterans and older workers – its Veterans microportal and Silver Edition microportal that provides numerous resources and workforce information for the targeted groups.

Labor Market Information: The implementation of TORQ and Help Wanted OnLine tools to assist the Regional Workforce Boards by providing a reliable gauge of labor demand with job openings by local area (Help Wanted OnLine), and a transferable skills analysis tool (TORQ) that provides transitioning job seekers with alternate career pathways – and enhancement of the O'NET skills capabilities.

(b) Reemployment Services

Reemployment services in Florida are fully integrated into the state's One-Stop Career Centers along with all Wagner-Peyser services, WIA services, the Trade Adjustment Assistance Program (TAA), the Food Stamp Employment (FSET) and Training Program or Supplemental Nutrition Assistance Program (SNAP), and the Temporary Assistance for Needy Families (TANF) Welfare Transition program. In this integrated context, it is Florida's goal to have all partners work together to effectively serve Unemployment Compensation (UC) claimants through the Regional Workforce Boards with the ultimate objective of returning them to the active workforce as soon as possible. As with all services and programs available in the state's One-Stop Career Centers, the funding, mix of services and general approach are to be determined by a local Memorandum of Understanding (MOU) between the partners as guided by the local plan. However, certain guiding principles are provided by state policy as set forth by the Governor and Workforce Florida.

The full array of services is available to all UC claimants through the state's One-Stop Career Centers and through the EFM. As mentioned above, state statute requires core services to be provided electronically. To the extent possible, it is Florida's intent to make self-services available to all job seekers including UC claimants. It is also the state's goal to electronically deliver many other labor exchange services heretofore only available as one-on-one staff assisted services. These services include registration, orientation, skills assessment, skills matching, job matching, the provision labor market and training information, referral to training, and job referral. Providing these services electronically does not preclude the provision of staff assisted services, but is rather intended as an expansion and enhancement of these services. Indeed by maximizing electronic self-service and electronically delivered services for the majority of UC

claimants who are candidates for immediate employment, the goal is to increase the efficiency of delivering one-on-one staff services to the UC claimants most in need.

Registration of Claimants

In Florida the majority of UC claimants are registered as job seekers in the Employ Florida Marketplace within 24 hours of filing for unemployment benefits. This is accomplished via an automated interface between the UC system and EFM. Nightly new UC claimants' information is sent to EFM where a basic registration is created. This includes the client's email address (if supplied) and a partial work history. The career services skills matching functionality of EFM is then utilized to generate an initial listing of current jobs in the system based on the employment information each claimant gave when filing his/her claim. This generates an automatic email to the claimant that: 1) informs the claimant of his/her EFM log on information; 2) provides a link to the initial list of jobs matched to his/her employment history; and 3) provides the link for him/her to complete a full resume and begin active use of the system to search and apply for jobs. This information also becomes immediately available to staff who utilize it to contact claimants regarding other One-Stop services which are available. This skills information also automatically becomes available to employers who are searching for candidates based on the skills needed to fill a job opening.

Profiling Pool

Florida's reemployment services are centered on the Priority Re-Employment Program (PREP), the state's Worker Profiling and Reemployment Services effort which is operational statewide. A PREP Pool consisting of UC claimants is created on a weekly basis. Excluded from the PREP Pool are: a.) claimants whose program identification is other than Intrastate UC; b.) Interstate claimants; c.) transitional claimants; d.) claimants on recall status within eight weeks of filing their claim; and e.) claimants with a first payment issued more than 42 days after the benefit year beginning date. Claimants are placed in the PREP pool on the 4th week of their claims for early intervention purposes.

The PREP pool information is transferred to EFM and the One-Stop Career Center staff uses the pool to schedule claimants for orientation services. The current program requires a review at the local level to determine those individuals most likely to exhaust their benefits using the following factors: tenure on their most recent employment, education level, total unemployment rate in the local labor market, last occupation being one of the occupations most in decline (O*NET), and Standard Occupational Classification (SOC). A group assessment interview and the development of a service plan are coupled with the orientation. Based on the service plan the following services are made available for those claimants who are not job ready: job search workshops, testing, counseling, specific labor market information, and referral to education and or training.

The Agency for Workforce Information's Office of Unemployment Compensation Services and Office of One-Stop Career Center and Program Support have formed a workgroup with Workforce Florida to modify the PREP program. The modification includes utilizing a statistical targeting methodology using the claimants' characteristics to identify claimants that are most likely to exhaust and need intensive services or training. This workgroup is currently reviewing

the validity of the statistical targeting and the assignment of a probability score to identify those claimants most likely to exhaust their benefits. Once the validation process is completed, the new process will be integrated between the UC-to-EFM interface, EFM work registration records and labor market information for those claimants in the PREP pool. This enhancement to the PREP pool will assist the One-Stop Career Centers in more readily identifying those claimants in need of more intensive staff-assisted services.

Reemployment and Eligibility Assessment (REA) Grant

Eighteen regions in Florida are currently participating in the USDOL Reemployment and Eligibility Assessment (REA) Pilot Program for 2010. This is an intensive one-on-one, in-person assessment where the REA participant:

- Receives labor market information unique to the participant's occupation and work experience. If the labor market information shows the participant's occupation to be in decline, they can be referred for training;
- Receives an Employability Development Plan developed by One-Stop Career Center
- Receives an orientation about the One-Stop Career Center's services;
- Is referred to at least one work-search activity such as resume writing or interviewing classes; and
- Is referred to training, if needed.

There is a feedback loop to UC for REA participants who do not show up for their assessment appointment. UC adjudicators will review the reason for the participant's failure to report to the One-Stop Career Center. Consistent with s. 443.091, F.S., failure to appear at the One-Stop Career Center as directed for reemployment services may affect the participant's eligibility for unemployment compensation benefits and services. The UC adjudicator will issue a determination of ineligibility if there are no extenuating circumstances (such as moved out of state, incarcerated, returned to work, etc.). The determination includes a disqualification for the week in which the claimant failed to report for reemployment services. Once the determination is issued, the file will interface to the EFM system for rescheduling a second appointment.

REA participants are rescheduled once if they miss their initial appointment. When an assessment is completed, an automatic notice is generated to UC to conduct an Eligibility Review.

Florida is currently applying for funds to continue to the REA Program in 2011.

Due to the current economic downturn and the high rate of unemployment in the state, staff-assisted reemployment services are targeted to claimants who qualify for state extended benefits. The American Recovery and Reinvestment Act (ARRA) encouraged states to amend their extended benefits provisions to allow an extended benefits period to trigger based on the total unemployment rate. By doing so, states whose extended benefits periods are defined by the insured unemployment rate would in many cases immediately enter an extended benefits period thereby entitling its unemployed workers up to an additional 13 weeks of benefits (or even 20 weeks for states with the total unemployment rate of at least 8 percent.) Florida has an

unemployment rate of 12 percent and therefore entitles individuals for up to 20 additional weeks of benefits.

The Florida Legislature passed into law Senate Bill 810 on April 29, 2009. This bill provided Florida the ability to amend the Unemployment Compensation Law and allow an extended benefits period to trigger based on the total unemployment rate. The Department of Defense Appropriations Act, 2010 (P.L. 111-118) enacted by the U.S. Congress extended the federal funding for weeks of extended benefits through February 27, 2010. Chapter 2010-1, Laws of Florida (CS/HB 7033), March 2, 2010 amended s. 443.1117, F.S, created by Chapter 2009-99, L.O.F., to extend the extended benefits period in Florida from its original termination date of January 2, 2010 to February 27, 2010. The Temporary Extension Act of 2010, P.L. 111-444, March 2, 2010 extended the federal funding for extended benefits through April 3, 2010. Governor Charlie Crist signed an Executive Order approving this extension for extended benefits in Florida. The Continuing Extension Act of 2010, P.L. 111-157, April 15, 2010 extended federal funding for extended benefits through June 5, 2010. Chapter 2010-09, Laws of Florida (CS/CS/SB 1736) May 17, 2010 was enacted to extend the eligibility period for extended benefits from February 27, 2010 to June 5, 2010. The Unemployment Compensation Extension Act of 2010, P.L. 111-205, was enacted July 22, 2010 by the U.S. Congress to extend federal funding for extended benefits through December 4, 2010. Governor Charlie Crist signed an Executive Order approving this extension for extended benefits in Florida on July 23, 2010.

It is estimated that approximately 250,000 claimants will qualify for the most recent enactment of the extended benefits program. These individuals have previously qualified for 26 weeks of regular unemployment, exhausted their claim, and have been provided up to 53 weeks of Emergency Unemployment Compensation benefits, and have exhausted those additional benefits.

Other Reemployment Initiatives

In 2010, Workforce Florida utilized \$1 million of its state set aside funds to provide a competitive grant solicitation to Regional Workforce Boards to provide intensive reemployment services to Extended Benefit claimants and exhaustees. Six Regional Workforce Boards were awarded grants. In FY 2011-2012, the state will review and promote initiatives, to the extent funding is available, to continue special projects that target reemployment services to those most in need.

Reemployment Tools

At the state level, Florida has piloted two software solutions to assist in the delivery of local reemployment services. It is the plan to use these tools to assist the state's One-Stop Career Centers in assessing the needs of UC claimants and enhancing local reemployment services. These two tools are Help-Wanted Online (HWOL) and the Workforce Associates' Transferable Occupation Relationship Quotient (TORQ).

HWOL is an evolution of the former Conference Board Help Wanted Index that now represents a fully developed system that measures the demand side of the labor market. It scrapes a myriad of job ads from internet sites. Job ads can be analyzed by state, metro area and cities through

time and can be filtered for various attributes. HWOL identifies current openings due to job churning even though the economy is still very weak, which represents a major asset for local and state workforce planners. HWOL also has the potential to identify green and biotech occupations as well as other new and emerging occupations. Monthly reports on HWOL openings and major employers with job ads are provided for each Regional Workforce Board. Licenses for HWOL have also been purchased for each of the 24 Regional Workforce Boards.

The TORQ software allows the integration of multiple types of data files from the federal and state levels to include most widely used occupational attributes from the O*Net national database, Florida and substate projections by industry and occupation, national projections data, employer data from InfoUSA, educational providers from the Integrated Postsecondary Educational Data System, and approved providers for WIA. This system can provide product integration on one platform from multiple data sources. This product will improve the analysis of O*Net tools including career pathing. TORQ software has been a very positive asset to local staff seeking to reemploy UC claimants. Although a limited number of Regional Workforce Boards have been testing TORQ, there are plans to expand the usage now that a new version, geared to front-line staff, is slated for release.

Development of New Reemployment Strategies

The workforce system, in continuing its “Reemployment Services” workgroup, consisting of representatives from Workforce Florida, the Agency for Workforce Innovation, and the Regional Workforce Boards met in early 2011 to review and assess the state’s reemployment strategies and identify further improvements that could be made to assist the unemployed in helping them find meaningful employment.

A plan was developed and is in the process of being implemented. The plan was segmented into 4 Project/Activity categories:

- Easily and Quickly Implemented
- Workforce Florida Review/Policy
- Substantial Technology Time to Implement
- State and Federal Law or Rule Change

Some of these initiatives include:

- More intensive email messaging initiatives encouraging claimants to complete a full registration in EFM if they haven’t already, encouraging them to search for jobs in EFM or access other on-line or One-Stop services, especially if they have been inactive in the EFM system for some time, and sending virtual emails to claimants of potential jobs openings in EFM which match their skills sets. (Virtual emails means that claimants will receive an email each time their skills and experience matches a job opening in EFM);
- Requiring UC claimants to complete a full registration in EFM including background information and a resume;

- Developing a seamless application from the UC Mainframe System to the Employ Florida Marketplace (EFM) system so claimants could apply for benefits and complete a full registration in one seamless application;
- Developing a statewide on-line One-Stop orientation; and
- Assessing the current forums for filing for UC benefits to streamline the process and improve efficiencies.

Florida believes these new initiatives, once implemented, will improve the ability of the One-Stop to provide services targeted to the unique needs of the claimant in helping them get back to work

Unemployment Compensation Work Test Requirements

Unemployment compensation claims are filed via Internet, telephone and U.S. mail. When the claim is filed, the information is included in an interface file that is transmitted on a daily basis to Geographic Solutions, the vendor for the EFM, for uploading in the EFM system's work registration. Data elements include: social security number, veterans status, educational levels, email addresses (when provided), partial employment history, US citizenship information, military separation data, full-time/part-time indicators and usual occupation O*Net codes.

The One-Stop Career Centers can review the claimants that become work registered on a daily basis. Many claimants are provided labor market information packets by mail as they are registered. In May 2009, the One-Stop Career Centers began emailing claimants, when they become work registered, with job opportunities that match their employment history and occupation information. The claimant then has an immediate opportunity to respond to the job referrals and provide a resume to the employer.

State's Strategies for Alignment of Services to Dislocated Workers (WIA, Rapid Response, and TAA)

Florida has integrated and aligned workforce development strategies to ensure that WIA, Rapid Response, and Trade Adjustment Assistance (TAA) programs and services are offered to dislocated workers, as appropriate. The Agency for Workforce Innovation ensures that rapid response activities are appropriately and timely provided to all workers including trade-affected individuals, employers and affected communities throughout the state. The Agency for Workforce Innovation also provides guidance to Regional Workforce Boards and other system partners regarding the provision of rapid response services pursuant to the direction of Workforce Florida.

One of three principal tenets of Florida's workforce strategy is the promotion of successful entry into the workforce through education and workplace experience that leads to self-sufficiency and career advancement. Additionally, there is a co-enrollment policy for trade-affected workers who qualify for training to be enrolled in WIA. This policy allows participants to be tracked in a common system for reporting purposes and increases benefits provided by other partner programs not offered under the TAA program.

Merit Staffing

As outlined in Final Rule (63 FR 16988, April 2, 1010), the USDOL added a new rule that requires that state merit staff administer the TAA program. This rule was originally approved to go in effect December 15, 2010 but was extended through February 12, 2011. Effective February 14, 2011, states are required to comply with the merit-based state personnel staffing requirements contained in the new section 20 CFR 618.890(a). This requirement supersedes the State of Florida policy issued July 1, 2004 eliminating local TAA field positions as merit staff. It should be noted that the merit staffing requirement has always been required for personnel administering UC and employment services at the state level such as the State Trade Readjustment Assistance (TRA) and Trade Adjustment Act Coordinators. Each Regional Workforce Board must designate TAA coordinators within their administrative area to carry-out the duties and responsibilities associated with this program, and must apply the merit system standards established by Office of Personnel Management regulation at 5 CFR 900.63. These duties and responsibilities include:

- Recruiting, selecting, and advancing employees on the basis of their relative ability, knowledge, and skills, including open consideration of qualified applicants for initial appointment.
- Providing equitable and adequate compensation.
- Training employees, as needed, to assure high quality performance.
- Retaining employees on the basis of the adequacy of their performance, correcting inadequate performance, and separating employees whose inadequate performance cannot be corrected.
- Assuring fair treatment of applicants and employees in all aspects of personnel administration without regard to political affiliation, race, color, national origin, sex, religious creed, age or handicap and with proper regard for their privacy and constitutional rights as citizens. This “fair treatment” principle includes compliance with the Federal equal employment opportunity and nondiscrimination laws.
- Assuring that employees are protected against coercion for partisan political purposes and are prohibited from using their official authority for the purpose of interfering with or affecting the result of an election or a nomination for office.

The purpose of this new requirement is to promote consistency, efficiency, accountability, and transparency.

Development of Pipeline for Special Populations

Workforce Florida engages a number of partners on the Workforce Florida Board that represent some of the special populations noted. For example, the Agency for Persons with Disabilities; Department of Juvenile Justice; Department of Veterans Affairs; the Department of Education, Division of Vocational Training and Education; and the Department of Children and Families, to name a few, are all workforce partners. Workforce Florida, the Agency for Workforce Innovation, and the individual partner agencies, have developed Memorandums of Understanding to establish goals, partner roles, and processes to ensure the targeted populations receive the workforce training and education they need to live independent and successful lives

Florida, through its Chamber of Commerce and business partners at the state level, and through Regional Workforce Boards, at the local level, regularly communicate with these partners to identify and develop potential jobs and job opportunities for the various target groups.

Through Workforce Florida's Councils and Committees and a number of on-going partner working groups which include the business community, education, and other state and local partners, including faith based community organizations, these targeted occupations are given priority for workforce services and programs.. Florida has established policies that address the specific requirements of these populations and the One-Stop Career Centers are monitored to ensure that such services are being offered to them.

One-Stop Services for Individuals with Disabilities

The Agency for Workforce Innovation is responsible for monitoring compliance on an annual basis. Monitoring is completed through yearly compliance reviews and through the investigation of discrimination complaints. Equal Opportunity and discrimination complaint policies are posted in each local office. Complaints of discrimination are handled as outlined by current program policy.

The Agency for Workforce Innovation was one of the original recipients of the Disability Program Navigator (DPN) grant in 2002, and has continued to expand services to persons with disabilities within One-Stop Career Center throughout the state. The DPN grant focused on developing relationships across agency and entity lines to leverage resources and enhance employment opportunities for persons with disabilities. Vocational Rehabilitation has been a partner in the One-Stop Career Center system since the inception of WIA, but many other state and local entities also provide resources that help to maximize employment opportunities for persons with disabilities. The DPN grant was a catalyst to expand opportunities to increase staff awareness of the variety of assistive technologies and services available, to provide technical assistance and training on working with persons with varying disabilities, and to assure the One-Stop Resource Rooms and Training Rooms were readily accessible. In addition, the state and several Regional Workforce Boards have fully accessible mobile One-Stop Career Centers which can provide on-site services for mass layoffs, remote job fairs and other employment and training events, thus providing additional access for the disabled.

Workforce Florida identified dedicated funding for several years to Regional Workforce Boards to help them purchase assistive technology and services and to make modifications to workstations to better accommodate persons with disabilities. The One-Stop Career Center system has expanded the range of local partners who provide supplemental services to maximize the success of persons with disabilities in the workplace. At the state level, the workforce system has increased its active participation on boards that work to improve the quality of life of persons with disabilities such as the Florida Alliance for Assistive Services and Technology (FAAST), the Florida Developmental Disability Council, Community Services Block Grant Advisory Council, the Commission for the Transportation Disadvantaged, and the disability neutral Governor's Commission on Disabilities. The Agency for Persons with Disabilities also has representation on Workforce and several members of the Statewide Strengthening Youth Partnership are entities that focus their services to persons with disabilities.

At the local level, Regional Workforce Boards continue to expand employment and training services for persons with disabilities. Eight of Florida's 24 Regional Workforce Boards have been approved as Employment Networks (EN) under the Ticket to Work program, and several others are in the process of completing their applications. The Agency became an administrative EN, a new classification through the Social Security Administration (SSA) developed for Florida, in December of 2010. This will allow the Agency for Workforce Innovation to send the SSA a monthly list of persons registered in EFM. The SSA will perform a data match on the list and send to each Regional Workforce Board that is an EN a list of people registered in the Employ Florida Marketplace (EFM) with Tickets that are available for assignment. The regions can use this list as a marketing tool to target those people already registered in EFM in their regions and talk with them about assigning their Tickets to the One-Stop Career Center. Budgetary constraints of the Florida Division of Vocational Rehabilitation (VR) have had a significant impact on their ability to serve all clients, and an approved Order of Selection Plan has increased the referrals to the One-Stop Career Center system. Many of these customers come to the One-Stop Career Center employed and only need job retention services and/or ongoing supportive services. VR provides the One-Stop Career Centers a financial incentive for meeting beneficiary needs. Under section 7(b)(2) and 8(b) of the Wagner-Peyser Act, the workforce system may provide priority of services to individuals with disabilities and purchase assistive technology and other devices to support promotion and development of employment opportunities of persons with disabilities.

Role of DVOP and LVERs Staff in the One-Stop Delivery System

The State's Veterans Plan for Workforce Services outlines the state's strategies to promote and maximize the employment of Florida's veterans, especially veterans with barriers to employment, utilizing the complete menu of One-Stop Career Center resources. It is anticipated that Florida may receive additional funding to provide employment and training services to its veterans. To insure that expenditure of these funds maximizes the services offered to these veterans, Florida will utilize its Veterans Workgroup (consisting of representatives from Workforce Florida, the Agency for Workforce Innovation, and the Regional Workforce Boards) as a forum to develop a plan and implementation strategy that will provide the best use of such resources for our veterans. Should this funding opportunity present itself, statewide strategies and plans for expenditure of such funds will be shown in the state's Veterans Plan for Workforce Services.

Disabled Veterans Outreach Specialist (DVOP) and Local Veterans Employment Representative (LVER) staff provide services to all eligible veterans under Title 38, but their efforts are concentrated, according to their respective roles and responsibilities, on outreach and the provision and facilitation of direct client services to those who have been identified as most in need of intensive employment and training assistance. DVOP and LVER staff, through outreach with employers, develops increased hiring opportunities within the local work force by raising the awareness of employers of the availability and the benefit of hiring veterans.

DVOP staff provide a wide range of workforce services to veterans and other eligible persons with their primary focus on identifying veterans requiring intensive services. The DVOP staff will facilitate services through the case management approach to veterans with barriers to employment and with special workforce needs.

The LVER ensures that veterans are provided the full range of priority workforce services in the One-Stop Career Center, providing functional oversight over the Veteran's Program and the service delivery strategies and services targeting veterans. The LVER is also responsible for ensuring that all Veterans' Program Performance Measurements in the One-Stop Career Center are met. They will also provide directly or facilitate a full range of workforce services for veterans, including newly separated veterans.

Florida ensures that all One-Stop Delivery System sites provide mandated preference and priority of services to veterans and other eligible persons. All veteran and other eligible persons are identified as veterans or eligible at the initial point of contact which includes physical locations, websites and other virtual service delivery resources. Veterans and other eligible persons will be made aware of types of services available under priority of service and eligibility requirements for those Department of Labor funded programs and/ or services.

Individuals with Limited English Proficiency - Access to One-Stop System

Florida has established a workforce policy for those with Limited English Proficiency (LEP) and is committed to improving access to services for them. As such, One-Stop Career Center provide at no cost, accurate and timely language assistance and effective communication to persons with LEP. Vital documents used in WIA programs are provided in written translation. Any current or prospective individual eligible for program services who cannot speak, read, write, or understand the English language at a level that permits them to interact effectively with One-Stop Career Center staff has the following rights:

- A right to qualified interpreter services at no cost to them.
- A right not to be required to rely on their minor children, other relatives, or friends as interpreters.
- A right to file a grievance about the language access services provided them.

Migrant and Seasonal Farmworkers – Integration of Service Delivery in the One-Stop System

The State's Agricultural Services Plan outlines the Agency for Workforce Innovation's strategies to ensure that Migrant and Seasonal Farmworkers (M&S Farmworkers) have access to all levels of service provided by the One-Stop Career Center. The state also ensures that all M&S Farmworkers are provided the same level of Wagner-Peyser services as are provided to non-farmworkers. These services are job referrals, job search services, supportive services, counseling and job development. All M&S Farmworkers are provided a copy of the form AWI 511N that explains what services are available in the One-Stop Career Center. The state also ensures that M&S Farmworkers are referred to intensive and training services if warranted.

The One-Stop Career Centers with a significant number of M&S Farmworkers have an Outreach Specialist assigned to seek out M&S Farmworkers that may not have previously used the services of the One-Stop Career Center. The activities of this function include advising the M&S Farmworkers of the services available from the One-Stop Career Center including the availability of referrals to agricultural job orders, including H-2A, and non-agricultural employment, to training, supportive services, testing, counseling and other job search services.

Additionally, the Outreach Specialist gives the M&S Farmworkers information on types of specific employment opportunities which are currently available in the One-Stop Career Center system. Also, information is provided on the protections and rights of M&S Farmworkers, as well as information regarding other organizations that provide M&S Farmworkers services. After making the presentation, outreach workers encourage the M&S Farmworkers to visit the One-Stop Career Center to obtain the full range of One-Stop Career Center services.

Florida currently has nine designated “M&S Farmworkers significant” One-Stop Career Centers located within nine different Regional Workforce Boards. Each significant office has a full-time year-round outreach worker position. Outreach staff will, whenever possible, be bilingual and from a M&S Farmworkers background or be a member of a minority group representative of the M&S Farmworkers population.

Outreach workers conduct a minimum of five personal quality contacts with M&S Farmworkers on a daily basis. A quality contact is defined as a contact with a M&S Farmworker where a reportable supportive service is provided and documented. Outreach activities are logged daily and submitted monthly along with reports to the State Monitor Advocate. During Program Year 2011, the State plans to make approximately 13,850 quality contacts to M&S Farmworkers.

To maintain service levels, outreach services will be supplemented to the extent possible. Cooperative agreements will be established with social services agencies in order to provide joint outreach efforts to the M&S Farmworkers’ population. Approximately 500 outreach contacts will be made via nonfinancial agreements with cooperating agencies.

Outreach workers are fully trained in all aspects of employment-related services to M&S Farmworkers, including taking complaints while in the field. All One-Stop Career Centers have access to the state training presentation video on M&S Farmworkers, guidance papers and desk aids. The Agency for Workforce Innovation includes a segment on M&S Farmworkers in its on-site statewide training to assure that M&S Farmworkers are considered for all workforce services. Additionally, Florida has a State Monitor Advocate, who conducts on-site quality assurance visits in Florida’s significant One-Stop Career Center to ensure that an equitable level of service is provided to the farmworker community. All significant M&S Farmworkers One-Stop Career Centers are monitored for compliance during the program year.

5. Priority of Service

(a) Priority of Service for Low Income

Priority of services for public assistance and low income individuals is established in state law (Chapter 445, F.S.) the Workforce Investment Act and state policy. Accordingly, local planning instructions direct the state’s 24 Regional Workforce Boards to design core service strategies and procedures ensuring that these priorities are extended. The results of these efforts are also monitored and evaluated at the state level. Workforce Florida’s balanced scorecard report evaluates levels of service for groups with special needs on a quarterly basis to determine if such groups are adequately represented among all participants served.

Additionally, services to low income individuals are facilitated by the state's organizational structure that places the key partner programs under the direction of the Regional Workforce Boards and the management of the local One-Stop Career Center operators. As mentioned previously, this is facilitated by the electronic network and the integrated case management services previously described in this section.

As a result of these efforts, 42 percent of low income individuals received WIA adult services during the program year ending June 30, 2010.

The Employ Florida Marketplace (EFM) Florida's integrated intake, case management, and management information system also supports priority of service for low income adults. All One-Stop Career Center program participants are initially registered in EFM either directly or via interface with other systems such as Unemployment Compensation and the One-Stop Service Tracking (OSST) System for Temporary Assistance for Needy Families (TANF) and the Supplemental Nutrition Assistance Program (SNAP.) The EFM registration collects demographic and basic eligibility information necessary to identify the low income individuals for priority services funded with American Recovery and Reinvestment Act (ARRA) funds as well as services provided with regular local funds.

In the event that funds allocated to a local area for adult employment and training activities are limited, priority for intensive and training services funded with WIA Title I adult funds must be given to recipients of public assistance and other low-income individuals in the local area. Local areas must establish criteria by which they can determine the availability of funds and the process by which any priority will be applied under WIA, Section 134(d)(2)(E).

Generally it is assumed that adult funding is limited because there are typically not enough adult funds available to provide services to all of the adults who could benefit from such services. However, it is also recognized that conditions are different from one area to another and funds might not be limited in all areas. Because of this, the regulation requires that all Regional Workforce Boards must consider the availability of other federal funding, such as TANF. Unless the Regional Workforce Board determines that funds are not limited in the local area, the priority requirement will be in effect.

(b) Veterans Priority of Service

The priority of services requirement for veterans and eligible spouses is set forth in Florida's State Veterans' Program Plan of Service. In the basic labor exchange system, Florida ensures that all One-Stop Career Center Delivery System sites provide mandated preference and priority of services to veterans and other eligible persons. All veteran and other eligible persons are identified as veterans or eligible at the initial point of contact which includes physical locations, websites and other virtual service delivery resources. Veterans and other eligible persons are made aware of the types of services available under the priority of service and eligibility requirements for those Department of Labor funded programs and/or services.

Examples of priority of services for Veterans' and eligible spouses include the following:

- Referral of qualified veterans to new job openings, especially federal contractor job orders, prior to all non-veteran job referral activity;
- Job Skills Workshops and Job Clubs for veterans;
- Job Fairs for veterans;
- Regional Workforce Board websites promoting services to veterans;
- Job referrals via e-mail;
- All USDOL funded training and employment programs; and
- Veterans Stand Downs.

Veterans Stand Downs are a part of the Department of Veterans Affairs' efforts to provide services to homeless veterans. Stand Downs are typically one to three day events providing services to homeless veterans such as food, shelter, clothing, health screening, employment services and substance abuse treatment. They are collaborative events between local VAs, other government agencies, and community organizations who serve the homeless.

The state has instituted a "priority of service pop-up" to EFM. The pop-up targets newly registering veterans and other eligible persons. The purpose of the "pop-up" is to ensure that newly registered veterans and other eligible persons are aware of their entitlement to priority of services and the types of services available under priority of service at "point of entry" into the One-Stop Career Center system.

The state also incorporated a veteran's link which is delineated by an American flag. When the veterans' link is clicked, a veteran service page appears. The veterans' service page provides an array of veteran service resources and provides information on priority of service and types of services available under the priority of service. The State also implemented a special veterans banner, on the EFM home page, for veterans and other eligible persons, which links them to the EFM veteran's micro portal with additional veteran specific information.

Veterans and eligible spouses, registering in the One-Stop Career Center, are briefed on priority of service, the types of services available under priority of service, and eligibility requirements for those programs and/ or services. An EFM service code ensures that veterans or eligible spouses are briefed on priority of services.

Florida supports a proactive, united-front, and well coordinated seamless approach to serving the needs of returning veterans and military families in Florida. The program collaborates with federal and state agencies, and other veterans and military advocates in an effort to identify and serve Florida's returning veterans, military members and their families. This collaboration involves a sharing of information on returning veterans, injured/disabled veterans and military families to ensure they receive the services they need and deserve.

Local Veterans Employment Representative (LVER) and Disabled Veterans Outreach Specialist (DVOP) staff continues to be cross-oriented and trained in all One-Stop Career Center workforce programs as directed by the State Veterans' Services Program Guide. Additionally, the plan requires veteran's staff to provide veterans program training to all One-Stop Career Center staff. That training includes priority of service to veterans and eligible staff.

Currently the State Veterans Program Coordinator (SVPC) and Assistant SVPC conduct statewide veterans' program training to veteran program staff and regional management staff. The new requirements for priority of service to veterans and eligible spouses have been incorporated into the training. Additionally, the Work Opportunity Tax Credit (WOTC) is also discussed. The SVPC and Assistant SVPC will continue to conduct annual regional Veterans Training Workshops. State-level Veterans Roundtable forums are conducted quarterly to discuss programmatic issues.

Definitions

The term "**veteran**" means a person who served in the active military, naval, or air service, and who was discharged or released there from under conditions other than dishonorable, as specified in 38 U.S.C. 101(2).

The term "**eligible veteran**" means a person who

- (A) served on active duty for a period of more than 180 days and was discharged or released there from with other than a dishonorable discharge;
- (B) was discharged or released from active duty because of a service connected disability; or
- (C) as a member of a reserve component under an order to active duty pursuant to section 1230 (a), (d), or (g), 12302, or 12304 of title 10, served on active duty during a period of war or in a campaign or expedition for which a campaign badge is authorized and was discharged or released from such duty with other than a dishonorable discharge.

The term "**eligible person**" means -

- (A) the spouse of any person who died of a service-connected disability,
- (B) the spouse of any member of the Armed Forces serving on active duty who, at the time of application for assistance under this chapter [38 USCS § 4101 et. seq.], is listed, pursuant to section 556 of title 37 and regulations issued thereunder, by the Secretary concerned in one or more of the following categories and has been listed for a total of more than ninety days: (i) missing in action, (ii) captured in the line of duty by a hostile force, or (iii) forcibly detained or interned in the line of duty by a foreign government or power, or
- (C) the spouse of any person who has a total disability permanent in nature resulting from a service-connected disability or the spouse of a veteran who died while a disability so evaluated was in existence.

The term "**priority of service**" means -

- (A) with respect to any qualified job training program, that a covered person shall be given priority over a non-covered person for the receipt of employment, training, and placement services provided under that program, notwithstanding any other provision of the law.

- (B) Priority in the context of providing priority of service to veterans and other covered persons in qualified job training programs covered by this regulation means the right to take precedence over non-covered persons in obtaining services. Depending on the type of service or resource being provided, taking precedence may mean:
- (1) The covered person receives access to the service or resource earlier in time than the non-covered person; or
 - (2) If the service or resource is limited, the covered person receives access to the service or resource instead of or before the non-covered person.

The term "**covered person**" means - A veteran or eligible spouse. Eligible spouse means the spouse of any of the following:

- (A) Any veteran who died of a service connected disability;
- (B) Any member of the Armed Forces serving on active duty, who at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:
 - (1) Missing in action;
 - (2) Captured in the line of duty by a hostile force; or
 - (3) Forcibly detained or interned in line of duty by a foreign government power; or
- (C) Any veteran who has a total disability resulting from a service connected disability, as evaluated by the Department of Veterans Affairs;
- (D) Any veteran who died while a total disability, as indicated in Paragraph (3) of this definition, was in existence.

The term "**qualified job training program**" means - Any workforce preparation, or delivery program or service that is directly funded, in whole or in part, by the Department of Labor and includes the following:

- (A) Any such programs or services that use technology to assist individuals to access workforce development programs (such as job and training opportunities, labor market information, career assessment tools, and related support services).
- (B) Any such program or service under the public employment system, One-Stop Career Centers, the Workforce Investment Act of 1998, a demonstration or other temporary program, and those programs implemented by States or local Service Providers based on federal block grants administered by the Department of Labor.
- (C) Any such program that is a workforce program targeted to specific groups.

The term "**service connected disability**" means a disabling condition that has resulted from or was aggravated by an injury or illness while the veteran was serving on active duty in the military. To meet the specific needs of veterans, particularly veterans with barriers to employment, Veterans Employment Representatives are thoroughly familiar with the full range of job development services and training programs available at the One-Stop Career Centers and Department of Veterans' Affairs Vocational Rehabilitation and Employment Programs.

D. Rapid Response

1. Rapid Response Dislocated Worker Unit Responsibilities

The Reemployment and Emergency Assistance Coordination Team (REACT) serves as Florida's state-level Dislocated Worker Unit, as required by the Workforce Investment Act of 1998. When employers submit layoff and business closing notices under the WARN (Worker Adjustment and Retraining Notification) Act, the Agency for Workforce Innovation REACT staff make initial contact with the employer. REACT staff request such information as the name and telephone number of the employer's local contact person at each location, the type of business issuing the WARN, the worker residences by county, the reason for the layoff or business closing, and the possible applicability of the Trade Act. Staff also introduce the employer to Rapid Response and explain the benefits of Rapid Response to both the employer and the affected workers. REACT staff then enter the WARN notice into the REACT database and distribute the WARN and the background information to the affected Regional Workforce Board Director, Regional Rapid Response Coordinator, and to other appropriate workforce partners.

2. Rapid Response State Role/State Strategies

State-level REACT and Regional Workforce Development Board Rapid Response activities are carried out in accordance with Workforce Investment Act Regulations at CFR 665.300 through 665.340.

- *Regional Workforce Boards respond and provide Rapid Response services to employers who have submitted WARN notices. On-site services are also offered when possible to any employer requesting Rapid Response. Routinely, rapid response visits are made to employers laying off 50 or more workers. When a layoff is smaller than 50 workers, the affected workers can be directed to the nearest One Stop Career Center for services. Rapid Response services must be made available to affected workers when a Trade Act petition is filed.*
- *Workforce Boards and Regional Rapid Response Coordinators who are affected by mass layoffs and plant closings receive a copy of all WARN notices received by the State.*

In support of Rapid Response activities the Agency for Workforce Innovation has a Mobile One-Stop Unit that can be deployed across the state to respond to lay-offs and participate in job fairs. The Mobile Center offers a full array of employment, reemployment and employer services. It contains nine computer workstations and a training room that can accommodate eight additional computer stations. Internet access is available for filing unemployment compensation claims, searching Employ Florida Marketplace (EFM) and other job banks. When the Regional Workforce Boards have a need for the Agency for Workforce Innovation's Mobile One-Stop Unit, REACT staff schedule the vehicle, have the unit delivered to and from the site, set it up for use, manage the unit during the visit, and secure it overnight.

Examples of services provided by the Regional Workforce Boards and their local One-Stop Service Providers include:

- Presentations to the employer to show the advantages of working with the Regional Workforce Boards;

- Presentations to the affected workers explaining workforce services;
- Assistance to the workers in filing Unemployment Compensation Claims;
- Direct job referral and placement services;
- Information on maintaining health insurance and other separation issues;
- Arranging Job Fairs and other special employment events;
- Referral to community agencies for supportive services; and
- Information on training opportunities.

3. Statewide Rapid Response Activities

The Agency for Workforce Innovation ensures that rapid response activities are appropriately and timely provided to all workers, including trade-affected individuals, employers and affected communities throughout the state. The Agency for Workforce Innovation provides guidance to Regional Workforce Boards and other system partners regarding the provision of Rapid Response services pursuant to the direction of Workforce Florida.

4. Public Awareness

The Agency for Workforce Innovation's External Affairs personnel respond to media inquiries and disseminate public information for the Agency. Information about Worker Adjustment and Retraining Notification (WARN) and lists of WARN notices which have been filed are posted on the Agency's website at: http://www.floridajobs.org/workforce/warn_notice.html. WARN notices are sent to the Agency from businesses that are closing or planning layoffs and who may be in need of dislocated worker assistance.

5. Rapid Response Funding

WIA requires that up to 25 percent of the state's annual dislocated worker allocation be used for rapid response activities, and that a portion of these funds must be used to fund the state Rapid Response Unit (REACT Unit). Further, WIA2000 requires that rapid response funds be made available for the following purposes: (1) the Rapid Response Unit, (2) Individual Training Accounts (ITAs), (3) Individual Services Accounts (ISAs) and (4) an Emergency Preparedness Funds account.

E. Youth

Regional Workforce Boards work very closely with local and state agency offices, school districts, community-based programs, and faith-based organizations serving the youth population. The integration of programs and services has facilitated services being provided to the youth most in need, as a full array of services is available in the One-Stop Career Centers and ancillary services are provided on a referral basis through collaborative agreements.

As noted in Workforce Florida's updated Roadmap priorities, there are continuing concerns about the inadequacies of the Florida K-20 education system especially as it relates to the workforce-relevance of college academic credentials as well as the needs for a greater emphasis on work readiness and basic skills that are required to be productive in today's workplace.

State leadership has made the creation of a world-class educational system that will improve the lives of all youth in Florida a top priority. Increased funding for K-12 education is providing additional support for the students most at-risk of not being successful in school. Data confirms that youth who are not successful in school are much more likely to develop risk behaviors that prohibit them from transitioning to self sufficient adults.

Three foundational issues that continue to be highlighted include increasing literacy, support for Florida's families, and diversifying Florida's economy. Florida's funding for programs that impact these issues directly improve services to the neediest and most at-risk youth. These youth have been identified as: out of school youth and those at risk of dropping out; youth in and aging out of foster care; youth offenders and those at risk of court involvement; homeless and runaway youth; children of incarcerated parents; migrant youth; Indian and Native American youth; and youth with disabilities. During the past program year, Florida's workforce system has ensured that these special youth populations were served through WIA formula funding and funding provided through Workforce Florida's Youth Opportunities Committee. Current youth initiatives include: life skill programs for youth aging out of foster care; career academy programs; work experience prevention programs for juvenile youth; and high school programs serving youth with disabilities. These programs enable young people to complete educational programs, obtain the life skills to become independent adults, and to retain employment.

With the passage of the American Recovery and Reinvestment Act (ARRA) of 2009, Workforce Florida allocated over \$42 million to its Regional Workforce Boards to fund summer employment and training programs for over 14,000 youth. A majority of these funds were used to operate expanded summer youth employment programs during the summer of 2009 as well as provide youth work experiences throughout the year. The creation of subsidized jobs for teens and young adults in nonprofit and public sectors provided them skills development, and employment experiences that helped prepare them for the future. Work readiness was the indicator used to assess the effectiveness of summer employment. As a result of the programs' significant success, the state plans to continue these summer youth programs using WIA funds.

Despite the end of ARRA stimulus funding, summer employment services will continue to be delivered through the state's network of One-Stop Career Center career centers operated by the Regional Workforce Boards. The funds are allocated to the Regional Workforce Boards through WIA formula funds.

Florida will put a special emphasis on developing work experiences and other activities that expose youth to opportunities in "green" educational and high-skill, high-wage career pathways. Florida will serve both younger "in-school" youth and older "out-of-school" youth populations with WIA funds. Florida, through its Regional Workforce Boards, will develop both public and private sector work experiences for summer youth employment.

The State of Florida allows the Regional Workforce Boards full flexibility in determining the scope in which they will operate their summer youth programs. By doing so, each Regional Workforce Board has the ability to react to the specific needs of their local area as determined by their local workforce board. This flexibility includes local policies and strategies for determining that summer employment opportunities are connected to academic and/or occupational learning and the types of connections that will be utilized as well as any policies or strategies regarding

activities that support out-of-school youth during summer and/or non-summer months, such as supportive services, needs-based payments, or day-care. Regional Workforce Boards also have the flexibility to determine which of the ten Workforce Investment Act (WIA) youth program elements they provide during the summer program.

F. Business Services

As noted in Section I., the State's Vision for Statewide Workforce Investment, alignment of workforce services, programs and talent development to business needs improves Florida's talent pipeline and Floridians' opportunities to find employment, build careers, establish wealth and prepare for changing markets. Florida's workforce system must become much more flexible and nimble in responding to changing marketplace dynamics.

Upfront business partnerships are essential to training Florida's workforce to meet the current and future needs of diverse business sectors, particularly in those industry clusters that hold most promise for high-wage jobs and diversifying Florida's economy. The workforce system has made progress in partnering with business and industry but our current employer penetration/usage metrics indicates tremendous opportunity exists to develop a systematic, mutually beneficial approach to developing business partnerships. Both business and workforce have a vested interest in partnering but the onus is on the workforce system to effectively communicate and market the value of the partnership. Ease of access to Florida's workforce services via the Employ Florida Marketplace is just a start.

Proposed strategies to improve this partnership with business include:

- Aggressively market/communicate, internally and externally, the workforce business value proposition to significantly increase awareness and stimulate workforce system usage (including EFM). EFM is the state's official job matching system and is publicly encouraging Floridians to use the state's system for job listings, posting of resumes, job searches, among other services;
- Use the workforce system's annual Workforce Summit, with funding and support from Workforce Florida, to focus on the provision of "best in class" business services to identify and evaluate the most effective Business Services teams statewide in order to institutionalize and replicate proven outreach tactics, core processes and performance metrics;
- Expand outreach and availability of value-added, business-focused training programs;
- Fully utilize the regional supply/demand workforce analysis prepared by the Agency for Workforce Innovation's Labor Market Statistics Center along with the Transferrable Occupation Relationship Quotient (TORQ) tool to better understand business openings and prepare workers for those openings;
- Continue to offer Workforce Florida's administered Incumbent Worker Training program with its demonstrated return on investment to strengthen Florida's existing businesses and preserve jobs along with upgrading the skills of those existing workers that they employ;

- Continue to market the Quick Response Training, Florida’s only non-federally funded customized workforce training program, to Florida’s expanding or newly located companies;
- Encourage Regional Workforce Boards to continue to offer locally developed and funded Employed Worker Training programs to meet the unique needs of companies in their respective regions;
- Build on existing local industry-specific workforce business consortiums or establish new ones in partnership with economic development organizations;
- Prioritize targeted industry clusters within Regional Workforce Boards;
- Continue to support the Employ Florida Banner Center initiative, with centers tied to the state’s identified target industry clusters and infrastructure industries. These centers create market-relevant training to improve the quality and availability of talent for the industry sector they represent. Encourage Regional Workforce Boards to refer training candidates to participate in the training offered, as appropriate;
- Institutionalize local, regional and statewide “voice of the customer” business forums to keep abreast of current and emerging workforce needs (e.g., through all Employ Florida Banner Centers and other similar business-led initiatives;)
- Increase workforce awareness via visibility at target industry specific events;
- Showcase successful workforce/business partnerships at local economic development business events; and
- Augment short-term measures with local Regional Workforce Board performance measures (qualitative or quantitative) more aligned with strategic business drivers and the state’s workforce system goals.

G. Innovative Service Delivery Strategies

The state has developed a number of service delivery strategies working with its partners, the Regional Workforce Boards, business, education, agencies, economic development and others to ensure the state is providing critical services in growing industries and industries in demand. At every opportunity, Florida maximizes its resources through leveraging funds to increase and improve the quality of services provided. Some of the State’s service delivery strategies include:

- Florida’s 13 Employ Florida Banner Centers – working with industry to develop curriculum and train participants in critical occupations;
- Workforce Florida’s Employ Florida Health Care Initiative, in partnership with the Agency for Workforce Innovation and the Regional Workforce Boards, to train job seekers in critical health care occupations;

- Workforce Florida, working with the Florida Energy Workforce Consortium (FEWC) to develop and implement training programs for jobs in demand where shortages are anticipated;
- Workforce Florida, working with Brevard Workforce (Region 13), Enterprise Florida and Space Florida, to identify and develop training programs for those impacted aerospace workers transitioning from the Space Shuttle Program;
- Florida's Incumbent Worker Training and Quick Response Training Program where employers provide approximately 50 percent of the training costs to help upgrade the skills of their employees so the company can stay ahead of global competition in the global economy;
- Workforce Florida, working with its Regional Workforce Boards and the Department of Juvenile Justice to target services to at-risk youthful offenders to provide successful work experience opportunities and employment placement services;
- Workforce Florida, working with Regional Workforce Boards and the Department of Children & Families and community based care providers to target those foster youth who have aged-out of the foster care system to provide them with work experience, training, education, and job placement needs; and
- Workforce Florida, working with Microsoft Inc., through the Regional Workforce Boards to deliver Digital Access training to WIA eligible participants.

These strategies have been described in more detail throughout this plan. Under the strategic plan for workforce, *Creating the Strategy for Today's Needs and Tomorrow's Talent*, which provides a forum to more creatively and seamlessly link Florida's workforce system with its many partners, the goal is to ensure Florida connects with business, education, and economic development to ensure Floridians get back to quickly. Florida will apply the Recovery Act investment funds to continue to preserve and create jobs using innovative strategies, to promote economic recovery, to assist those most impacted by the recession and to assist workers in retooling their skills.

H. Strategies for Faith-Based and Community Organizations

Consistent with the Establishment Clause of the U.S. Constitution and federal regulation, Faith-Based and Community Based organizations may provide services and participate in WIA Title I programs for which they, like other potential recipients, are determined eligible.

Florida's workforce system has, and will continue to, extensively partner with Faith Based and Community Organizations (FBCO) at the state and local levels. In the past, much of the joint activity consisted of One-Stop Career Center services contracted out to FBCOs as part of Florida's decentralized service delivery model. Prior to 2008, state law required Regional Workforce Boards to divest themselves from direct delivery of workforce services. Consequently, Regional Workforce Boards contracted with more non-profits, FBCOs and other

non-traditional workforce entities for the delivery of some of its workforce services programs or initiatives.

More affirmative outreach to FBCOs has been greatly facilitated by the FBCO initiatives and grant solicitations offered by the White House, USDOL, other federal agencies and Florida's Governor. Workforce Florida and the Agency for Workforce Innovation have become fully engaged in those initiatives and intend to sustain and expand that engagement in the period covered by this plan. One consistent principle Florida has applied and will continue to apply is to support collaborative proposals that include joint planning and true linkage with local One-Stop Career Centers "mainstream" service delivery structures.

The Agency for Workforce Innovation identifies public and private grant opportunities, and sends this information to the Regional Workforce Boards and FBCO partners. The Agency for Workforce Innovation assists Regional Workforce Boards and FBCO partners, upon request, by conducting necessary research, providing supporting documentation, facilitating letters of endorsement and assisting in grant review and writing.

Funding opportunities for FBCO are available at the state and local levels. Workforce Florida has and will continue (based on funding availability) to issue competitive grant opportunities utilizing its WIA 15 percent state-level funds, TANF and Wagner-Peyser 7 (b) funds. The greatest number of FBCO contracts, however, is awarded by Regional Workforce Boards during their annual competitive workforce services procurements. These contracts include requirements for the provision of general workforce services and specialized services to targeted populations, such as at-risk youth, substance abusers, ex-offenders, the homeless, migrant and seasonal farmworkers, etc.

All Workforce Florida procurement solicitations expressly invite FBCOs to apply whenever the grant is open to non-workforce entities. Awards have been made to FBCOs for providing entrepreneurial training to minorities, veterans, and individuals with disabilities; academic remediation for at-risk youth; career advancement and retention projects for former welfare recipients; and intermediary formation and outreach to connect grassroots FBCOs and their clients with Regional Workforce Boards' One-Stop Career Centers. Typically state-level grants are pilots or demonstration projects, and funding is provided for no more than two years, with the clear understanding that sustainability will need to be funded from other sources. Grants requirements generally encourage proposals that can be replicated as well.

Based on the success of past FBCO funded grants, Workforce Florida encourages sustainability, replication and export of effective programs or key project components. Particularly notable have been the successes in recruiting FBCOs to become part of the One-Stop Career Center satellite network with high-speed computers, broadband access at neighborhood churches and non-profit service agencies, with some on-site trained help to access job training, job matching and other workforce-related services provided through the mainstream One-Stop Career Center system.

Florida supports USDOL's effort to replicate the Automated Community Connection to Economic Self-Sufficiency (ACCESS Florida) initiative in Regional Workforce Boards by providing technical assistance, particularly where coupled with creative strategies for providing

necessary start-up and sustained funding. The “ACCESS” model parallels the Florida Department of Children and Families initiative to engage FBCOs and One-Stop Career Centers as “Community Partners” where shared customers can apply electronically for public assistance (TANF, Food Stamps, and Medicaid).

At the state level, Workforce Florida and the Agency for Workforce Innovation have signed partnerships agreements with the State Homelessness Office, the Department of Corrections; the Governor’s Council on Indian Affairs; the Department of Education, Divisions of Vocational Rehabilitation and Blind Services; the Able Trust, the Department of Juvenile Justice; the Department of Children and Families and the Florida Association of Rehabilitation Facilities. Key elements of the agreements are commitments for formalized partnerships that may include coordination of services and sharing of information for shared client groups. Like the workforce system, these agencies and organizations coordinate with a number FBCO as well, opening the door for additional opportunities for the workforce system to provide outreach and funding opportunities to more FBCO organizations.

X. State Administration

A. State and Local Workforce Technology and MIS

As required by Florida’s Workforce Innovation Act of 2000, sections 445.10 and 445.11, Florida Statutes, the state has been transitioning from former “siloes” legacy mainframe workforce IT and MIS systems for WIA, Wagner-Peyser, Temporary Assistance to Needy Families (TANF) and related programs to a web-based integrated system to provide integrated data capture, case management, performance reporting and employer and job seeker services accessible through the Internet. The current system, known as the Employ Florida Marketplace (EFM) has been implemented and continues to receive upgrades and enhancements. WIA, basic reporting, Wagner-Peyser, and the Trade Adjustment Act (TAA) functions have been implemented and are in use at state level and by all Regional Workforce Boards. The remaining major programs to be considered for transition in a truly integrated system are the TANF/Welfare Transition system which currently operates in a web-based system called One-Stop Service Tracking (OSST), and the financial management module which resides in the former One-Stop Management Information System (OSMIS).

Additionally, the State’s now has “spidering” capability integrated in EFM which also serves as a customer-friendly web-based access point for job seekers and employers. In support of the Employ Florida “linking brand” now used by Florida’s workforce system, EFM is a powerful online labor market exchange tool specifically designed for employers, job seekers, students, training providers, workforce customer service representatives and professionals, and others seeking benefits and services. It is considered another component of the Employ Florida network of workforce services and resources. (See <http://www.employflorida.com>) EFM provides fast access to a complete set of employment tools in a seamless One-Stop Career Center site. The system is designed to be comfortable and user-friendly for everyone - even the person who has little computer experience.

Employers will find the following features helpful:

- Define skills and post job orders to find potential candidates;
- Research labor market information on salaries and economic data;
- Set up a Virtual Recruiter search agent to automatically find candidates within the system that match the job skills of the job order; and
- Communicate with job seekers, workforce customer service representatives, training providers, and others within the system email and message center.

Features to help job seekers and students within the system include:

- Use a professional format to create and send resumes and cover letters to employers;
- Assess your job skills, set goals, and research training providers;
- Review available jobs and apply online;
- Set up a Virtual Recruiter search agent to automatically review job postings and notification of jobs that match skills;
- Track job search efforts and resumes sent in a personal profile folder online
- Learn about services and benefits for which one may be eligible;
- Determine a budget and plan for training;
- Research regional labor market information, such as salaries; and
- Use the email/message center to contact employers and workforce customer service representatives

In addition to quickly accessing these new employment tools, employers can still use the Employ Florida website and toll free phone number to locate state and local services and resources throughout Florida.

1. Employer Assistance from State Partners

Although most of Florida's workforce resources for employers are accessed through local workforce boards and One-Stop Career Centers, the state policy board, Workforce Florida, offers two popular employer-specific customized training programs to help with business expansion and/or retraining the workforce.

- The Quick Response Training Program provides grant funding for customized training for new or expanding businesses that produce an exportable product or service. The companies must be creating full-time, high-quality jobs requiring specialized training that is not available in the local community. Priority is given to businesses in targeted industries and in distressed urban and rural areas of Florida. Through this customer-driven program, Florida is able to effectively retain and attract businesses creating new high-quality jobs.
- The Incumbent Worker Training Program provides expense reimbursement grants for customized skills upgrade training and is available to existing for-profit Florida businesses. Businesses with 25 or fewer employees receive priority and, as with the Quick Response Training Program, priority is given to businesses in targeted industries and in distressed urban and rural parts of Florida.

Workforce Florida's other state partner, the Agency for Workforce Innovation, is the lead state agency for implementing Florida policy on workforce development, welfare transition, unemployment compensation and workforce information. The Agency houses the Labor Market Statistics Center and serves as the designated Census Data Center for Florida. The Agency also includes the Office of Early Learning which administers the state's Voluntary Pre-kindergarten (VPK) program and the state's school readiness programs.

2. Employer Assistance from Local Affiliates

Florida's workforce system is designed to be locally controlled by its business-led Regional Workforce Boards. This means that local priorities drive local services and resources. Employers can use the Employ Florida website to locate their local affiliates and contact them directly to learn about specific resources available to them. Generally businesses can get assistance at the local level with:

- Employee recruitment services;
- Applicant prescreening and job referrals;
- Recruitment and retention services;
- Employee skills information and services;
- Identification of and access to local and state incentives;
- Labor market analysis and information; and
- Rapid Response services in the event of a ramp up or reduction in workforce.

B. Use of Statewide Activity Funds

As in past years, the state's plan for using its state-level 15 percent funds will be determined by Workforce Florida at their May Board meeting. Generally, all federal and state workforce funding allocations have been announced by May. The major categories of funding are:

- State-Level Incumbent Worker Program. (\$2 million annually appropriated by the Legislature as required by Florida Statutes)
- Performance incentive awards to Regional Workforce Boards
- Workforce Florida Council reserves; allocated to Board Councils and Committees for issuance of competitive grants to Regional Workforce Boards, Faith Based and Community Organizations (FBCOs) and other local partners for demonstration projects serving WIA Adults, Dislocated Workers, and Youth and the High-Skill/High-Wage needs of businesses.
- Governor's Exigency Fund used for strategic state priority projects and emerging workforce needs such as special job-creating economic development projects and other similar initiatives.
- Banner Centers to create cutting-edge curricula to train workers in high-skills, high-wage sectors.

- Rural initiatives to advance employment and training opportunities in the state's rural counties.

The remaining unallocated balance is used for other unanticipated state projects and local needs.

The major categories for WIA state-level 15 percent funds available through the American Recovery and Reinvestment Act of 2009 are:

- Workforce Florida Council reserves: utilized for competitive grants to Regional Workforce Boards, FBCOs and other local partners for demonstration projects serving WIA Youth (including Youth Aging Out of Foster Care and At-Risk Youth), Adults, Dislocated Workers and the High-Skill/High-Wage needs of businesses.
- Employ Florida Healthcare Workforce Initiative: partnering with healthcare employers to provide unemployed individuals training to enter the healthcare professions.
- Digital Literacy Access Initiative: providing computer literacy training, combined with leveraged funds provided by Microsoft Corporation, that covers the costs of testing.
- Targeted Initiatives: addressing the training needs of workers for employment in key industry sectors offering new opportunities.
- The Talent Toolkit program: providing incumbent worker training for the continuing training of employees at existing Florida businesses.
- Data Capture and Labor Vacancy Studies: providing information identifying economic sectors and businesses that presently need skilled workers or will need additional workers as the economy grows, as well as providing information regarding the transferability of skills of individuals who have lost their jobs to these new career opportunities.

As in past years, the state's plan for use of state-level Wagner-Peyser 7(b) funds will also be determined each year as a policy/budget consideration by Workforce Florida, normally at their May meeting. The major categories of funding are:

- Regional Performance Incentive Awards
- Model Labor Market Information Projects
- Youth Outreach Efforts to provide high school students with an invaluable source of career and employment information.
- Business Outreach Initiatives to expand outreach to Florida business and economic development partners to raise awareness and understanding of the resources available through the workforce system to improve talent in Florida.

The major categories for state-level Wagner-Peyser funds available through the American Recovery and Reinvestment Act of 2009 are:

- Projects to assist with establishing linkages between regional boards and local economic development partners to work with businesses in targeted industries to identify the needs and opportunities for job placements.
- Projects aimed at better targeting and serving UC claimants.

C. Performance Management and Accountability

1. Performance Management and Monitoring

To assist in the effective delivery of services, the state has developed and operated a program and performance management and monitoring system to assist Workforce Florida and the Regional Workforce Boards in identifying early program successes and failures. The performance management system and procedures are in place to collect and report program and performance information, which is needed to assess the effectiveness and efficiency of program services, and to complete federal and state reporting requirements. Program management activities include data validation, performance reviews, incentive awards and sanctions, reviews of monitoring deficiencies, and technical assistance and capacity building.

2. Performance Accountability System

In addition to the USDOL Common Measures, Florida has also utilized other short-term and long-term workforce performance measures, with many being applied to workforce-related programs like Temporary Assistance to Needy Families (TANF) and Food Stamp Employment and Training (FSET) as well as mainstream workforce programs like WIA and Wagner-Peyser. Most notable are the 3-Tier Outcome report required by section 445.004 (9), Florida Statutes, and the Workforce Balanced Scorecard Report.

WIA requires Florida to develop procedures to ensure the policies relative to program quality and outcomes meet the objectives of the Act, including One-Stop Career Centers and training providers. The state provides annual monitoring for compliance with the federal requirements, as promulgated in circulars or rules of the Office of Management and Budget and as mandated by WIA, Section 184(a)(4). The monitoring component ensures substantial compliance with the requirements of WIA and other administrative circulars. Each of the workforce development regions will be monitored on-site no less than once annually as required by federal regulations.

The state, through its workforce development agencies, provides regular oversight and monitoring of its statewide workforce programs and projects. The programmatic and fiscal monitoring component in place ensures substantial compliance with the requirements of WIA and other administrative circulars and provisions, including the uniform administrative requirements under section 184(a)(4) WIA.

In addition, the state's oversight and monitoring system will further ensure compliance with the programmatic, accountability, and transparency provisions of the American Recovery and Reinvestment Act (ARRA) and implementing guidance, in addition to the regular provisions of WIA and the Wagner-Peyser Act. On-site programmatic and fiscal monitoring is conducted in each of the Regional Workforce Boards and will include monitoring of reemployment services, as well as summer youth employment program activities and worksites. Additionally, programs are monitored for compliance with the non-discrimination and equal employment opportunity provisions of 29 CFR, Part 37.

Nondiscrimination and equal opportunity requirements and procedures, including complaint processing and compliance monitoring are governed by the regulations implementing WIA section 188, codified at 29 CFR part 37. Florida's compliance with these requirements is described in the *Methods of Administration* which is available to the public online at: www.floridajobs.org/civilrights/ocrmoa.htm. All programs are monitored for compliance with the non-discrimination and equal employment opportunity provisions of 29 CFR, Part 37.

As a result of the reviews, corrective actions and/or technical assistance is provided to the Regional Workforce Boards to ensure compliance and quality service delivery. Primary responsibility for coordination of services provided by optional One-Stop Career Center partners is overseen by the Regional Workforce Boards, subject to annual state monitoring and guidance. Part of the state monitoring process includes identifying needs for improvement and when improvements are identified, Regional Workforce Boards are required to provide corrective action plans. On-site training offered by state agency experts, webinars, and interactive online training modules are offered as technical assistance. One-Stop Career Center newly hired front-line staff must attain the required Tier I certification within six months of their hire date, as well as the annually required 15 hours of continuing education. This process is monitored on an annual basis.

As referenced in other sections, technical assistance and training are also provided during the on-site monitoring reviews of the Regional Workforce Boards' program services, activities, and processes. Technical assistance and training is also provided to Regional Workforce Boards on Recovery Act requirements, including summer youth activities. Training plans are developed, seminars are held, TIPs and other materials are posted on the website including questions and answers, etc. Additionally, planning instructions are prepared and sent to the Regional Workforce Boards to guide them in developing plans for implementing summer youth activities in their service areas.

Florida has integrated the ARRA programs into its workforce performance and accountability system where applicable in accordance with the aforementioned measurement and performance principals. Additionally, Florida has implemented an enhanced Balanced Scorecard framework to track and measure the specific performance objectives of the ARRA. The Balanced Scorecard is a cascaded strategy implementation instrument consisting of four perspectives:

- Financial - (Resource Allocation)
- Service Delivery - Customer)
- Internal – (Internal Processes)
- Learning and Growth – (Goodwill)

These perspectives cascades to three levels;

- Level One - Overarching objectives of Workforce Florida
- Level Two - Objectives that are aligned in accordance with Florida's eight economic development regions
- Level Three - Objectives that are specific to Florida's 24 Regional Workforce Boards

Even before Congress adopted the Workforce Investment Act of 1998 (WIA), Florida already had considerable and effective experience using "WIA-like" longitudinal performance tracking, largely relying on Unemployment Compensation wage records to document entered employment, retained employment and earnings over time. Such long-term outcome tracking is at the heart of the Florida Education and Training Placement Information Program (FETPIP), our statutory "Three Tiers" annual reporting requirements, and even our prior Jobs Training Partnership Act (JTPA) performance reporting under a waiver that allowed us to use the more comprehensive UC wage records rather than the USDOL standard phone survey methodology. Consequently, Florida strongly supported the WIA legislation and use of UC wage data due to its low cost, more comprehensive coverage, nation-wide utility, excellent research capability, standardized reporting methodology, and overall reliability.

However, Florida was also keenly aware of the downside to using only UC wage records and similar longitudinal data/measures. The primary disadvantage is how long it takes to get the outcome data, up to 24 months (i.e. 8 quarters) to get complete long-term retention and earnings data on exiters in any given quarter. That time lag renders such longitudinal measures minimally useful for state or local effectiveness evaluation, legislative accountability reporting, program/contract management or any semblance of a "real time" picture of how the system is performing currently as opposed to months or years ago. Consequently, both the state level and Regional Workforce Board saw the need for a set of interim, short-term performance indicators that corresponded with the "top-down" federal measures, but also served the more immediate state and local performance assessment needs.

Florida has developed several "near real-time" tools available to the state and Regional Workforce Boards to include the Monthly Management Reports (MMR) that are generally updated within 45 days after the end of each quarter, and a data warehouse that is refreshed nightly from the state Management Information System production server. The data warehouse can produce ad hoc reports from prepared or custom queries that allows for more effective local program evaluation, legislative accountability reporting, and program contract management. Additional program performance management reports and measures such as re-employment strategic measures, needs related payment, reduction in UC benefits, etc., and performance dashboards are continually being developed to ensure appropriate accountability and transparency.

Although Florida had been using and reporting a wide array of short-term program-specific performance data prior to WIA, the state's decision to become an early WIA implementer also included a more systematic initiative by Workforce Florida. This initiative established a set of interim, short-term measures to give Workforce Florida a "dashboard" look at how the major programs are performing in all 24 Regional Workforce Boards, also allowing them to use the

same short-term performance data for local case and contract management. Some of the guiding principles used in developing and later modifying the interim measures included:

KISS--- keep it short and simple: one-page only, no more than 15-20 items representing “vital signs” for major programs, not details for every minor program and sub-group of customers. Primarily using Entered Employment Rate (EER)

SHORT-TERM USEFULNESS---can show valid outcome results no later than 45 days after the end of each quarter, and not having to wait months or years for longitudinal data like UC wage reports; therefore, useful in case management, and performance-based contract/project management.

PREDICTIVE--- includes short-term items that are validly predictive of longitudinal outcomes (e.g., WIA Core Measures based on UC wage records; Temporary Assistance to Needy Families (TANF) Workforce Success, etc.) especially those that earn federal performance bonuses.

OUTCOMES--- showing results/outcomes of services for “exiters” rather than status, workload, “seat time” or other process statistics.

LOW BURDEN--- uses case management and other administrative data already being collected and reported on at least a quarterly basis, without requiring capture of additional data or running of special frequency reports.

BLEND OF COMPARABILITY AND FLEXIBILITY--- try to maintain stability of key measures from year to year to allow for “apples to apples” trend analysis and planning, while adding and deleting items as required by program changes or need for new indicators.

NO FAULT ON NEW MEASURES---if a new measure is experimentally introduced (e.g., employed worker), it will be tracked and reported for a year ranking, and may be discontinued if determined to be unhelpful.

The newly implemented Regional Workforce Board Balanced Scorecard Report has been designed as a key indicator “dashboard” report that presents a balanced picture of Regional Workforce Board activities and outcomes. The report includes a mix of long-term measures, short-term measures, customer satisfaction survey results, and key yes/no indicators relating the Workforce Investment Act, Wagner-Peyser, and Welfare Transition program areas as well as employer services. The main report is a summary report that is a less technical, plain-English report produced for Workforce Florida, the Regional Workforce Boards and policy makers. The report is also used at the state level for the basis for awarding incentive dollars for each of the above stated program areas.

As previously mentioned, Florida has implemented an enhanced Balanced Scorecard platform that will phase into its Performance and Accountability structure. The Balanced Score Card is a cascaded strategy implementation instrument consisting of four perspectives; Financial-(Resource Allocation), Service Delivery-(Customer), Internal – (Internal Processes), and Learning and Growth – (Goodwill). These perspectives cascade to three levels. Level One are Workforce Florida’s overarching objectives. Level Two are objectives that are aligned in

accordance with Florida's eight Economic Development regions and the Level Three objectives are specific to Florida's 24 Regional Workforce Boards.

The Balanced Scorecard 1.5 (BSC 1.5) will be specific to the ARRA and will serve as a precursor to BSC 2.0 that will incorporate the entire cluster of workforce programs. Each of these Balanced Scorecards along with the existing Accountability and Performance principals will allow the state to measure and hold local areas accountable for the results of all funded workforce programs.

Regarding the USDOL Common Measures, Florida has carefully calculated its performance in the most recent reported quarters, analyzed actual performance compared to negotiated goals at the state-level and for each of the 24 Regional Workforce Boards. Workforce Florida then engaged in "bottom-up" negotiations with each Regional Workforce Board to reach agreement on their individual goals. Florida's most current proposed levels of performance as agreed by USDOL are provided as Appendix 3 to this plan.

D. Administrative Provisions

As required by Section 116(a)(5)(m) of WIA and following the requirements of Florida's Administrative Procedures Act, the Agency for Workforce Innovation, with policy guidance and approval by Workforce Florida, adopted and promulgated a rule in Chapter 60BB-1, F.A.C., "[Workforce Programs' Grievance, Complaint, Hearing and Appeal Procedures.](#)"

This set of 18 rules covers the filing of complaints and grievances by employers, bidders, vendors, job seekers, and other customers or members of the public aggrieved by alleged adverse action regarding workforce services or funds, including those under WIA and Wagner Peyser, at either the local or state level. The rules provide for evidentiary hearings, state-level agency review, and appellate court judicial appeal, in addition to any further rights directly offered by USDOL. The rule also advises the public generally on how to report or file complaints regarding criminal fraud or abuse, discrimination, health and safety and also provides contact information for federal and state agencies with appropriate jurisdiction.

In order to ensure compliance with the WIA non-discrimination requirements as well as broader federal and state law protections against discrimination, Florida's workforce system has regularly implemented informational distribution, public notice postings, staff training, and compliance monitoring, following all instructions from the USDOL's Office of Civil Rights and other authoritative sources. The Agency for Workforce Innovation maintains an Office of Civil Rights Equal Employment Opportunity Officer and Unit for insuring training and compliance. Both staff and customers are advised of discrimination complaint and grievance rights and procedures, including those set out in the administrative rules described above. Also note the program quality and performance monitoring processes describe above.

XI. Assurances

1. The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132, WIA pursuant to section 112(b)(11), WIA.
2. The State assures that it will comply with section 184(a)(6), WIA, which requires the Governor to, every two years, certify to the Secretary, that -
 - a. the State has implemented the uniform administrative requirements referred to in section 184(a)(3), WIA;
 - b. the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4), WIA; and
 - c. the State has taken appropriate action to secure compliance pursuant to sections 184(a)(5) and 184(a)(6), WIA
3. The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. See section 112(b)(12)(B), WIA.
4. The State assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in Title 38, Chapter 41 and 42, U.S.C. The State assures that it will comply with the veterans priority established in the Jobs for Veterans Act. See 38 U.S.C 4215.
5. The State assures that the Governor shall, once every two years, certify one local board for each local area in the State pursuant to section 117(c)(2), WIA.
6. The State assures that it will comply with the confidentiality requirements of section 136(f)(3), WIA.
7. The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. See section 181(b)(7), WIA.
8. The State assures that it will comply with the nondiscrimination provisions of section 188, WIA including an assurance that a Methods of Administration has been developed and implemented. See section 188, WIA.
9. The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188, WIA pursuant to section 185, WIA.
10. The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c), WIA) which are necessary to enter into grant agreements for the allocation and payment of funds under WIA. The procedures and agreements will be provided to the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:
 - General Administrative Requirements:
 - 29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by WIA)
 - 29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act
 - OMB Circular A-87 --Cost Principles (as amended by WIA)

•Assurances and Certifications:

-SF 424 B --Assurances for Non-construction Programs.

-29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20

-29 CFR part 93 --Certification Regarding Lobbying (and regulation)

-29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)

•Special Clauses/Provisions:

Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.

11. The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.
12. The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.
13. The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.
14. The State assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.
15. The State certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.
16. As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:
 - Section 188 of the Workforce Investment Act of 1998, (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I-financially assisted program or activity;
 - Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;
 - Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
 - The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
 - Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

17. The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and State laws.

Attachment A

PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of WIA Title I Grant Recipient Agency:

Grant Recipient Agency: Agency for Workforce Innovation
Address: Suite 100 – Caldwell Building
107 East Madison Street
Tallahassee, FL 32399-6545
Telephone Number: 850-245-7298
Facsimile Number: 850-921-3223
E-mail Address: Cynthia.Lorenzo@flaawi.com

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):
Same as above

Name of WIA Title I Signatory Official:

Signatory Official: The Honorable Rick Scott, Governor
Address: Office of the Governor
The Capitol
Tallahassee, FL 32399-0001
Telephone Number: 850-245-7298
Facsimile Number: 850-921-3223
E-mail Address: rick.scott@myflorida.com

Name of WIA Title I Liaison

Title I Liaisons:	Chris Hart IV, President	Cynthia R. Lorenzo, Director
Address:	1580 Waldo Palmer Lane Suite 1 Tallahassee, FL 32308 850-921-1119	Suite 100 - Caldwell Bldg. 107 East Madison Street Tallahassee, FL 32399-65451 850-245-7298
Facsimile Number:	850-921-1101	850-921-3223
E-mail Address:	chart@workforceflorida.com	Cynthia.Lorenzo@flaawi.com

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

WP Grant Recipient Agency for Workforce Innovation
Address: Suite 100 – Caldwell Building
107 East Madison Street
Tallahassee, FL 32399-6545
Telephone Number: 850-245-7298
Facsimile Number: 850-921-3223
E-mail Address: Cynthia.Lorenzo@flaawi.com

Name and title of State Employment Security Administrator (Signatory Official):

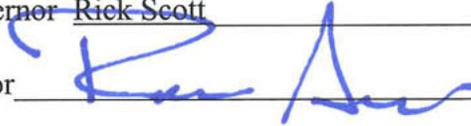
Signatory Official: Cynthia R. Lorenzo, Director
Address: Agency for Workforce Innovation
Suite 100 – Caldwell Building
107 East Madison Street
Tallahassee, FL 32399-6545
Telephone Number: 850-245-7298
Facsimile Number: 850-921-3223
E-mail Address: Cynthia.Lorenzo@flaawi.com

As the Governor, I certify that for the State of Florida, the agencies and officials designated above have been duly designated to represent the State in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name of Governor Rick Scott

Signature of Governor



Date

4/14/2011

Attachment B

Florida, under the direction of its recently elected Governor is currently in the process of evaluating the previously negotiated levels of performance which have been extended since PY 2008. The lingering effects of the recent recession and Florida's continuing high unemployment rate are continuing to affect some levels of performance. Once the State has completed its review, it is our intent to formally request negotiation of new levels of performance for the 2011-2012 program year.

Summary of WIA and Wagner-Peyser Agreed-Upon Performance Levels Program Year 2010

STATE: Florida

Adult Measures	
Entered Employment Rate	74.0
Employment Retention Rate	86.0
Average Six Month Earnings	\$15,500
Dislocated Worker	
Entered Employment Rate	80.0
Employment Retention Rate	86.0
Average Six Month Earnings	\$15,000
Youth Common Measures	
Placement in Employment Or Education	58.5
Attainment of Degree or Certificate	57.5
Literacy or Numeracy Gains	29.0
Wagner-Peyser Measures	
Entered Employment Rate	58.0
Employment Retention Rate	76.0
Average Six Month Earnings	\$12,000

**REQUEST FOR
EXTENSION OF FLORIDA'S EXISTING APPROVED WAIVERS
FOR 2011 -2012**

The December 30, 2010 Training and Employment Guidance Letter (TEGL) No. 17-10 provides the states the option of requesting that the United States Department of Labor extend for an additional year previously approved waivers which a state considers as continuing to support its strategic goals and matching the needs of its workforce system. Therefore, Florida is requesting an extension of the following waivers previously granted for the 2010-2011 period. Those waivers are summarized below along with a brief rationale for the extension.

Waiver #1: Waiver to permit the State to replace the performance measures at WIA Section 136(b), with the common measures.

This waiver permits the State to report WIA outcomes against the common performance measures only, rather than the performance measures described at WIA Section 136(b). Accordingly, the State no longer has to report to ETA on the following WIA measures: WIA Adult and Dislocated Worker credential rates; participant and employer customer satisfaction; older youth measures; and younger youth measures. Instead the State is allowed to use the three adult common performance measures to negotiate goals and to report outcomes for WIA Adult and WIA Dislocated Worker programs. The State is also allowed to use the three youth common performance measures to negotiate goals and to report outcomes for the WIA Youth program.

Rationale: This waiver allows Florida to continue to remove the inconsistencies and complexities inherent in the current WIA performance reporting requirements. It will allow the state to continue to effectively align accountability across all programs within the state's workforce system. The common measures more effectively support the state's goals of promoting on-the-job training and customized training for adult workers including employed workers. The common measures also more clearly target out-of-school youth and youth most in need as identified by the USDOL's Youth Vision Statement.

Waiver #2: A Waiver of the prohibition of WIA Regulations 20 CFR 664.510 on the use of Individual Training Accounts (ITAs) for older and out-of-school youth.

Under this waiver, the State can use ITAs for older and out-of-school youth program participants. The State must ensure that funds used for ITAs are tracked and reflected in the individual service strategies for these youth.

Rationale: The waiver allows older youth to pursue their occupational goals without the additional barrier of having to meet adult or dislocated worker eligibility requirements. The waiver also eliminates duplication of paperwork for enrolling older youth into the

adult programs and benefits training providers as they no longer have to follow two separate processes to provide services to Adult/Dislocated Worker and Older Worker/Youth. It also allows local workforce boards to improve their expenditures on out-of-school youth and meet the federal mandate to expend 30 percent of youth funds for this population. The waiver allows local workforce boards more flexibility in delivering services based on the individual needs of participants as intended under WIA.

Waiver #3: A Waiver of WIA Section 133(b)(4) to increase the allowable transfer amount between Adult and Dislocated Worker funding streams allocated to a local area.

Under the waiver, as extended for 2010-2011, approved transfer authority is increased to a limit of 50 percent.

Rationale: The increase in transfer authority will continue to provide local workforce boards with greater flexibility in responding to changes in their local labor markets, and will help ensure that the WIA funds allocated to each local area are being utilized in a way that best serves the needs of the local customers. This increased flexibility also allows local workforce boards greater responsiveness to deal with continuing high unemployment and massive worker dislocations.

Waiver #4: A Waiver of WIA Section 134(a)(1)(A) to permit a portion of funds reserved for rapid response activities to be used for incumbent worker training.

Under this waiver, the State is permitted to use up to 20 percent of rapid response funds for incumbent worker training only as part of a lay-off aversion strategy. All training delivered under this waiver is restricted to skill attainment activities. The State is required to report performance outcomes for incumbent workers served under this waiver in the WIASRD.

Rationale: The waiver provides local workforce boards the option to further expand employed worker activities, which promotes use of the public employment system through a demand-driven, business focus. In Florida incumbent worker training is a proven strategy for using skills upgrade training to help current workers retain employment and avoid layoff. The waiver also promotes maximum investment of these limited funds and increases levels of service as well as strengthens regional economies by focusing on employer and worker competitiveness through skills upgrade training. Additionally, all WIA customers are positively impacted as increased numbers of individuals that are in need of service will be provided service.

Waiver #5: A Waiver of WIA Regulations 20 CFR 667.300(a) to reduce the collection of participant data for incumbent workers.

In order to reduce the burden for employers participating in WIA-funded incumbent worker training, the waiver permits the State to discontinue the collection of the following Workforce Investment Act Standardized Record Data (WIASRD) elements: single parent (117), unemployment compensation eligible status at participation (118), low income (119), TANF (120), other public assistance (121), homeless individual and/or runaway (125), and offender (126).

Rationale: Continuation of this waiver will allow the State to continue to streamline the data capture requirements to ensure that employers are not unnecessarily burdened with federal data requirements. Additionally, the waiver strengthens the ability of the state's workforce system to meet lay-off aversion needs and coordinate with economic development strategies and develop employer linkages. One of the primary reasons that local workforce boards provide employed worker training is to improve their regional economies by upgrading the skills of their existing workforce, enabling both the employer and the individual worker to improve their competitiveness. Additionally, as workers improve their skills and climb the career ladder, it enables the local workforce board to backfill those vacancies. Thus, the program builds employer usage and satisfaction of the public workforce system.

Waiver #6: A Waiver of WIA Section 101(31)(B) to increase the employer reimbursement for on-the-job training.

This waiver permits the use of a sliding scale to permit an increase in employer reimbursement for on-the-job training based on the size of the business. Under the waiver, the following reimbursement amounts are permitted: 1) up to 90 percent for employers with 50 or fewer employees, and 2) up to 75 percent for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements (50 percent reimbursement) continue to apply. When determining the funding source for on-the-job training, the State must use the appropriate program funds for the appropriate WIA-eligible population. The State is allowed to provide on-the-job training to low-income adults with WIA Adult funds, and allowed to provide on-the-job training to dislocated workers with WIA Dislocated Worker funds. On-the-job training with statewide funds must serve WIA eligible individuals.

Rationale: By continuing the adjustment of the 50 percent employer reimbursement limit for small businesses, Florida's workforce system will be able to more effectively market WIA funded on-the-job training to support job creation in that sector of the employer community that supports the overwhelming majority of the state's jobs. The proposed sliding scale creates the necessary flexibility for small employers to be reimbursed at level more reasonably suited to their size and will result in an increase in small business participation in on-the-job training programs. The state's regional

workforce boards will be able to increase the percentages of job seekers that receive training and training related employment.

Waiver #7: A Waiver of the required 50 percent employer contribution for customized training at WIA Section 101(8)(C).

This waiver permits the use of a sliding scale for the employer contribution for customized training based on the size of the business. Under the waiver, the following sliding scale is permitted: 1) no less than 10 percent match for employers with 50 or fewer employees, and 2) no less than 25 percent match for employers with 51-250 employees. For employers with more than 250 employees, the current statutory requirements (50 percent contribution) continue to apply. When determining the funding source for customized training, the State must use the appropriate program funds for the appropriate WIA-eligible population. The State is allowed to provide customized training to low-income adults with WIA Adult funds, and allowed to provide customized training to dislocated workers with WIA Dislocated Worker funds. Customized training with statewide funds must serve WIA eligible individuals.

Rationale: The adjustment in the requirement for a 50 percent employer contribution for customized training for small businesses, will enable Florida's workforce system to more effectively market WIA funded customized training to support job creation in that sector of the employer community that supports the overwhelming majority of the state's jobs. The proposed sliding scale creates the necessary flexibility for small employers to provide a required match more reasonably suited to their size and will result in an increase in small business participation in customized training programs. The state's regional workforce boards will be able to increase the percentages of job seekers that receive training and training related employment.

Waiver #8: A Waiver of WIA Regulations 20 CFR 662.240(b)(10) to allow One-Stop Career Center staff to perform participant intake and eligibility determination for additional programs.

The waiver permits the State to include three supportive workforce programs: Temporary Assistance for Needy Families (TANF) program, Supplemental Nutritional Assistance Program (SNAP, formerly the Food Stamp Employment and Training Program), and Medicaid Program in the list of services specified in 20 CFR 662.240(b)(10). Under the waiver, intake and eligibility determination for these programs are considered to be WIA core services and can be paid for with WIA funds.

Rationale: One-Stop Career Center customers benefit from an increased level of services available at the One-Stops as the customers do not have to expend extra time and effort to go to other non-WIA and Wagner-Peyser funded staff for intake and eligibility determination for their enrollment in other supportive workforce programs. The waiver also increases the number of individuals coming into the One-Stop Career Centers thus

increasing the number of individuals who can benefit from the workforce services offered at the One-Stops.

**REQUEST
DISCONTINUANCE OF EXISTING WAIVER**

For 2011-2012 Florida is requesting that the following waiver as it applies to local Adult and Dislocated Worker be discontinued. The State has found the conditions attached to the use of the local Adult funds for incumbent worker training to be unworkable and confusing. It was the state's original intent in requesting the waiver to obtain the ability to use a portion of local Adult funds to serve incumbent workers under the same rules as apply to the WIA 15% state set-aside funds. This proved not to be the case and in lieu of this we find that it better serves our needs to use the ability the State has pursuant 20 CFR 663.230 to provide intensive and training services to employed workers based on the locally defined definition of "self-sufficiency". We are, however, at this time submitting a new waiver request to permit the State's local areas to use up to 20% Dislocated Worker funds for incumbent worker training.

Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds for incumbent work training activities (previously granted through June 30, 2010).

Under this waiver, the State is permitted to use up to 10 percent of local Dislocated Worker funds and up to 10 percent of local Adult funds for incumbent worker training only as part of a lay-off aversion strategy. Use of Adult funds is restricted to serving low-income adults. All training delivered under this waiver is restricted to skill attainment activities. Local areas must continue to conduct the required local employment and training activities at WIA section 134(d), and the State is required to report performance outcomes for any individual served under this waiver in the Workforce Investment Act Standardized Record Data (WIASRD).

**State of Florida
Workforce Investment Act
Waiver Modification Request:**

**USE OF LOCAL DISLOCATED WORKER FUNDS FOR INCUMBENT WORKER
TRAINING**

Pursuant to WIA Section 189 (i)(4)(B) and the WIA Federal regulations at 20 CFR 661.420, the State of Florida requests a waiver to enable local Regional Workforce Boards to expand employed worker training activities by allowing up to 20 percent of dislocated worker funds as described by WIA Section 133 (b) (2) to be expended on incumbent worker training as part of a local layoff aversion strategy as allowed by TEGL No. 26-09 dated May 12, 2010.

In effect this is a request for a modification of a previously approved waiver. For the program year ending June 30, 2011 Florida was granted a waiver to use up to 10 percent of local Dislocated Worker funds and up to 10 percent of local Adult funds for incumbent worker training only as part of a lay-off aversion strategy. It has been determined that this waiver as it applied to the use of local adult funds no longer meets the State's need and therefore the State is not requesting extension of the waiver as previously granted. However, since 2005 the State has made effective use of a succession of waivers allowing the use of local dislocated worker funds for incumbent worker training.

In Florida, incumbent worker training is a proven strategy for using skills upgrading training to help current employees retain employment and help employers avoid layoffs. This is critically important in today's economy when over one million Floridians have lost their jobs due to layoffs and the State's unemployment rate continues to be 12 percent. It also has proven to be a much more cost effective strategy over retraining. The current average cost to provide Incumbent worker training is \$466 per participant compared to a retraining cost that in some cases can exceed \$10,000. Another advantage for Incumbent worker training is that, in many cases, the worker is able to advance their career thereby opening up a position for someone less skilled. This creates new job opportunities for the low-income participant.

For the above reasons Florida is requesting this waiver to use a portion of local dislocated worker funds for incumbent worker training as part of a layoff aversion strategy. To guide this effort the State is currently in the process of finalizing policy in conformance with TEGL No. 26-09 dated May 12, 2010 and TEGL 30-09 dated June 8, 2010. As required the State policy reflects the definition of layoff aversion set forth in the TEGs and establishes criteria to be used locally in determining when incumbent worker training is appropriate.

A. Statutory or Regulatory Requirements to be Waived

Should the above request be deemed to be not in accord with any provision of WIA Section 134 or WIA federal regulations at 20 CFR 663, or 20 CFR 665, Florida requests waiver of the federal regulations.

B. Goals of the Waiver and Expected Programmatic Outcomes if Waiver is Granted

This waiver provides Regional Workforce Boards the opportunity to more effectively address layoff aversion by expanding employed worker training activities, with a demand-driven, business focus. Global competition has required companies to dramatically adapt in order to survive and changes in the workplace have increased employer's demand for an educated and skilled workforce. Investing public resources to support technical and/or soft skills training of incumbent workers is a practical layoff aversion strategy for the state. It retains good jobs in the economy; retains critical industries in the region and can lead to creation of jobs in Florida's targeted sectors. Workforce programs coordinated for these industry sectors drive talent pipeline development and high-paying job opportunities. Developing human capital by improving workforce skills as a result of technology or workforce change increasingly serves as the foundation of competitive advantage and can be a core driver of economic success. A better skilled workforce is the most effective retention tool. It is imperative that communities retain these local businesses as they are valuable resources that generate jobs and create taxes. Training can help stabilize a company by contributing to increased productivity and overall competitiveness and in many cases provide companies employees' promotional opportunities and increased wages. Ongoing incumbent worker training is a valuable investment for a business that can have a positive impact on its bottom line. As the state's goals for a better trained workforce are achieved, local businesses and local economies are strengthened and therefore future layoff situations are prevented.

Local programs funded as a result this waiver must be part of a local layoff aversion strategy that conforms to the federal definition of "layoff aversion" and the State's criteria for determining when incumbent worker training is appropriate. Additionally, as appropriate, local programs must be patterned after the state level program. The state level incumbent worker program is mandated by Section 445.003 of the Florida Statutes which includes the following provisions that will be applied to local areas using the proposed waiver:

The Incumbent Worker Training Program is created for the purpose of providing grant funding for continuing education and training of incumbent employees at existing Florida businesses. The program will provide reimbursement grants to businesses that pay for preapproved, direct, training-related costs.

To be eligible for the program's grant funding, a business must have been in operation in Florida for a minimum of 1 year prior to the application for grant funding; have at least one full-time employee; demonstrate financial viability; and be current on all state tax obligations. Priority for funding shall be given to businesses with 25 employees or fewer, businesses in rural areas, businesses in distressed inner-city areas, businesses in a qualified targeted industry, businesses whose grant proposals represent a significant upgrade in employee skills, or businesses whose grant proposals represent a significant layoff avoidance strategy.

The program will not reimburse businesses for trainee wages, the purchase of capital equipment, or the purchase of any item or service that may possibly be used outside the training project. A business approved for a grant may be reimbursed for preapproved, direct, training-related costs including tuition; fees; books and training materials; and overhead or indirect costs not to exceed 5 percent of the grant amount.

A business that is selected to receive grant funding must provide a matching contribution to the training project, including, but not limited to, wages paid to trainees or the purchase of capital equipment used in the training project; must sign an agreement the training project as proposed in the application; must keep accurate records of the project's implementation process; and must submit monthly or quarterly reimbursement requests with required documentation.

All Incumbent Worker Training Program grant projects shall be performance-based with specific measurable performance outcomes, including completion of the training project and job retention.

The grant administrator shall withhold the final payment to the grantee until a final grant report is submitted and all performance criteria specified in the grant contract have been achieved.

No more than 10 percent of the Incumbent Worker Training Program's total appropriation may be used for overhead or indirect purposes.

Layoff Aversion Strategy:

At 2010 year's end Florida's unemployment rate remained 12% s near its all time high with over 37% of Florida counties at this level or above and one county even experiencing an unemployment rate of 16.1%. It is imperative to keep businesses competitive and most importantly to retain them in the state averting layoffs. This can be done by investing public resources to support occupational, technical and/or soft skills training. Additionally, this training enables employers to adjust more readily to the changing economic climate increasing their competitiveness and providing a more solid base for employee retention.

Most recently this strategy has been employed to address the changes affecting the aerospace industry in the state. With the transition of the NASA Shuttle Program, workers are positioned to be laid off which will greatly impact the entire state. Aerospace businesses as well as their suppliers are in great need of incumbent worker training funds in order to "re-train" and "re-tool" their incumbent employees for new business lines to keep their companies operating and their workers employed.

Training of incumbent workers helps stabilize a company by contributing to increased productivity and overall competitiveness not only locally but domestically and globally as well. Additionally, if an employee should leave the employment of a company, the new skills gained through this training will help them become reemployed sooner.

Established local partner networks through regional workforce boards and economic development agencies and their relationship with local businesses are the best source for recognizing early signs of possible layoffs.

Workforce Florida's newly adopted strategic plan identifies target industry clusters that align with the state's economic development plan, the *Roadmap to Florida's Future*. By providing incumbent worker training in these identified clusters, Florida can grow and maintain businesses that offer high skill and high wage jobs which not only averts layoffs but stabilizes the economy.

C. State or Local Statutory or Regulatory Barriers

There is no state or local statutory or regulatory barrier to implementing the state's policy or any federal waiver necessary to implement this request. Indeed the policy is in accord with the intent of state statutes enacted to implement WIA.

D. Description of the Individuals Impacted by the Waiver

All WIA customers, as well as the state's Regional Workforce Boards, will be positively affected by the adoption of the above requested waiver. Increased numbers of individuals that are in need of service will be provided service. Regional Workforce Boards, identifying unmet needs or experiencing the sudden need for increased services in their areas, will have more timely access to additional resources. The rate of investment of WIA funds will increase.

E. Opportunity for Public Comment and the Process for Monitoring Implementation of the Waiver

The State's request to enable local Regional Workforce Boards to expand employed worker training activities by allowing up to 20 percent of local dislocated worker funds to be expended on incumbent worker training, was developed by Workforce Florida, Inc., the state's workforce investment board. Based on its review of the goals established in the State's strategic plan, the Board identified the need to revise policy governing the investment of local allocation funds in order to achieve the maximum investment of WIA funds. This waiver was posted for public comment and approved in a public meeting of Workforce Florida, Inc., the State's Workforce Investment Board March 9, 2011. Once again, public comment on the current request for this waiver has been encouraged and solicited from state agencies, all Regional Workforce Boards, service providers, and other interested parties. This request was posted on the web sites of Workforce Florida, Inc. and the Agency for Workforce Innovation to allow the public another opportunity to comment on the proposed waiver.

The implementation of this policy will be monitored by the Workforce Florida, Inc. and the Agency for Workforce Innovation as they continue to monitor all WIA performance and the progress towards goals and objectives expressed in the State Plan. Information contained in the state's management information system and financial management tracking system will be reviewed and reported to the local areas and Workforce Florida on a regular basis. Locally funded incumbent worker training will also be reported as required in the quarterly submission of the Workforce Investment Act Standardized Record Data (WIASRD).

Review of the implementation and application of the policy will regularly be placed on the agenda of public meetings of State Board and regular scheduled meetings of the Board members and staff, with partner agencies, representatives of Regional Workforce Boards, one-stop operators and other partners.