



Chris Hart IV, President
Workforce Florida, Inc.



Hunting F. Deutsch, Executive Director
Florida Department of Economic Opportunity

September 11, 2012

Dr. Helen N. Parker
Regional Administrator
United States Department of Labor
Employment and Training Administration
Sam Nunn Atlanta Federal Center
Room 6M12
61 Forsyth Street, S.W.
Atlanta, Georgia 30303

RE: Florida's 2012-2016 State Strategic Workforce Plan

Dear Dr. Parker:

Pursuant to Training Guidance Letter (TEGL) No. 21-11, dated March 27, 2012, Workforce Florida, Inc., and the Florida Department of Economic Opportunity are pleased to submit Florida's 2012-2016 State Strategic Workforce Plan, which includes a formal request for new negotiated levels of performance for Program Year 2012-2013. We also are requesting the renewal of nine current state waivers and one new waiver as detailed in the enclosures.

Florida's 2012-2016 State Workforce Plan reflects Governor Rick Scott's vision for a workforce development system that is highly responsive to the needs of the marketplace and serves as a strong partner with economic development and education, while focusing on connecting Floridians to employment, training and career advancement opportunities.

This plan outlines a strong vision for aligned workforce and economic development and integrated workforce strategies, programs and services. The plan also demonstrates Florida's enhanced alignment to support a new, consensus-built Florida Strategic Plan for Economic Development aimed at advancing critical strategies in six primary areas or pillars — 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 places. Workforce development is integral to our economic development objectives and strategies, many of which also align with national priorities for building a more competitive workforce and economy.

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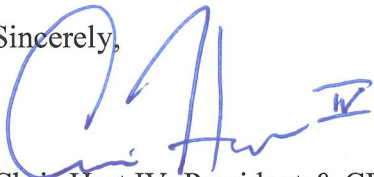
Dr. Helen N. Parker
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As with previous plans, the process to develop the State Workforce Plan provided opportunities for myriad workforce entities, staff, partners and members of the public to comment on the plan's content including the waiver requests. The current state strategic planning process also has been and continues to be an open, public process. Florida's State Workforce Plan was presented to the Workforce Florida Board of Directors in a public meeting in August and approved for submission.

If your agency has questions or needs any additional information, please contact Scott Fennell, Workforce Florida's Executive Vice President for Operations and CFO, at 850-414-8298 or sfennell@workforceflorida.com.

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

Sincerely,



Chris Hart IV, President & CEO

Sincerely,



Hunting F. Deutsch, Executive Director

cc: Adam Hollingsworth, Chief of Staff, Executive Office of the Governor

Enclosures:

2012-2016 Florida's State Workforce Investment Plan
WIA Waiver Requests in 2012-2016 State Workforce Investment Plan



*Dwayne E. Ingram, Chairman
Chris Hart IV, President*

September 13, 2012

Division of WIA Adult Services and Workforce System
Employment and Training Administration
U.S. Department of Labor
200 Constitution Ave., NW, Room S-4209
Washington, DC 20210
Attention: Heather Fleck

RE: Florida's 2012-2016 State Strategic Workforce Plan

Dear Ms. Fleck:

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Ms. Heather Fleck
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Chris Hart IV, President & CEO

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Enclosures:

2012-2016 Florida's State Workforce Investment Plan
WIA Waiver Requests in 2012-2016 State Workforce Investment Plan



STATE OF FLORIDA

**STATE STRATEGIC WORKFORCE PLAN
2012-2016**

**For
Title I of the Workforce Investment Act
and
Wagner Peyser Act**

Submitted: September 15, 2012

**Florida’s
State Strategic Workforce Plan 2012-2016
for Workforce Investment Act and Wagner Peyser Programs**

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SECTION I. STATE WORKFORCE STRATEGIC PLAN

A. GOVERNOR'S VISION

As the nation's fourth most populous state, Florida recognizes that the talent of its human capital is essential to its capacity to drive economic opportunities that create prosperity for its citizens, communities and enterprises. Still in the midst of financial recovery from global recession, but with a robust legacy of innovation, the state is building momentum and focus on strengthening its workforce talent at every level to drive sustainable economic growth and competitiveness.

Rick Scott, the 45th Governor of Florida, recognizes that the strength of the state's economy depends on the productivity of its workforce, and he is working to ensure that every Floridian has the opportunity to obtain a job. Governor Scott has made jobs the central focus of his administration to achieve his vision for Florida as the state with the best business climate and the No. 1 state in which to live, work and play.

Public and private sector leaders across the state share a goal for growing, attracting and retaining business to bolster the state's economy and expand employment opportunities. Workforce development is a key component of the state's economic development strategies and goals. The success and progress to date and moving forward are aided by the unprecedented alignment that the state is enjoying among industry, education, economic development, and workforce development stakeholders.

Enhanced Alignment

To advance job creation and retention under Governor Scott's leadership and with support from the Florida Legislature and agreement from leading business entities, Florida's economic development landscape has undergone significant change to further enhance alignment.

While Workforce Florida Inc., the Statewide Workforce Investment Board, continues to lead workforce development efforts, and Enterprise Florida Inc. maintains its role as Florida's principal economic development organization, a new state agency has been created to further enhance and support alignment of statewide workforce and economic development priorities: the Department of Economic Opportunity (DEO). DEO's mission is to promote economic opportunities for Floridians and to formulate and implement successful workforce, community and economic development policies and strategies. Florida also has a Secretary of Commerce who serves as the Governor's principal leader for business recruitment and business expansion. Florida's Secretary of Commerce serves a dual role as the President/CEO of Enterprise Florida.

The leaders of Workforce Florida, Enterprise Florida and DEO work closely together to maintain a coordinated approach to advancing job creation and retention, leveraging the resources of Florida's workforce and economic development systems and cultivating collaboration and improved alignment with industry and education.

Underpinning this coordinated effort is Governor Scott's seven-year plan for job growth and economic development. The 7-7-7 Plan seeks to accelerate job growth in Florida, boost the number of new business start-ups and increase wages and productivity, resulting in the creation of 700,000 jobs in seven years. The plan has seven steps:

1. Accountability Budgeting
2. Reduced Government Spending
3. Regulatory Reform
4. Focus on Job Growth and Retention
5. World-Class Universities
6. Reduced Property Taxes
7. Elimination of Florida's Business Income Tax Over Seven Years

The full plan is available at <http://letsgettowork.state.fl.us/>.

To ensure a strong focus on the talent goals outlined in the Governor's plan, Workforce Florida collaborates with its primary workforce-system partners, DEO and Florida's 24 Regional Workforce Boards. The Regional Workforce Boards are the Local Workforce Investment Boards that are responsible for the design and delivery of front-line employment and training services to job seekers, workers and businesses, through nearly 100 One-Stop Career Centers.

Statewide Strategic Planning

Guiding the workforce system's efforts is Florida's five-year statewide strategic plan for workforce development, *Creating the Strategy for Today's Needs and Tomorrow's Talent*. First unveiled in 2010, the plan was created through an inclusive and transparent process involving statewide public and private-sector input to ensure a more competitive Florida, strengthen the state's demand-driven workforce system and leverage talent development resources to their highest potential. The plan outlines six strategic goals to confront challenges of getting Floridians back to work while focusing on the most promising opportunities to diversify the state's economy for competitiveness—now and into the future.

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

Florida's strategic plan for workforce development is updated annually to ensure responsiveness to the needs of businesses, job seekers and workers. An Executive Summary and the full 2010-2015 strategic plan can be found at

<http://workforceflorida.com/PrioritiesInitiatives/StateStrategicPlan.php>.

Several strategic initiatives developed to implement this strategic plan and achieve its goals are highlighted in the State Strategies section of this State Integrated Workforce Plan.

Currently, Florida's workforce and economic development leaders are developing through DEO the five-year statewide strategic plan for economic development. This economic development

plan addresses strategies for business retention, formation, recruitment, and expansion. It also addresses urban, rural and international markets as well as businesses of all sizes.

The plan's cross-cutting objectives are to:

- Improve collaboration and alignment among state, regional and local entities toward the state's economic vision.
- Develop and implement a statewide strategy to develop regional industry clusters using global best practices.
- Position Florida as a global hub for trade, visitors, talent, innovation, and investment.
- Connect economic development, talent, infrastructure, partnerships, and other resources across regions to build Florida as a globally competitive mega-region.

The Steering Committee for this effort, which has engaged public and private stakeholders statewide, consists of the Governor via the Governor's Deputy Chief of Staff for Economic Development, DEO Executive Director, Secretary of Commerce/President & CEO of Enterprise Florida, and the President/CEO of Workforce Florida. More information on this strategic planning effort is available at <http://www.floridajobs.org/office-directory/division-of-strategic-business-development/fl5yrplan>.

Enhanced Accountability

Additionally, Governor Scott's business experience and business focus led to his call to action for improved attention on measurement and performance to ensure increased accountability and transparency of public investment in every sector. The Governor is a champion for Florida's workforce system and continues to underscore its collective contributions as a critical component of the state's comprehensive efforts to become a global business leader.

As part of his 2012 Job Creation and Economic Growth Agenda, Governor Scott and the Florida Legislature created new laws and policies that promote the accountable use of public funds for workforce investment, tax relief for businesses and families, and the removal of burdensome regulations on business. (The full agenda can be found at <http://www.flgov.com/wp-content/uploads/2011/12/Jobs2012FINAL.pdf>.)

Among the new laws are:

- The Regional Workforce Boards Accountability Act, which increases the accountability, transparency, efficiency, and effectiveness of Local Workforce Investment Boards. Key provisions include: Local boards' budgets and expenditures will receive additional review; the Governor is given a clearer path for demanding accountability from volunteer and professional leaders, including the option to remove them for cause; and board members and executive directors are required to file a financial disclosure. The new law also tasks Workforce Florida with establishing a single, statewide brand for the workforce system. This will replace the current Employ Florida network affiliate branding approach and better assist Florida job seekers and businesses with identifying and accessing workforce services across regions. It will also help customers better understand the connectivity of the state workforce system. Over time, the single brand identity is anticipated to increase system efficiencies and eliminate customer confusion that now exists with 24 local boards with their own brand identities and their nearly 100 One-Stop Career Centers.

- The Reemployment Assistance Program emphasizes the transition of Florida's Unemployment Compensation system to one of Reemployment Assistance. The law renamed Florida's Unemployment Compensation Program as the "Reemployment Assistance Program." The law requires DEO to establish a numeric score for the Initial Skills Review which is required of all Reemployment Assistance claimants. This online review is designed to measure workplace skills and support the identification of services and resources available through the workforce system to aid the claimant in receiving skills training and employment assistance. In order to encourage reemployment, the law provides claimants with the option to undergo training, at no cost, if they score below the designated standard. The law also reduces the taxable wage base for employer Unemployment Compensation taxes from \$8,500 to \$8,000 for the years 2012 through 2014 and extends the federally funded temporary extended benefits program through the end of this year.

To enhance existing federal, state and local performance measurement and to provide Governor Scott with a real-time report of the workforce-system's daily and monthly outcomes aimed at helping Floridians get to work, new Job Placement Reports were developed by DEO and Workforce Florida. The reports respond to Governor Scott's call for improved performance measurements to support economic recovery and growth. They highlight job-placement achievements and facilitate the identification and sharing of best practices among Florida's Regional Workforce Boards and the One-Stop Career Centers they direct.

The goal of these reports is to highlight and share job placement successes so that Regional Workforce Boards and other workforce system partners can identify and replicate best practices and strategies statewide to help job seekers gain employment. The reports also allow for recognition of top-performing Regional Workforce Boards as they relate to a core function of their work: helping people find jobs. More information on these reports is available at <http://www.floridajobs.org/workforce-board-resources/program-monitoring-and-reports/monthly-regional-workforce-board-job-placement-reports>.

The workforce system's focus on delivering the skilled talent businesses need to compete and addressing the needs of job seekers, from youth to adults, to enter, remain and advance in the workforce is underscored by the vision, tactics and actions—strategic and operational—that are also detailed in this plan.

Florida's workforce system has distinguished itself as a national model for innovation and action for more than a decade. With an emphasis on integrated services to provide effective and efficient workforce solutions, the bricks and mortar and virtual services available through One-Stop Career Centers, directed by Regional Workforce Boards, and the Employ Florida Marketplace are the backbone for Florida's workforce system.

Local boards are designing strategies consistent with regional, state, and federal priorities and delivering services through One-Stop Career Centers to job seekers, workers and businesses. These services for businesses range from recruitment and assessments to training grants and labor market analysis. Individuals seeking assistance with finding employment or career advancement have access to services ranging from job-search assistance to training to career counseling and skills assessments.

Workforce Services Delivery

The Employ Florida Marketplace is the 24/7 online hub for the statewide workforce system. Accessible at www.EmployFlorida.com, the job-matching portal offers job seekers access to thousands of job listings as well as employment and training resources including labor market information. Businesses have access to labor market data, resumes for job seekers ranging from entry-level to professional and training resources. All of these services and more are available at no charge.

While there is universal access to many of Florida's workforce services and resources, there are also programs designed to support the specific needs of targeted individuals such as those with low income, youth, disabled individuals, veterans, and the long-term unemployed.

Governor Scott, joined by business, military, veteran and workforce leaders, announced in January 2012 the Hiring Florida's Heroes campaign, a yearlong effort to connect returning National Guardsmen and other veterans with job openings as Florida's economy improves. Businesses are encouraged to hire veterans and to tap into the workforce system for assistance in locating veteran talent. They may do so through the Employ Florida Vets web portal at www.veterans.employflorida.com or by calling 1-866-352-2345. Additional information about Hiring Florida's Heroes can be found at <http://www.workforceflorida.com/PrioritiesInitiatives/vets/HiringFloridasHeroes.php>.

State-level Initiatives

At the state-level, Workforce Florida's Board continues to lead strategic investment in numerous initiatives and programs that address critical, statewide workforce needs.

The intersection of leadership in workforce, education and industry to address Florida's talent needs is perhaps best demonstrated through the work to build Florida's Talent Supply Chain. The vision of the Talent Supply Chain for Florida is the creation of a seamless and outcome-oriented talent delivery system from pre-K through 20 and through lifelong learning that propels Florida to the forefront of meeting business demand for skilled talent, providing national and global leadership in development of the right skills for the right industries at the right time.

Other examples include: Workforce Supply and Demand Analyses, Target Industry Cluster Task Forces, Customer Satisfaction Indices for Target Industry Clusters, a Global Trade and Logistics Talent Development Initiative, Quick Response Training, Incumbent Worker Training, Employ Florida Banner Centers, Middle School Information Technology and STEM*florida*. Additional information about these initiatives is included later in this plan and at: www.WorkforceFlorida.com.

Another statewide initiative aligning the talent development goals of workforce and business in Florida is The Florida Scorecard Workforce and Economic Development Initiative. This initiative is being developed by the Florida Chamber Foundation and Workforce Florida and provides another tangible example of the impact of public-private partnerships. The Scorecard supports Florida's workforce strategic plan, *Creating the Strategy*, as well as three of the Chamber's Six Pillars of Florida's Future Economy. Those pillars are Talent Supply and Education, Innovation and Economic Development and Business Climate and Competitiveness. The Scorecard provides real-time data on key measures such as personal income, business relocations and housing sales to help guide decision makers as they consider the best policies and programs to achieve the state's job creation and economic development mission. The initiative

also uses a Workforce Performance Index to gauge Florida's status relative to the nation on several key measures tied to education, workforce and the economy — helping state leaders identify where they need to make additional progress to establish a winning, leading workforce.

2012 and Beyond

Most recently, as part of its annual update to the workforce strategic plan, the Workforce Florida Board is developing its Vision 2012-2014. This vision blueprint will shape Florida's workforce investment over the next 12 to 24 months to address the most pressing priority in today's economy, which is helping unemployed Floridians get to work, while also ensuring Florida businesses have the talent they need today and in the future to compete. The Board has initially identified three specific areas of focus:

- *Florida Talent Supply Chain*: Workforce Florida will expand its collaboration with Florida's educational leadership to bolster the promise of Florida's Talent Supply Chain to advance market-driven, industry-relevant, efficient, and better-integrated talent production. Workforce Florida has convened Florida's Talent Supply Chain Team since 2010 as part of its implementation of the state strategic plan for workforce development.

The Talent Supply Chain Team assessed the existing Florida talent delivery system and made recommendations to strengthen and transform Florida's talent development mechanisms into a demand-driven, globally relevant and powerful resource for all Floridians. The team consists of high-level strategic policymakers from nine private and public bodies including Workforce Florida, the Florida Chamber of Commerce/Florida Chamber Foundation, the Florida Council of 100, Florida Department of Education, the Florida College System, the State University System, Independent Colleges and Universities of Florida, and the Commission for Independent Education.

Progress has been made through the Talent Supply Chain Team to establish the groundwork for enhancing opportunities to improve alignment of resources, collaboration and responsiveness to business needs. In its 2012 *Enterprising States* report, the U.S. Chamber of Commerce and National Chamber Foundation rank Florida No. 1 in Talent Pipeline, noting the state's success in industry-driven initiatives that create partnerships among stakeholders in workforce, education, industry and economic development. Workforce Florida will build on this success to continue to improve Florida's talent supply including its STEM talent.

With Florida's Blue Ribbon Task Force on State Higher Education Reform combined with the State University System Board of Governors' Task Force on Baccalaureate Degree Attainment, there is significant momentum on many of the goals outlined in the Charter of the Florida Talent Supply Chain.

Workforce Florida will continue to inform Talent members of the Talent Supply Chain Team of Workforce Florida initiatives related to talent pipeline development as final reports of the task forces noted above are published and fully vetted. Workforce Florida, Inc., will revisit the work of the Talent Supply Chain Team in light of these ongoing task forces to determine future direction.

- *Workforce System Alignment:* Workforce Florida, working with the Regional Workforce Boards and DEO, will achieve greater alignment within Florida’s workforce development system by enhancing collaboration, maximizing workforce investment and accountability, and further developing a unified system. Among the opportunities to strengthen alignment within the system are the development of this State Integrated Workforce Plan and the Local Plans that will be developed by Regional Workforce Boards to demonstrate alignment among local, state, and federal workforce and economic development goals and outline local service delivery.
- *Centers of Excellence:* Workforce Florida is exploring the designation of Centers of Excellence for the delivery of talent in Florida’s targeted industry and infrastructure clusters, such as energy and healthcare that are foundational to business and community success, with guidance from the business community and support from the education, training and workforce system. A Centers of Excellence approach to talent development and delivery will better position Florida to competitively attract and retain industry. This concept will receive further examination and refinement.

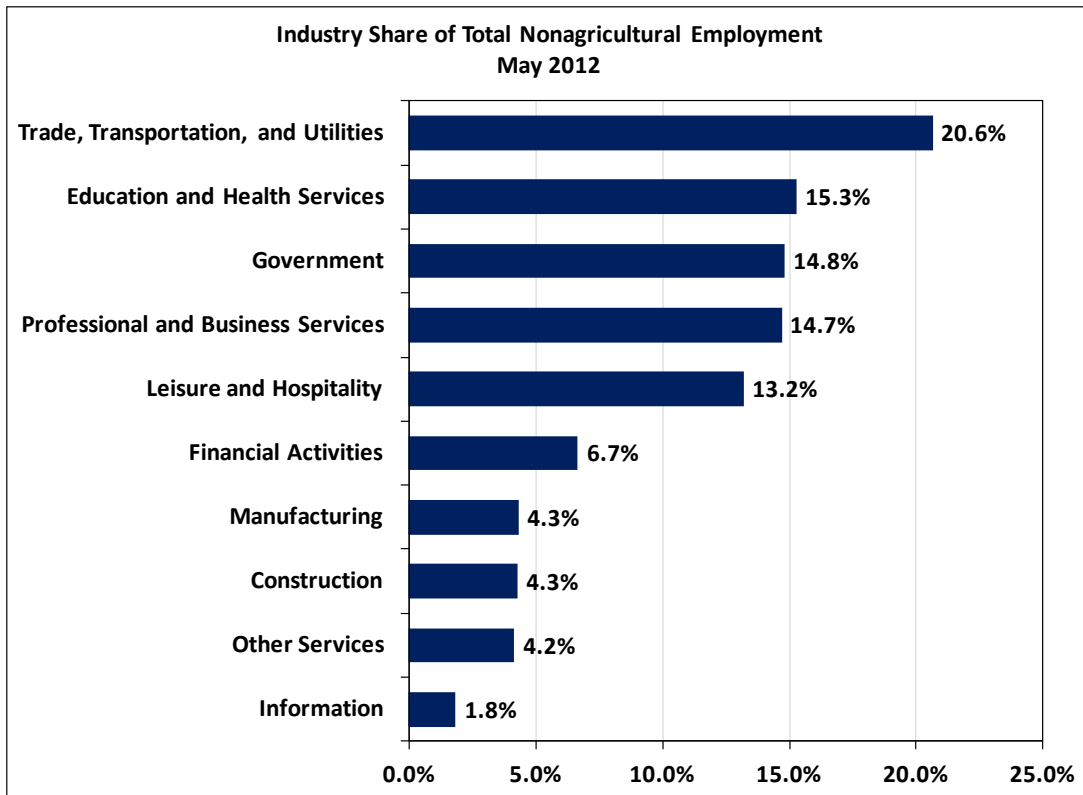
Florida’s leadership has a pivotal opportunity to leverage the state’s assets to respond to current marketplace talent needs and invest in shared goals across workforce, education, economic development and industry that will impact Florida’s economy for the next decade and beyond. Together, these leaders are working to ensure Florida continues to build a stronger, more dynamic business environment and develops a globally competitive workforce.

B. ECONOMIC AND WORKFORCE INFORMATION ANALYSIS

1. Makeup of State’s Economic Base

Florida’s industrial composition is predominately based on a service-providing economy, with more than 91 percent of the state’s jobs included in this sector. Goods-producing industries, which include *mining and logging*, *construction* and *manufacturing*, comprise 8.7 percent of Florida’s jobs, compared to a 13.8 percent share for the nation’s economy.

More than three-fourths of the state’s nonagricultural jobs are in five major industry sectors: *trade, transportation, and utilities* (20.6 percent); *education and health services* (15.3 percent); *government* (14.8 percent); *professional and business services* (14.7 percent); and *leisure and hospitality* (13.2 percent). *Construction* and *manufacturing* (4.3 percent each) 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 Department of Economic Opportunity, Labor Market Statistics Center, Current Employment Statistics Program, May 2012, 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 from March 2007 to May 2012 were: *construction* (-342,400 jobs); *trade, transportation, and utilities* (-126,000 jobs); and *professional and business services* (-105,600 jobs). Annual average job growth fell from 0.3 percent in 2007 (+24,800 jobs) to -3.5 percent in 2008 (-283,600 jobs), to -6.3 percent in 2009 (-486,800 jobs), to -0.8 percent in 2010 (-56,400 jobs), and finally to +1.1 percent in 2011 (+81,400 jobs).

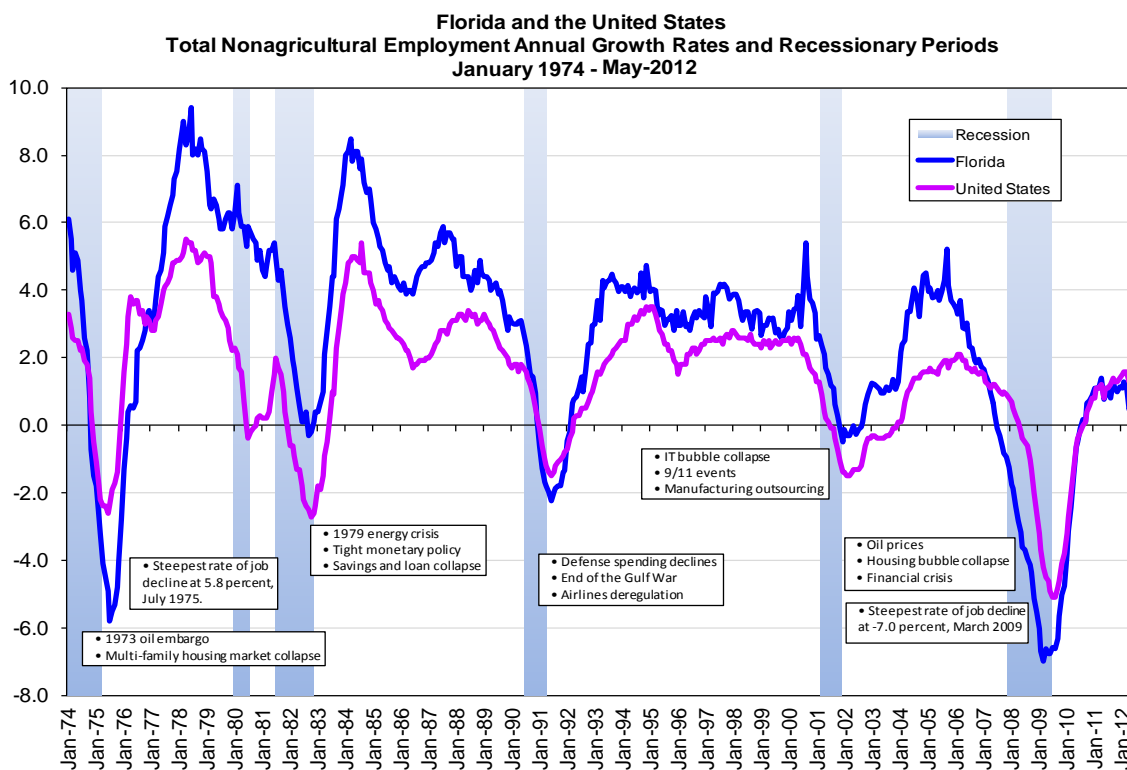
Florida's total nonagricultural employment in May 2012 was 7,323,000, representing a job gain of 58,300 (+0.7 percent) compared to May 2011. This is slower than the national rate of growth for May which was +1.4 percent. The May 2012 job gain is the 22nd consecutive month of annual growth after losing employment for over three years. In May 2012, seven of the ten major industry sectors were gaining jobs over the year. Professional and business services (+24,900 jobs); trade, transportation, and utilities (+21,300 jobs); education and health services (+19,900 jobs); leisure and hospitality (+16,100 jobs); financial activities (+5,700 jobs); manufacturing (+4,900 jobs); and information (+200 jobs) gained jobs over the year. Construction (-22,200 jobs), government (-13,100 jobs), and other services (-3,900 jobs) lost jobs over the year.

Florida housing and construction sectors are still depressed; holding down the state's overall growth. Florida foreclosures numbered 26,412 in May 2012, up 217 percent since the low

point in December 2006 (8,321 foreclosures). Florida housing starts were 3,120 in April 2012, down 84.4 percent since their peak month in August 2005 (20,044 units).

There were 71,393 initial claims for unemployment compensation in May 2012, a decrease of 14.3 percent from the same month a year ago and up 119.7 percent from the low of 32,489 in February 2006.

Based on the Florida Economic Estimating Conference held December 13, 2011, nonagricultural employment is expected to improve during 2012, increasing by 0.7 percent or 49,600 jobs over the year in 2012 Q2. Employment is not forecasted to reach the previous peak (2007 Q1) until fiscal year 2017. Florida's job market will continue to expand throughout the forecast period to 2020. The forecast does not expect the unemployment rate to drop below 6.0 percent until after 2020.



Source: Florida Department of Economic Opportunity, Labor Market Statistics Center, Current Employment Statistics Program. Prepared June 2012 (not seasonally adjusted)

Professional and Business Services was the sector gaining the most jobs among Florida's major industries in May 2012. Employment increased by 2.4 percent (+24,900 jobs) from May 2011 to May 2012. This industry showed slowing positive growth over the year in the latter half of 2006 and declined in late 2007 through early 2010. Positive growth returned in 2010 and has continued into 2012. Annual growth went from +1.5 percent in May 2007, to -5.6 percent in May 2008, to -9.6 percent in May 2009, to +0.7 percent in May 2010, to +4.3 percent in May 2011, and finally to +2.4 percent in May 2012. The subsector that was gaining the most jobs over-the-year in May 2012 was *employment services*. Using not seasonally adjusted data, 11 of the 22 metro areas in the state were experiencing over-the-year employment gains in this industry in May 2012. Nationally, the May 2012 over-the-year rate of gain in the *professional and business services* industry was +3.0 percent.

Trade, transportation, and utilities employment grew by 1.4 percent (+21,300 jobs) from May 2011 to May 2012. Over the year employment growth gradually decreased throughout 2007 and became negative in January 2008. Growth was increasingly negative throughout 2008 and 2009 and returned to positive rates in August 2010. The largest subsector contributing to growth in *trade, transportation, and utilities* employment was *clothing and accessory stores*. Using not seasonally adjusted data, 10 of the 22 metro areas in the state were experiencing over the year job gains in this industry. Nationally, the May 2012 over-the-year growth rate in *trade, transportation, and utilities* was 0.1 percentage point slower than the Florida rate of 1.4 percent.

Construction, reacting to continued declines in the housing market, lost 22,200 jobs over the year (-6.6 percent) in May 2012. *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 691,900 jobs, but fell soon after into a period of slower growth stretching from July to November of 2006 and in December 2006 began losing jobs over the year. In May 2012 there were 312,900 construction jobs in the state, a decline of 379,000 jobs (-54.8 percent) from the peak. Annual growth went from +9.8 percent in May 2006, to -7.8 percent in May 2007, to -17.1 percent in May 2008, to -23.6 percent in May 2009, to -12.1 percent in May 2010, to -5.5 percent in May 2011, and finally to -6.6 percent in May 2012. The subsector that is losing the most jobs over-the-year in May 2012 was *specialty trade contractors*. Using not seasonally adjusted data, 19 of the 22 metro areas in the state were experiencing over the year declines in employment in the *construction* industry. Nationally, the May 2012 over-the-year rate of growth in the *construction* industry was +0.3 percent.

Agriculture - Florida's agricultural industry plays a significant role in the state's economy as well. Agriculture employs three quarters of a million people in Florida throughout the year. Agricultural jobs vary from low-skilled seasonal jobs to those that require more advanced skills, such as machine operators. The labor demand for agriculture is so great that many Florida agricultural employers have turned to importing labor from foreign countries, by use of the H-2A Temporary Agricultural Program.

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

In the short term, Florida industry sectors expected to gain the most jobs are: professional and business services; education and health services (including public education); 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 2012, 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 clothing and clothing accessories stores, 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. Low demand for home construction and an oversupply of commercial buildings will result in continued weakness in specialty trade contractors, construction of buildings, and heavy and civil engineering construction through 2012. Declines will continue 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, occupations that will gain the most jobs in Florida reflect stronger employment demand in health care and social assistance, retail, and food services and drinking places: waiters and waitresses, retail salespersons, registered nurses, customer services representatives, food preparation and serving workers, cooks, home health aides, nursing aides, cashiers, and dishwashers. Increasing automation and digitalization of office tasks, record-keeping, and order processing is reflected in the fact that file clerks, order clerks, information and record clerks, postal service mail carriers and postal service mail sorters 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 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 sectors 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. 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 related to health care, information technology, and construction 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. Construction is only considered fast as it is expected to regain about a third of the jobs lost during the recession. Home health aides, network systems and data communications analysts, cost estimators, physician assistants, and personal and home care aides are all projected to have high rates of growth over the next decade.

With regard to gains in the number of new jobs by occupation, Florida’s sizable service economy is expected to continue to experience employment increases. Five occupational groups (clerical, sales, food service, healthcare professionals, and construction) will account for 50 percent of the new jobs. 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 customer service representatives, retail salespersons, food preparation workers, and office clerks are all projected to have large job gains over the next decade.

Registered nurse ranks third in number of new jobs among the occupations expected to gain the most new jobs by 2019. This occupation also requires the most advanced training compared to other occupations gaining the most new jobs. Just as most of the occupations projected to have the largest job gains often require the least training, most of the occupations projected to have the largest job declines, such as file clerks, order clerks, and postal mail sorters, also tend to be performed by low-skilled workers.

3. Industry 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 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 life sciences; clean technologies; aviation and aerospace; information technology; 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)	10,269	85.6
Professional and Technical Services	12,397	84.1
Health Care	22,844	81.9
Government, excluding Education and Hospitals	2,870	79.4
Construction	12,039	75.7
Construction Related and Advanced Manufacturing	1,702	67.0

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 over 64 percent of the job openings expected to occur over the next eight years in Florida will require training beyond high school, Florida has identified 96 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.

4. Top Occupations in Demand Targeted by the Workforce System in Florida

Occupational Title	Annual Percent	Annual Openings
Registered Nurses	2.36	6,294
Business Operations Specialists, All Other	1.69	2,921
Truck Drivers, Heavy and Tractor-Trailer	2.19	2,763
Maintenance and Repair Workers, General	1.74	2,486
Licensed Practical and Licensed Vocational Nurses	2.33	2,481
Insurance Sales Agents	1.41	1,828
Medical Assistants	3.16	1,524
Computer Support Specialists	1.61	1,494
Network Systems and Data Communications Analysts	5.07	1,409
Sales Representatives, Wholesale & Mfg, Tech. & Sci. Products	1.78	1,246
Heating, A.C., and Refrigeration Mechanics and Installers	3.95	1,227
Fire Fighters	2.25	1,166
Computer Systems Analysts	2.12	945
Employment, Recruitment, and Placement Specialists	3.46	944
Dental Assistants	3.72	844

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.

5. State’s Critical Jobs/Occupations

Critical occupations in Florida 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 as Florida continues 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.

6. 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 continues its recovery, 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 business services, computer and mathematical fields, manufacturing, and eventually in construction 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 provides the ability to manage and analyze large amounts of data, will continue to be an important tool in every work environment. 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 advanced 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.

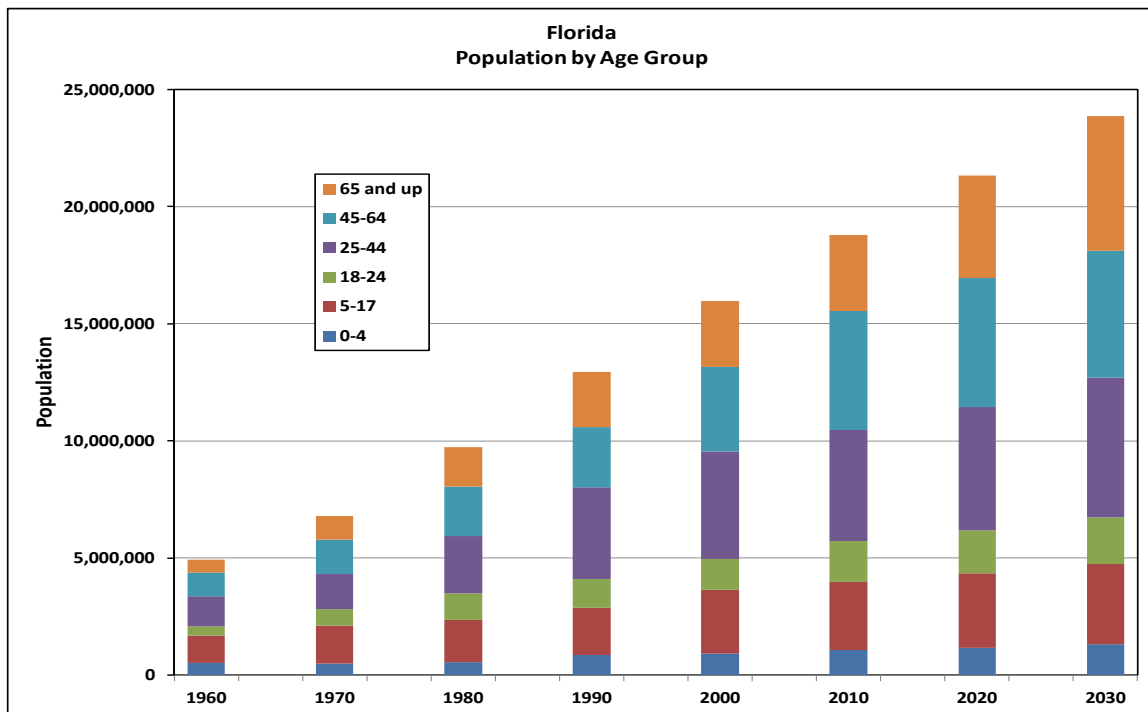
7. Current and Projected Demographics of Available Labor Pool

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 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, 17.3 percent in 2010, 20.5 percent in 2020, and 24.1 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 24.7 percent of the population by 2020. The older worker age group (55 and over) expanded from 27.3 percent in 2000 to 29.8 percent in 2010, and will increase to 35.7 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, July 2011 and the Florida Demographic Database, January 2012.

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 changed in 2010, with blacks accounting for 16.0 percent and whites representing 75.0 percent of the resident population. Hispanics increased from 16.8 percent of the population to 22.5 percent (Source: Florida Demographic Estimating Conference).

8. In Migration/Out Migration of Available Workers

Florida’s population increased in 2010 by 117,364 according to the Florida Legislature’s Office of Economic and Demographic Research (EDR). Florida’s population on April 1,

2011 was estimated to be 18,905,048, a gain of 103,738 residents (0.6 percent) since the 2010 Census. Florida's net migration declined by 12,110 in 2010-2011.

Historically, Florida's population growth has been driven by net migration (more people permanently moving into the state than leaving). Between 2000 and 2010, 81.6 percent of the estimated population growth was due to net migration. Between 2010 and 2011, the majority of Florida growth was due to net migration (59.5percent), while natural increase (the excess of births over deaths) accounted for 40.5percent of the growth in the state. For the period from April 1, 2010 to July 1, 2011, the Census Bureau estimates that about 42.1 percent of Florida's net migration was international and the remainder was domestic. Florida is experiencing low levels and rates of population growth due to slower than usual net migration to the state. Net migration fell to record low levels during much of 2008 and into 2009. During much of that time period, natural increase (births minus deaths) actually exceeded net migration. It is anticipated that Florida will continue to experience low levels of net migration during 2010 and 2011 and into 2012. This is largely due to national economic conditions, including weakened housing markets and other lingering effects from the Great Recession, that make it difficult for people to relocate.

Net domestic migration to Florida was 55,036 in 2010 and 24,603 in 2009, after negative net migration in 2007 and 2008. Looking at data over the past three decades, foreign in-migration to the state continues to increase, in all age cohorts. Foreign immigrants typically are younger than their domestic counterparts. Those aged 18-34 accounted for 36.6 percent of the total foreign in-migrants in 2005 and 34.4 percent in 2010, compared to 32.3 percent and 31.9 percent, respectively, for domestic in-migrants. (Source: U.S. Census Bureau, American Community Survey [ACS]).

The April 1, 2012 and 2013 projections have population growth of less than one percent annually as the state's economy continues its slow recovery (0.55percent, and 0.82percent, respectively). Even so, Florida is expected to add over 350 people per day between April 1, 2011 and April 1, 2013. Stronger population growth is expected as the recovery picks up steam with growth rates of 1.17 percent (224,353 net new residents) and 1.42 percent (275,058 net new residents) between April 1, 2013 to April 1, 2014 and April 1, 2014 to April 1, 2015, respectively. Between April 1, 2010 and April 1, 2020, population growth is expected to average 220,033 net new residents per year, representing a compound growth rate of 1.12percent over this 10-year time horizon. These increases are analogous to adding a city the size of Hialeah every year. During 2016, Florida's population is expected to break the 20-million mark and is forecast to approach the 24 million mark on April 1, 2030.

9. State's Skill Gaps

The Department of Employment Opportunity's Labor Market Statistics has developed a new tool to support reemployment: the enhanced Occupational Supply/Demand (S/D) report that includes real time data. This report comprises more indicators of potential S/D, including enrollees, completers, and graduates of education and training institutions at all levels, in addition to job seeker data. The demand indicators include Help-Wanted OnLine (HWOL) job ads for short-term analysis and occupational projections to 2019 for long-term analysis. The data are more current than other sources and plan to be term-by-term with just one semester lag. The job seeker and job ads data are updated monthly. A USDOL ETA competitive Data Quality grant was awarded to the Department to cover the costs of building this new S/D system into an automated report. Gaps between supply and demand are

highlighted. Additional information on current employment, wages, and required education levels are also provided in the new S/D report. The new report was requested by Regional Workforce Boards to assist them with training decisions to support reemployment

Additionally, 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 largest gaps in the current workforce.

C. STATE STRATEGIES

1. Cross-Program Strategies

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;
- 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 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.

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 ensures that its economy is better positioned to retain and add jobs that pay well as well as offer excellent career pathways for its residents. Workforce Florida board members and staff participate in a number of strategic partnerships including Enterprise 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, the Economic Development Liaisons managed by the Department of Economic Opportunity, the Higher Education Coordinating Council, the Florida Chamber of Commerce Foundation, the Florida Council of 100, the Florida Economic Development Council and the Florida Film Commission, to name a few. Workforce Florida, the Department of Economic Opportunity 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, the state's five-year strategic plan for workforce, 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 identified for growth by Enterprise Florida, the state's economic development organization—that have been and will continue to be focused on intently over a three-year work cycle 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.

In order to facilitate economic diversification while focusing on job growth in high-wage occupations associated with the identified targeted industry and infrastructure clusters, Florida has undertaken a variety of projects, including:

Workforce Supply and Demand Analyses/Target Industry Cluster Task Forces: To remain competitive in a dynamic economy, Florida relies on a workforce system that is not only responsive to the changing needs of employers and workers, but also *anticipatory* of the future skills and demands needed to compete in a global economy. It must be capable of bridging the gap between stagnating and emerging industries, addressing both workforce preparedness and workforce readiness, and based on a strong understanding of future workforce needs gained through data analysis and qualitative business partnership insights. In addition to globalization, the retirement of the Baby Boom generation and the move of business toward more innovative, knowledge-based markets have combined to make the skills of the workforce paramount to successful economic development. Analyzing occupations and critical skill sets within Florida's target industry clusters can help identify which occupations provide the best opportunities for investment, how we can identify and build upon different types of skills sets, identify gaps and implement business career ladders—entry level through advanced—in high growth areas. 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 have been completed for Aviation/Aerospace and Clean Technology (Year One), and analyses for Homeland Security and Defense and Life Sciences are underway (Year Two).

Additionally, business-led task forces comprised of top-level executives representing businesses within these clusters have been created to leverage business intelligence in developing talent statewide. These task forces are helping Workforce Florida and the entire workforce system statewide evaluate whether we are on the right path for creating the talent businesses need within the sector of reference, from entry-level through advanced occupations. Further, other business climate issues that hinder job creation are being identified and brought to the attention of the Executive Office of the Governor and other collaborative partners through the Economic Development Liaisons for resolution. Benchmark institute invitations to industry sector business leaders and collaborative partners are being planned for Fall 2012, during which key findings from the industry cluster task forces will be shared.

Customer Satisfaction Index for Target Industry Clusters: Developing and launching indices 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, indices have been created for the Year One industries of focus—Aviation/Aerospace and Clean Technology—and will be created for the remaining industry clusters this year and next year. 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 indices 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. Work is currently underway to develop communication methods by which to share results from Year One with key collaborative partners. This communication will include a comprehensive dynamic scorecard that differentiates Florida from other markets, including competitor states.

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, business-retention teams have been formed in seven of

eight economic development regions of the state. These teams are 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. The project is expected to conclude in the fall of 2012.

Global Trade and Logistics Talent Development Initiative: Acting on the education and training recommendations in the Florida Chamber Foundation's Trade and Logistics Study, Workforce Florida provided funding to create global logistics career academies to address the talent pipeline for future growth in this key area. 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. Additionally, Workforce Florida's Quick Response Training program, funded with Florida General Revenue (non-federal), is funding two international trade and logistics consortiums—one focused on seaports and the other on air cargo—to provide training for 1,600 existing/new employees to help Florida businesses expand their market. Several collaborative partners are engaged through this initiative, including the Florida Chamber Foundation, the Florida Ports Council, and the International Air Transportation Association.

Florida Scorecard Workforce and Economic Development Initiative: The Florida Scorecard Workforce and Economic Development Initiative developed between the Florida Chamber Foundation and Workforce Florida is focused on providing data driven measurement and evaluation related to Florida's workforce and economic development systems. The Initiative is designed to support Workforce Florida's Strategic Plan and its strategic projects by issuing a series of reports and developing analytic tools to support decision making in these areas. The initial focus will be on a subset of Workforce Florida's strategic projects and three of the Six Pillars of Florida's Future Economy: Talent Supply and Education, Innovation and Economic Development, and Business Climate and Competitiveness. The key performance measures resulting from this Initiative will be incorporated into the statewide accountability and reporting platform, The Florida Scorecard (www.TheFloridaScorecard.com). Reports are being prepared and updated monthly with the goal to use the data to evaluate key events and trends that may impact Florida's workforce and economy, as well as to track workforce and economic indicators that are reported on a monthly basis.

Economic Security Report: The 2012 Florida Legislature has mandated the Department of Economic Opportunity to prepare an annual economic security report that will detail employment and earning outcomes for degrees or certificates earned at public postsecondary educational institutions with data obtained from the Department of Education. Short-term outcomes (one year after graduation) are to be included in the 2013-2014 report. Long-term outcomes (five years after graduation) will be included beginning in the 2014-2015 report. This easy to understand report must be widely disseminated and be distributed to students

enrolled in public universities and colleges as well as to middle and high-school students and their parents.

Aerospace/Aviation: Aerospace is a legacy industry for Florida, where the Lieutenant Governor serves as Vice Chair of the Space Florida Board of Directors. 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 end of 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.

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. The first industry sector chosen for Workforce Florida's Target Industry Cluster Task Forces was Aviation/Aerospace due to its transition status. Workforce Florida 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. Over the last two years, the Committee has guided the investment of the \$3.2 million appropriated by the 2010 Legislature to address the employment and training needs of aerospace workers and explore the use of distance learning for innovative continuing education programs between states and countries that will enhance Florida's existing aerospace workforce. As of March 2012, about 43 percent of the funding has been invested and 500 adversely-impacted individuals have been placed into jobs.

Brevard also received a \$15 million NEG Grant from USDOL to assist with the Aerospace Workforce Transition Program. These funds helped to provide services, support and training to those adversely impacted by the end of the Space Shuttle Program so they could successfully transition to new careers.

Occupational Training Program Governance Study: The process currently used to determine which occupations in Florida are suitable for training programs available to job seekers to enhance their skills through Individual Training Accounts and improve their opportunities for employment has been in place since 1998. It was developed under economic circumstances very different from those of today. Consistent with Workforce Florida's strategic priority to ensure Florida's workforce system is delivering the skilled talent businesses need today as well as tomorrow, we are getting underway a thorough analysis of the current process to ensure Florida's workforce system is responding to 21st Century marketplace needs.

Florida has used its state level set-aside funds to encourage more entrepreneurial training activities. One successful entrepreneurial training program, funded by Workforce Florida, has received national recognition—Startup Quest. Startup Quest is an entrepreneurship

training program for unemployed adults with college degrees, created by one of Florida's workforce regions—Florida Works—in partnership with the University of Florida's Office of Technology Licensing and the Gainesville Area Chamber of Commerce. The USDOL recently awarded Florida Works \$11.95 million to export the initiative to other areas statewide, including Jacksonville, Daytona Beach, Brevard County, Ft. Lauderdale, Tampa, St. Petersburg and Tallahassee.

As in past years, the state's plan for using its limited state-level funds—reduced now to five percent—has been determined by Workforce Florida's Board of Directors. The major categories of funding are:

- State-Level Incumbent Worker Training (IWT) Program (at least \$2 million annually appropriated by the Legislature as required by Florida Statutes). The Workforce Florida Board has provided supplemental funding to the program for the last two years given the economic imperative of business and job retention.
- Performance incentive awards to Regional Workforce Boards.
- Workforce Florida Council reserves, allocated to Board Councils to implement the Board's strategic plan and vision as reflected in the operational plans. Examples of initiatives envisioned by the Councils include continued development of strategic and operational measurement systems; regional performance evaluation and alignment workshops; serving low-income, displaced and under-skilled adults, disconnected youth and special populations; and innovative initiatives to provide reemployment services to unemployed workers.
- Governor's Exigency Reserve which is used to support state level workforce initiatives and priorities of the Governor's Office. This reserve helps link economic development and workforce services by ensuring there is a trained workforce available for job creation as all critical business lines are now housed within the Department of Economic Development which includes: Strategic Business Development, Community Planning and Workforce Services. These business lines work closely and in tandem with Enterprise Florida, the state's official economic development organization for the State of Florida.
- Pre-Apprenticeship Certificate Training program, as specified in the 2012 Florida State Appropriations Act, to assist returning veterans obtain training and job placement assistance.
- Employ Florida Banner Centers to create cutting-edge curricula to train workers in industry clusters important to the state's economy. This initiative, begun in 2006, is entering into its planned final year of work.

Similarly, the state's plan for use of state-level Wagner-Peyser 7(b) funds has also been determined by Workforce Florida's Board of Directors. The major categories of funding are:

- Regional Performance Incentive awards to Regional Workforce Boards.
- Integrated Communications – Employ Florida Business Outreach initiative, including a recent statutorily required development of a universal brand for Florida's workforce system, and ongoing efforts to improve alignment within the demand-driven workforce development system and collaborative partners.

- Youth Outreach Efforts to provide high school students with an invaluable source of career and employment information.
- Military Family Employment Advocacy Program to provide employment advocates and services at Florida's One-Stop Career Centers in regions where high military populations associated with military bases are located.
- Disability Navigator Program to facilitate a seamless and comprehensive service delivery system with the local One-Stop Centers for persons with disabilities.
- 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. Examples include population/client-specific initiatives addressing youth, veterans, elders, disabled, Temporary Assistance to Needy Families-eligible, faith-based and community-based organizations; target industry sector specific initiatives; and special business outreach activities including the Annual Workforce Summit, rural initiatives, workforce services tool kit workshops and Regional Workforce Board business liaisons workshops.

2. 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 create a skilled talent pipeline for Florida. Several of these initiatives have already been elaborated on earlier in this document.

Employ Florida Banner Centers: The Employ Florida Banner Centers initiative, established by Workforce Florida in 2006, was envisioned to provide statewide, go-to resources for businesses and job seekers 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.

This innovative model, which was recently showcased by Enterprising States as a best practice, 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 2011-2012, there were 11 centers, but the initiative is undergoing a major transition, resulting from the pre-planned seed funding structure which requires the centers to transform into self-sustaining entities or phase-out, a founding principle given limited state-level resources. Centers such as Agri-Science and Homeland Security & Defense have demonstrated that sustainability and are in a position to continue serving as an industry education and training resource without Workforce Florida funding.

The transition begins this summer and continues through the end of 2013. Workforce Florida has invested \$18 million since 2006 in Banner Centers located throughout the state and

representing multiple target industries. The initiative has linked education, workforce and industry in unprecedented ways that will serve as the foundation for continued momentum in serving and strengthening Florida's workforce.

Of 11 currently operating Banner Centers, eight will have sunseted on June 30, 2012, when Workforce Florida funding ended. The Creative Industries and Financial & Professional Services Banner Centers will operate with Workforce Florida funding until the end of 2012. The Banner Center for Life Sciences will continue to operate with Workforce Florida funding through December 2013. Workforce Florida retains ownership of the curriculum and other intellectual property developed through this initiative, and is exploring options for best storing and making available these resources for future education and training opportunities. Those centers that choose to become self-sustaining may also choose to continue using the curriculum and Banner Center brand name through an agreement with Workforce Florida.

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 Wal-Mart. To-date, the Banner Centers have trained 9,482 individuals and delivered 8,130 industry-recognized credentials.

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. There are now approximately 1,509 registered career academies statewide with nearly 173,000 student enrollments. Florida law provides that Workforce Florida through this secondary career academy initiative, serve in an advisory role and offer technical assistance in the development and deployment of newly established career academies. Workforce Florida, in collaboration with the Florida Department of Education and the Department of Economic Opportunity, annually approves and publishes the state's Comprehensive Industry Certification List. This list, approved annually by Workforce Florida's Board of Directors, now includes more than 400 certifications, and 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 in demand or tied to emerging industries, or meet certain other criteria.

Building on the strong foundation of CAPE and the continuing call by the business community to begin career awareness and exposure to the world of work at an earlier age, the 2011 Florida Legislature required that each school board, in collaboration with Regional Workforce Boards, economic development agencies, and state-approved postsecondary institutions, include plans to implement a career and professional academy in at least one middle school in the district beginning in 2013. Since information technology is a cross-industry sector, the greatest number of high school academies to date is in the information technology field. To support the potential for middle school students to actually earn an IT industry-recognized credential, Workforce Florida has funded a special technical assistance initiative aimed at creating a talent delivery pipeline beginning in middle schools, articulating

to high schools and beyond. Through a competitive process, middle schools have been identified to participate in the initiative. A scorecard has been developed to evaluate the outcomes of the initiative, including student enrollment and certifications earned. The initiative will also result in the development of a model that can be replicated to other school districts and other industry sectors.

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 five 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 grant from Workforce Florida, connected education, workforce, industry and economic development leaders to identify opportunities to build and measure the state’s supply of STEM-skilled workers. Key goals in that effort included 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.

In June 2011, the initiative spun off, becoming an independent non-profit organization, known as *STEMflorida*, Inc. Its Board of Directors includes representation from Florida companies such as The MITRE Corporation, Gulf Power Company, and Lockheed Martin. The organization has created a comprehensive STEM strategic plan for the state and commissioned work to create a STEM index that includes definitions for a STEM job and STEM industries along with a gap analysis. This enables leaders to quickly review and consider how well Florida and its regions are supporting, encouraging expansion of, and recruiting STEM employers.

Workforce Florida has also sought out innovative youth programs addressing STEM talent development in WIA eligible youth. In 2011-2012, funds were provided through a special STEM pilot that will lead 515 youth statewide to increased awareness of STEM occupations through career awareness activities including internships, apprenticeships, attainment of a STEM related industry credential resulting in employment or enrollment into a postsecondary education program in one of the STEM related occupations areas of study.

Talent Supply Chain Team: Established in 2011 by Workforce Florida, the Florida Talent Supply Chain Team is comprised of Chancellors of Higher Education, Florida’s Commissioner of Education, and Public/Private K-20 education and business leaders. Its mission is to assess the existing Florida Talent Delivery System, then make recommendations to strengthen and transform Florida’s talent delivery mechanisms into a demand-driven, globally relevant and powerful resource for all Floridians. In its first year of

work, a national and international assessment of supply chain initiatives with a focus on outcomes, tangible benefits and return on investment was completed.

Business Liaisons/Business Account Management Professionals: In each of Florida's 24 Regional Workforce Boards, there are professional business account managers, or business liaisons. In April 2012, Workforce Florida's Business and Workforce Development team, along with the Florida Workforce Development Association, organized and led a statewide workshop. The workshop was designed to connect these professionals with each other, identify issues of common concern, showcase business outreach best practices including increasing business usage of the workforce system and increasing job placement metrics, share detailed information about Workforce Florida's two flagship training grant programs—Incumbent Worker Training and Quick Response Training—and share customer relationship management tools. The workshop provided an excellent start to strengthening Florida's workforce system, specifically in business outreach strategies. A pre-workshop survey was constructed to gain insights from each region and will provide a platform for agenda items in future workshops. Given the high degree of positive evaluations, similar workshops are being planned twice per year going forward. To maintain communications among professionals, a special LinkedIn site for Florida's business outreach staff was formed. Related to this activity, Florida was recently selected by USDOL as one of 13 states to participate in a technical assistance initiative aimed at expanding business engagement. A team of state, regional and local workforce leaders will be identified to participate in the initiative over the next year.

Economic Development Liaisons: Consistent with supporting Governor Scott's goal of creating the top business climate in the country, Florida statute provides for the designation of high-level staff members from various state agencies to serve as economic development liaisons for their agencies. Although the law had been in place since 1992, it had laid dormant until it was recently reactivated by the Department of Economic Opportunity, with support from the Executive Office of the Governor. Representatives from the Department of Economic Opportunities' Workforce Services Division and Workforce Florida are included among the state's liaisons. This innovative interagency network holds great potential for achieving the level of collaboration between entities that touch upon job creation and placing Floridians into employment. The Economic Development Liaisons intend to meet monthly going forward, seeking to be proactive in addressing the state's economic development needs and finding ways to work collaboratively across organizational boundaries. One of the first activities of the group was to contribute to the state's economic development strategic plan goals, strategies and objectives, currently under development. The Liaisons will also serve as a receiving and solutions-oriented body for any workforce or business climate issues identified through Workforce Florida's Target Industry Cluster Task Forces.

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.

Florida’s Strengthening Youth Partnership (SYP): Building on the *White House Task Force for Disadvantaged Youth Final Report* recommendations that an interagency group be created to help facilitate collaboration at the state and local levels for federally funded youth programs, Florida continues to refine its Florida’s Strengthening Youth Partnership (SYP) initiative. Created in 2003, 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.

With much attention focused on the economic recovery, the recent strategic merging of state agencies to increase efficiency and reduce duplication, as well as changes in State level administration and personnel, the SYP has struggled to hold meetings. However, with the Governor’s focus on job creation, increasing employment opportunities, and prioritizing science, technology, engineering and mathematics (STEM) talent development, there is now a renewed sense of urgency to strengthen and refine this initiative.

Plans are now underway to re-commission the SYP initiative with a focus on better 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. To adequately supply Florida’s talent pipeline to meet the evolving needs of business, better alignment of strategic partnerships are necessary 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 600 training and industry certification programs. The forging of business partnerships provides a significant opportunity to strengthening these programs.

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 governmental agencies and departments. Housed on the Department of Economic Opportunity’s website, the site focuses heavily on educating youth about their workforce options while providing links to other youth partnership resources. The site, launched in March 2009, can be found at: www.myfloridayouth.com.

3. Leveraging 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 books, and other training services prescribed and authorized by the Workforce Investment Act of 1998. Florida allows local Regional Workforce Boards to establish ITA limits and durations.

Pursuant to current guidance, the Regional Workforce Boards are responsible for the approval of training providers and programs. All training programs must be on either the Regional Workforce Boards' Targeted Occupations List (TOL) or the State TOL. Private postsecondary institutions must be licensed with the Commission for Independent Education. All training institutions must report student data to the Florida Education and Training Placement Information Program (FETPIP) maintained by the Florida Department of Education. State guidance related to the eligible training provider process is being updated to address out-of-state and online training providers. Each year, typically as part of the local planning process, the Regional Workforce Boards will submit their list of approved training providers and programs to the Department of Economic Opportunity which will publish the list on its website.

All educational institutions must meet the local requirements established by Regional Workforce Boards.

The increased emphasis on training and the 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.

The Governor is committed to increasing training opportunities to individuals through alternate delivery vehicles such as on-the-job (OJT), customized training, and incumbent worker training. Regional Workforce Boards are encouraged to develop local partnerships with community businesses and industry to support economic development in their areas. 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 Workforce Boards to consider OJT and customized training strategies the state has once again 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 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 ensure 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 state set-aside funds, 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.

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) to make the IWT and QRT programs available.

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 Department of Economic Opportunity'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 reserves a portion of its set-aside 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 investments in workforce development activities to meet the needs of state and local economies, both of which are national strategic directions.

To-date, Workforce Florida has invested both state general revenue funds and its state set-aside funds and leveraged private sector and local dollars on state projects to address the workforce needs of key industry sectors. With the reduction of state set-aside funds from 15 percent to 5 percent, however, the state's ability to maximize and leverage private sector and local dollars will be severely hampered.

As in past years, the state's plan for using its state-level funds is determined by Workforce Florida at its May Board meeting. Generally, all federal and state workforce funding allocations are announced by May. The major categories of funding for 2012-2013 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.
- Rapid Response Activities
- Workforce Florida Council reserves.

- 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.
- Strategic Plan Projects such as Targeted Industry Cluster Task Forces, Supply/Demand Workforce Analytics, and Customer Satisfaction Index.

Many of these projects are multi-year initiatives that provide continuity and strategic investment in workforce development activities that support the overall economy as well as businesses and job seekers.

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

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 its May meeting. The major categories of funding are:

- Regional Performance Incentive Awards
- Integrated Communications-Employ Florida 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.
- Statewide Workforce System Branding to aid identification and navigation of the system by job seekers, workers and employers, further enhancing awareness of the employment and training resources available to address their workforce needs
- Youth Outreach Efforts

4. Policy Alignment

Passed in response to the Federal F.S., defines the state workforce system, which is designed to be nimble in order to respond to local and statewide demands, economic shifts and evolving strategic priorities. The Workforce Innovation Act serves as the cornerstone for Florida workforce policies and is a national model.

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 workforce and economic development in support of the Governor’s economic development priorities. Many of the relevant policy decisions and directives are described in the operational section of this plan. State law sources for the underlying policies are found in the Florida Statutes, accessible at <http://www.leg.state.fl.us/Statutes/index.cfm?Tab=statutes&submenu=-1&CFID=253588431&CFTOKEN=36167309>.

Workforce Florida’s adopted policies and action items are recorded in the minutes for the Workforce Florida Board meetings at www.WorkforceFlorida.com. Resulting programmatic resources and guidance papers, memorandums and communiqués are then typically issued by the Department of Economic Opportunity (DEO) and posted on its website to operationalize and promulgate policy guidance. This information is available at <http://www.floridajobs.org/workforce-board-resources/policy-and-guidance/guidance-papers>.

For a recent example of workforce policy development stemming from legislative action, consider the Regional Workforce Boards Accountability Act of 2012, which was passed by the Legislature, signed into law by Governor Scott, and became effective on July 1, 2012. The legislation was a key part of the Governor's Jobs and Economic Growth Agenda.

The new law, the most comprehensive state legislative reforms to the original Workforce Innovation Act of 2000, strengthens the oversight, accountability, efficiency, and transparency of Regional Workforce Boards. It focuses on seven primary areas:

- 1) Regional Workforce Board Membership
- 2) Individual Training Accounts (ITAs)
- 3) Procurement & Expenditure Policies
- 4) Budget Review
- 5) Compliance Review
- 6) Statewide Brand
- 7) Workers' Compensation

1) *Regional Workforce Board Membership*

- Limits total membership to the minimum required by federal law, except that if a public education or training provider is represented on the board, a representative of a private nonprofit provider and a representative of a private for-profit provider must also be appointed to the board. Local elected officials may appoint additional members if approved by the Governor.
- Requires each member and executive director to file a financial disclosure.
- Authorizes the Governor to remove a member or executive director for cause.

2) *Individual Training Accounts (ITAs)*

- Reduces the type of expenditures authorized for ITAs, allowing for costs including tuition, books and fees of training providers and other WIA training services. Maintains the state-mandated 50-percent ITA reserve requirement for training.
- Stipulates that boards may not restrict the choice of training providers based upon cost, location or historical training arrangements.

3) *Procurement & Expenditure Policies*

- Subjects Regional Workforce Boards to the procurement and expenditure policies of DEO and Workforce Florida for the expenditure of state funds.
- Prohibits the splitting of payments to evade monetary review and/or approval thresholds set by federal law, DEO and Workforce Florida.
- Maintains the current prohibition on the use of state and federal funds to pay for food or beverages for board members, staff or employees of Regional Workforce Boards, Workforce Florida or DEO.
- Restricts contracting with Regional Workforce Board members and their relatives.

4) Budget Review

- Requires Regional Workforce Boards to submit their annual budgets, as approved by the chief local elected official, to Workforce Florida for review.

5) Compliance Review

- Requires DEO, under the direction of Workforce Florida, to assign staff to review and certify that each Regional Workforce Board complies with state and federal law.

6) Statewide Brand

- Requires Workforce Florida to evaluate the means to establish a single workforce system brand for Florida.

7) Workers' Compensation

- Stipulates that state workforce services participants in an adult or youth work experience activity are considered employees of the state for purposes of workers' compensation coverage.

While the new state law (Regional Workforce Board Accountability Act) grants the Governor new limited authority regarding board and RWB staff appointments, the Act preserves existing local authority to select members of the board of directors for Regional Workforce Boards and for those members to hire and, if needed, terminate a Regional Workforce Board chief executive. It also maintains local flexibility to develop workforce strategies and programs that best serve each region's needs.

The Workforce Florida Board of Directors has addressed key policy decisions to advance implementation of the new law in three primary areas: Regional Workforce Board Membership, Individual Training Accounts and Contracting related to Procurement and Expenditure Policies.

Meanwhile, the primary legislative directives for common data collection and reporting can be found in Section 445.004, F.S., regarding the Three-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 DEO's website, including 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.

Florida also has developed policies promoting the efficient use of administrative resources. 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 and the encouragement of inter-local (multi-Regional Workforce Board) cooperative arrangements to share certain administrative/infrastructure costs.

Florida's commitment to universal service, including for those receiving public assistance, is enumerated in great detail in Section 445.009, F.S., mandating the One-Stop Career Center delivery system. The statute offers a 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, ultimately, administered and monitored by DEO.

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 the special needs of targeted populations and respond to workforce development priorities, and recognition of best practices in serving all One-Stop Career Center customers. Additionally, to ensure consistency of service, DEO provides statewide training on-site and via webinars.

Emphasis also is placed on re-employment services and the use of an assessment to develop an employment plan seeking ways to best address the increase in unemployed customers. The state uses the O*Net Interest Test and Ability Profiler as assessment tools to help develop employment plans. Additionally, Florida has invested in products that identify and codify transferable skills.

For those unemployed customers who seek training or retraining to be able to obtain employment, DEO matches claimants to the Employ Florida Marketplace to quickly and efficiently ascertain whether the claimant is enrolled in approved WIA or Trade Adjustment Assistance (TAA) training.

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 Florida Workforce Innovation Act and, within it, the statutory establishment of an annual set-aside funding for the Incumbent Worker Training program which helps Florida's existing businesses maintain a skilled workforce and supports job retention. It is a companion to the Quick Response Training program, which is funded with state dollars and supports the creation of jobs by new and expanding businesses.

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 Lists" (TOL) that are updated annually by Florida's Workforce Estimating Council based on labor market information. Workforce Florida also has extended flexibility to Regional Workforce Boards to train for occupations that may not appear on the state or regional TOL if the training will lead to a job placement. This temporary relaxing of the policy, when there is an opportunity for employment, recognizes the extraordinary economic

challenges and the need to support re-employment. Regional Workforce Boards, however, must report these exceptional cases to the state. Helping Floridians get into a job is a critical step in the individual's and the state's economic recovery. Once placed in a job, there are opportunities to support career advancement, consistent with the workforce system mission.

Workforce Florida funding also has enabled the purchase of real-time tools to assist in identifying job openings through The Conference Board's Help Wanted OnLine (HWOL). This data enables 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.

D. DESIRED OUTCOMES

As a result of a waiver granted to the state, beginning with Program Year 2008-2009 Florida only reports the level of performance relating to the nine Common Measures. Although performance on the remaining measures is still tracked, no agreed upon levels of performance are provided in accordance with the granted waiver. Please note that Florida has again applied for a waiver of the WIA Core Measures.

Federal guidelines describe core measures and/or Common Measures as the key measures of success in achieving the legislative goals of WIA. The measures are used to:

- Set performance goals at the state and local level;
- Ensure comparability of state performance results to maintain objectivity in measuring results for incentive and sanction determinations; and
- Provide information for system-wide reporting and evaluation for program improvements.

Current WIA and WP Performance Goals

The following graph shows the 2012 WIA and Wagner-Peyser Agreed-Upon Performance Levels for Florida that are in effect through December 31, 2012. The extension through December 31, 2012 is pursuant to the recent approval letter from USDOL Assistant Secretary Jane Oates that extends Florida's current WIA and WP State Plan for a portion of PY 2012, including approval of extensions for Florida's waivers and performance goals.

STATE: Florida 2012

Adult Measures	Current Performance Goals
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

Performance Standards

Grantee-Subgrantee Agreements are executed between the Department of Economic Opportunity and each Regional Workforce Board to ensure compliance with administrative and programmatic requirements in the operation of workforce programs.

In accordance with the Agreement, each Regional Workforce Board is required to perform in accordance with governing federal and state law; any and all requirements set forth in the Agreement (and relevant attachments); Workforce Florida, Inc. policies and other agreements for which the Board has received a Notice of Funds Availability (NFA). These requirements, as tracked by Workforce Florida, Inc., and the Department are considered the "Performance Standards."

Beginning with the 2012 - 2013 Program Year, Florida is using this broad approach to performance standards to determine standards for each of the State's workforce development regions. As part of this process, the Governor aided by Workforce Florida, used the federally negotiated goals for the WIA Common Measures, the federal regression model, and the results of our state strategic planning process to set the standards. The objective of this process was the development of goals that reflect excellent performance rather than the establishment of minimal levels of acceptable performance. The selection of goals that drive excellence was the focus of the State's negotiation with USDOL to identify statewide performance targets for each of the common measures.

Agreed Upon WIA and WP Performance Goals

The agreed upon levels of performance were developed using the baseline data produced in accordance with federal instructions. Data on core measures and Common Measures is collected from Florida's MIS system, UI Wage Records, and from the Wage Record Interchange System (WRIS). Florida's MIS system is Employ Florida Marketplace (EFM). The MIS system gathers exit information on participants, and covers the real-time data elements referenced above. UI Wage records contain information such as wage and retention information after exit. The WRIS system is a database consisting of several participating states' records for wages and employment, etc. WRIS records supplement Florida's UI data to paint a clearer picture of participant outcomes.

Per Training and Employment Guidance Letter (TEGL) 38-11, the regression model was used as the starting point for Florida's performance targets. The regression model takes into account labor market conditions and individual barriers to employment, while assuming a standard level of service, when determining expected performance outcomes. Using this approach, as well as analyzing performance trends for the past 4 program years, Florida's agreed upon standards fall in line with the Government Performance and Results Act's (GPRA) requirements for continuous improvement. For 2012 – 2013, Florida has agreed upon goals that reflect the level of excellence we are striving to achieve based upon the regression model, past performance trends, and our state strategic plan.

The following table details Florida's agreed upon goals as well as our most current (3rd Quarter 2011) performance outcomes. As Florida currently has a waiver to only report Common Core Measures, negotiated standards do not presently exist for the remaining WIA Core Measures.

1. Table 1, State Negotiated Goals

WIA Requirement at Section 136(b)	Previous Year Performance	Agreed Upon Performance Goals
Adults		
Entered Employment Rate	79.9%	82.0%
Employment Retention Rate	92.4%	92.0%
Average Six Month Earnings	\$22,671	\$22,755
Certificate Rate	83.9%	NA
Dislocated Worker		
Entered Employment Rate	84.5%	93.0%
Employment Retention Rate	89.0%	90.0%
Average Six Month Earnings	\$17,292	\$18,706

WIA Requirement at Section 136(b)	Previous Year Performance	Agreed Upon Performance Goals
Certificate Rate	67.6%	NA
Youth, Aged 19-21		
Entered Employment Rate	61.1%	NA
Employment Retention Rate	79.9%	NA
Six-Month Earning Change	\$4,092	NA
Certificate Rate	45.8%	NA
Youth, Aged 14-18		
Skill Attainment Rate	77.4%	NA
Diploma or Equivalent Attainment Rate	70.2%	NA
Retention Rate	52.2%	NA
Youth Common Measures		
Placement in Employment or Education	49.3%	53.0%
Attainment of a Degree or Certificate	61.5%	70.0%
Literacy or Numeracy Gains	37.7%	51.0%
Customer Satisfaction		
Participant Customer Satisfaction	NA	NA
Employer Customer Satisfaction	NA	NA

Wagner-Peyser Requirement at Section 13(a)	Previous Year Performance	Agreed Upon Performance Goals
Entered Employment Rate	50%	61%
Employment Retention Rate	79%	89%
Average Six Month Earnings	\$12,948	\$14,283

2. Definitions of Short- and Long-Term Measures

Beginning in Program Year 2006-2007, the Workforce Florida Board approved an additional set of measures by which the performance of the Regional Workforce Boards would be measured. The Balanced Scorecard is a combination of both short and long-term measures, utilizing both case management data and UI wage data. The measures are as follows:

SERVICES TO JOB SEEKERS:

Job Seeker Entered Employment Rate

For those Wagner-Peyser (WP) applicants not employed at participation, the percentage employed the first quarter after exit based on a match with quarterly UI wage report data. The measure is the same as the federal common measure required by USDOL.

Veteran Entered Employment Rate

For those veterans not employed at Wagner-Peyser participation, the percentage employed the first quarter after exit based on a match with quarterly UI wage report data.

The measure is the same as the federal common measure required by USDOL.

Customer Satisfaction, Wagner-Peyser Individuals

The Workforce Florida Performance and Accountability Council took action to revisit its approach to customer satisfaction surveys for businesses, WIA participants and job seekers. This action was initiated to research and identify the most effective mechanism for capturing valid customer feedback. Recommendations are currently being developed for the Council to consider as it moves forward on this issue as we expect to resume customer satisfaction surveys in the future.

SERVICES TO EMPLOYERS

Employer Market Penetration

This measure expresses the unduplicated number of employers receiving Employ Florida Marketplace services as a percentage of the region's employers. Uses LMS universe of employers (The Enhanced Quarterly Unemployment Insurance Address File or EQUI) as the best indicator of businesses that actually exist in a region and tracks the percentage of these employers that receive workforce services.

The measure is reported annually on a statewide basis only and therefore is not included on the standard Balance Scorecard Report which displays comparative regional rankings. Results are broken down for 1) large businesses with greater than 100 employees, 2) medium businesses with 10-99 employees, and 3) small businesses with 5-9 employees.

SERVICES TO DISADVANTAGED GROUPS, UNEMPLOYED ADULTS, AND YOUTH

Employment Rate (WIA)

This measure combines the Workforce Investment Act current short-term measures for entered employment/employment for WIA adults and dislocated workers at exit. The denominator is the unduplicated total number of all adult and dislocated worker exiters regardless of employment status at registration. The numerator is the total employed at exit.

Employment Earnings Rate (WIA)

The average Workforce Investment Act (WIA) adult and dislocated worker earnings the first quarter after exit for those employed the first quarter after exit expressed as a percentage of the regionally adjusted Lower Living Standard Income Level (LLSIL) for a family of three. Regional adjustments are based on the Florida Price Level Index.

(Source: DEO, Office of Workforce Information Services, Labor Market Statistics).

Average earnings for the unduplicated total of adults and dislocated workers based on UI quarterly wage report data.

Employment Retention Rate (WIA)

The unduplicated total of Workforce Investment Act (WIA) adults and dislocated workers employed the 2nd and 3rd quarters after exit expressed as a percentage of the total of all those employed the first quarter after exit. Employment based on UI wage report data.

Youth Average Grade Level Gain (WIA)

The average annual grade level increase for all Workforce Investment Act (WIA) basic skills deficient youth based on pre- and post-test results at 1 year or exit. The measure applies to both in-school and out-of-school participants who are assessed as basic skills deficient at registration. The higher of the 2 results for either numeracy or literacy gain will be used to calculate the measure.

Youth Positive Outcome Rate (WIA)

For all Workforce Investment Act (WIA) youth, the percentage with positive outcomes at the 3rd quarter after exit. The numerator is the count of all older and younger youth, including those 18-21 served as only as adults, who by the 3rd quarter after exit obtain a credential, or obtain a diploma, or who are in postsecondary education or advanced training or qualified apprenticeships or the military or who are employed.

SERVICES TO WELFARE RECIPIENTS

Welfare Closed Case Outcome Rate

The percentage of closed TANF funded Temporary Cash Assistance (TCA) cases that were closed due to earned income. The numerator is the unduplicated sum of TCA cases that received TANF during the report period that were closed due to earnings (based on 13 reasons defined by DCF, but also includes individuals whose TCA case closed for reasons not represented in the 13 codes that had an unsubsidized job open in the WT data entry system during the report period). The denominator is the unduplicated sum of closed TCA cases that received TANF during the report period.

Welfare Transition Earnings Rate

The welfare transition program average wage the first quarter after case closure for TANF closed cases closed due to earned income expressed as a percentage of the regionally adjusted Lower Living Standard Income Level (LLSIL) for a family of three.

Regional adjustments are based on the Florida Price Level Index. (Source: DEO, Office of Workforce Services, Labor Market Statistics). Average wage based on UI quarterly wage report data.

Welfare Transition Retention Rate

Of those TANF cases closed due to earnings, the number employed the 2nd and 3rd quarters after case closure based on a match with quarterly UI wage report data.

ANNUAL THRESHOLD YES/NO INDICATORS

Level of Service Indicator for All Customer Groups

To achieve this threshold, the level of service for all Workforce Investment Act and Wagner-Peyser participants must equate to at least 80 percent of the level of funding allocated by formula to the Regional Workforce Board.

Level of Service Indicator for Special Customer Groups

To achieve this threshold, the level of service for specified Workforce Investment Act and Wagner-Peyser special customer groups must equate to at least 80percent of the level of funding allocated by formula to the Regional Workforce Board. The special groups include the disabled, veterans, offenders, and youth aging out of foster care.

Indicator for Youth Diploma Attainment

To achieve this threshold, the Regional Workforce Board must attain a youth diploma attainment rate of at least 48percent based on the WIA core measure methodology.

Indicator for Welfare Participation Rate

To achieve this threshold, the Regional Workforce Board must report an all-family participation rate of at least 50 percent based on Department of Health and Human Services requirements for the Temporary Assistance for Needy Families (TANF) Program.

Indicator for Data Validation

To achieve this threshold, the Regional Workforce Board must have data element validation results that meet each program's standards once these standards are established by USDOL.

Florida Statute requires Workforce Florida to assign staff to meet annually with each Regional Workforce Board to review the local board's performance and to certify that the board is in compliance with applicable state and federal law. Accordingly, presentations are prepared and delivered throughout the year at meetings of each Regional Workforce Board. These presentations address the local region's performance against the federal common measures and the state balanced scorecard indicators. The presentations also cover the region's standing as gauged by more general economic and workforce indicators such as unemployment rate, employment, etc. In addition applicable state policy issues and/or findings resulting from recent compliance reviews are addressed.

As described in the section of this plan which addresses the Governor's Vision, Workforce Florida is engaged with its partners in an ongoing strategic planning process in support of the state's economic recovery and growth. It is the goal of Workforce Florida not only to get the unemployed back to work but to support the retention and advancement of those who are employed and to ensure that in doing so, Florida's workforce system is actively responding to the talent supply needs of business and industry. As part of this effort, Workforce Florida partnered with the Florida Chamber Foundation to develop a monthly and quarterly report that measures and evaluates Florida's workforce and economic development systems.

The Florida Chamber Foundation is a business-led solutions development and research organization allied with the Florida Chamber of Commerce. The above referenced reports will be incorporated into the Chamber Foundation's statewide accountability platform, The Florida Scorecard (www.TheFloridaScorecard.com). A separate link will be established as the Florida Workforce and Economic Development Scorecard for these reports and supporting data. These Workforce and Economic Development Reports are focused on three of the Florida Chamber's Six Pillars of Florida's Future Economy: Talent Supply and Education, Innovation and Economic Development, and Business Climate and Competitiveness. The reports evaluate key events and trends that may impact Florida's workforce and economy, as well as track key workforce and economic indicators. The economic indicators include: Employment, Unemployment, Per Capita Income, Foreclosures, Consumer Confidence, Consumer Price Index, Real GDP (US), and Housing Sales. The workforce indicators include: Number of Reemployment Assistance Claimants, Number of Reemployment Assistance Claimants Placed in Jobs, Number of Job Openings Available, Number of Individuals Placed in Jobs, Percentage of Job Openings Filled, and the Percentage of Reemployment Assistance Claimants Placed in Jobs.

These Workforce and Economic Development Reports will be used for decision making and the establishment of policy and objectives in support of Workforce Florida's Strategic Plan. The reports will aid the effort to evaluate Florida's workforce system, provide data for supply and demand analysis, suggest workforce policy options within the economic context, and improve system accountability. Early reports suggest the need for goals aimed at lowering the state's unemployment rate, increasing the degree production rate, decreasing the ratio of high-skilled to low-skilled workers, and increasing the number of skilled workers to support growth in targeted industry sectors such as high-technology and health care.

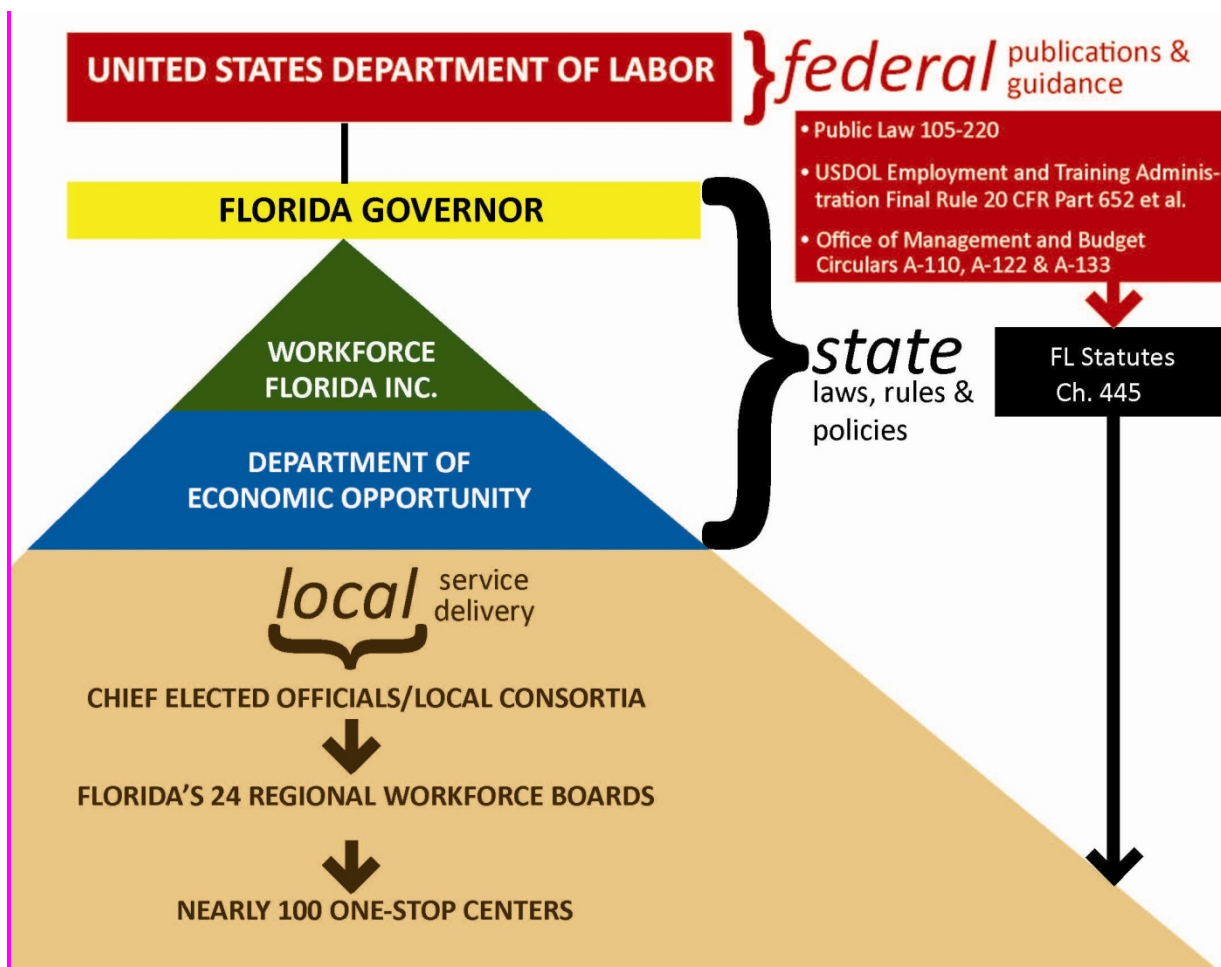
Section II. STATE OPERATIONAL PLAN

A. OVERVIEW OF THE WORKFORCE SYSTEM

1. Organization

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. In regard to Florida's workforce system, a useful report by the Florida Office of Program, Policy and Government Accountability illustrates the most relevant agencies, funding streams and relationships.

See <http://www.oppaga.state.fl.us/MonitorDocs/Reports/pdf/0419rpt.pdf>. A simplified version of the organizational table is as follows:



Key individuals at the state level include:

- Governor Rick Scott
- Dwayne Ingram, Chairman, Workforce Florida Board and Workforce Florida Executive Committee

- Mary Lou Brunell, Vice-Chair, Workforce Florida Board and Workforce Florida Executive Committee
- Benedict Grzesik, Chair, Workforce Florida Finance & Administration Council
- Don Gugliuzza, Chair, Workforce Florida Performance & Accountability Council
- Alfredo “Al” Stimac, Chair, Workforce Florida Global Talent Competitiveness Council
- Chris Hart, IV, President/CEO, Workforce Florida
- Hunting F. Deutsch, Executive Director, DEO
- Tom Clendenning, Director, DEO Division of Workforce Services

2. State Board

As Florida’s Statewide Workforce Investment Board, Workforce Florida is mission-focused on its charge to develop strategies that help Floridians enter, remain and advance in the workforce while strengthening the state’s business climate through its policy setting and oversight role.

Created as a not-for-profit corporation that operates as a public-private partnership, Workforce Florida is governed by a business-led, 41-member Board of Directors that includes the Governor, four members of the Florida Legislature and leaders in business and industry, government, labor, economic development, education, youth and community-based organizations including six state agencies: the Agency for Persons with Disabilities, Department of Children and Families, Department of Economic Opportunity, Department of Education, Department of Elder Affairs and the Department of Juvenile Justice. (A full directory of the board is available at:

<http://www.workforceflorida.com/AboutUs/Governance.php>.)

The governance structure, through which the board conducts its work, comprises the Board of Directors, an Executive Committee and three policy councils — Finance and Administration, Global Talent Competitiveness and Performance and Accountability.

The Executive Committee is responsible for helping to maintain Workforce Florida’s focus on improving Florida’s workforce development foundations by advising Workforce Florida management on major operational activities, identifying alliances and cooperative partners as well as opportunities for private-sector investment in workforce development initiatives, and providing guidance to the chairman and full Board. Its members include the Workforce Florida Board Chairman and Vice Chair as well as the Chair and Vice Chair of each policy council and additional board members, as appointed by the Chairman.

Most recently, the Executive Committee has led the board’s work to develop a 12- to 24-month vision and strategies plan that accelerates efforts to meet key objectives of the Governor’s Jobs and Economic Growth Agenda and aligns the five-year, state strategic plan for workforce development, *Creating the Strategy for Today’s Needs and Tomorrow’s Talent*. The near-term strategies that are being developed seek to:

- Ensure Workforce Florida initiatives and programs are efficient and effective, delivering measurable outcomes that advance the board’s top priorities.

- Encourage stronger state and local alignment within Florida’s workforce system to maximize workforce investment at every level and enhance talent development and delivery to the marketplace (the right skills, at the right time, to the right industries).
- Build on collaborative partnerships and create new opportunities to improve coordination with Florida’s economic developers and public and private education leaders in the development and delivery of world-class talent.

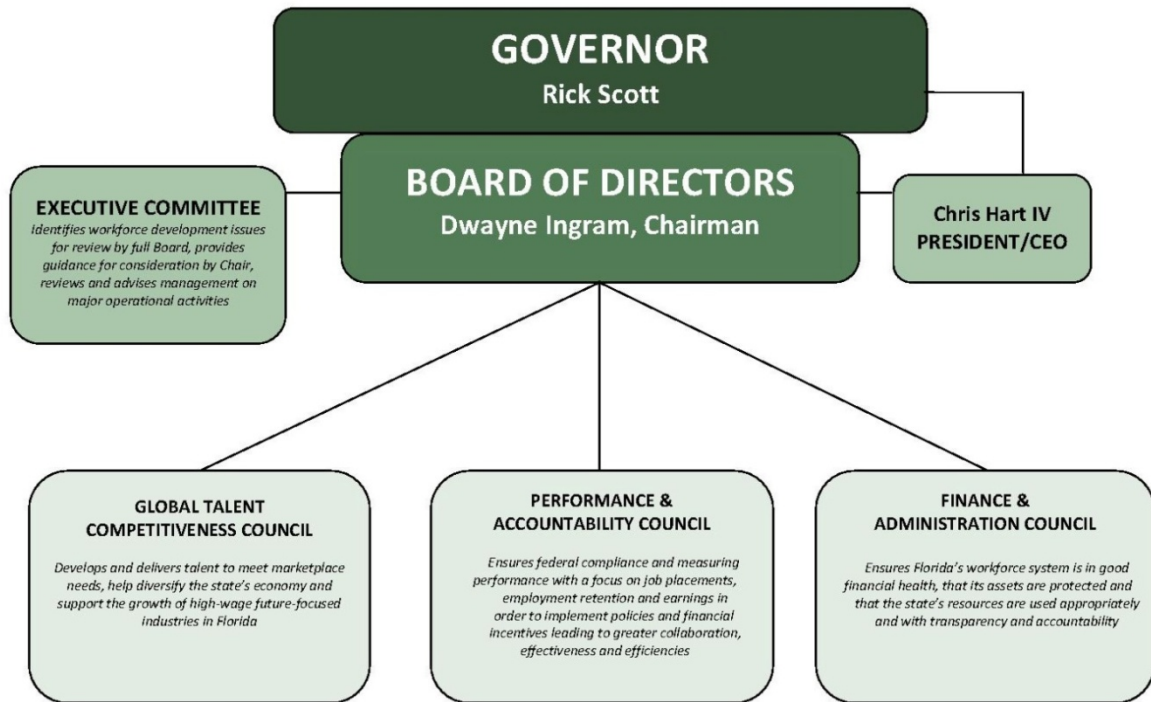
The Finance and Administration Council works to ensure the workforce system is in good financial health, that its assets are protected and the state’s resources are used appropriately and accounted for sufficiently. Its work is critical to efforts aimed at ensuring resources available to the state for employment, training and support services are used effectively and efficiently with the utmost accountability. To this end, the council directs the allocation of statewide workforce funding and ensures policies and practices are in place to safeguard the system’s assets and preserve the integrity of the system and the public’s confidence in it. Its members are appointed by the Chairman. To aid in greater alignment, communications and collaboration between the state and local workforce boards, at least one member from the Board of Directors of a local workforce investment board serves on this state policy council.

The Global Talent Competitiveness Council focuses on developing and delivering talent to meet marketplace needs to grow Florida’s legacy and infrastructure industries as well as those industries that hold promise and have been identified as economic development priorities for diversifying the state economy with high-wage jobs. While concentrating on the state’s economic development agenda and aligned strategic targets, the council leverages and invests in talent, resources and projects to benefit and strengthen every region of the state. It provides the leadership for several strategic initiatives of the board to support world-class talent development, youth and future talent pipeline development and special initiatives designed to bolster regional collaboration among economic development, workforce and education. Several of the initiatives led by this council are outlined in the state strategies section of this plan. Its members are appointed by the Chairman. To aid in greater alignment, communications and collaboration between the state and local workforce boards, at least one member from the Board of Directors of a local workforce investment board serves on this state policy council.

The Performance and Accountability Council concentrates on the system’s compliance with federal common measures and advises the board on the development and implementation of measures, polices and strategies aimed at enhancing workforce performance. The council reviews and analyzes federal, state and local performance measures including short-term and long-term outcomes including job placement and employment retention and earnings outcomes. It seeks to enhance collaboration, effectiveness and efficiencies within the system guided by federal performance goals and the Governor’s strategic targets. It also recommends the financial incentive plan for Regional Workforce Boards that deliver exemplary efforts and outcomes that advance key workforce and economic development goals. One of the council’s major projects is a collaborative effort with the Florida Chamber Foundation to provide data-driven measurement and evaluation of Florida’s workforce and economic development systems. Based upon Florida’s Six Pillars™ framework and leveraging the electronic platform of The Florida Scorecard™, the initiative identifies key trends that impact the workforce system and produces relevant analysis of key economic data on a monthly basis. Trends and analyses are presented to the Workforce Florida Board of

Directors and partnering organizations to support decision making and solutions to align policy with Florida’s current challenges and opportunities.

WORKFORCE FLORIDA BOARD GOVERNANCE CHART



The State Board is committed to leveraging the resources entrusted to it with those of its primary workforce-system partners and its many other strategic partners in business, economic development and education to address talent needs at every skill level and cultivate a globally competitive workforce for Florida.

To ensure the workforce strategies and policies developed by the State Board are implemented throughout the state consistent with approved state and local plans, the board cultivates collaboration with the Department of Economic Opportunity and Florida’s Regional Workforce Boards, One-Stop Career Center providers and other partners vital to workforce-services delivery. Regional Workforce Board partners hold their quarterly meetings in conjunction with the State Board’s quarterly meetings and there are opportunities to showcase best practices and identify and address barriers to enhanced collaboration and performance outcomes.

Federal and state program guidance is communicated to local workforce partners through participation in state-level policy development activities and formally promulgated and documented in a series of Guidance Papers developed by the Department of Economic Opportunity. These policy documents are often vetted by state and local partners before final issuance. This policy and administrative information can be found at:

<http://www.floridajobs.org/workforce-board-resources/policy-and-guidance/guidance-papers>. Administrative requirements and programmatic requirements are set forth in the Grantee-Subgrantee Agreement executed by each Regional Workforce Board and the Department of Economic Opportunity.

Additionally, a few other examples of State Board methods for communicating timely and relevant news, issues and updates include electronic messages from the President/CEO of Workforce Florida to the Workforce Florida Board members, the Department of Economic Opportunity and Regional Workforce Boards as well as e-newsletters which include briefs from *The Chairman's Corner* and *Florida@Work*, written by the Workforce Florida Chair and Workforce Florida President, respectively. Many other integrated communications tactics, such as the Workforce Florida website and social media, also are employed to inform and encourage action by stakeholders on behalf of Florida's job seekers, workers and businesses.

The Workforce Florida website in particular serves as an important communications tool for accessing information about statewide initiatives, the latest news, policy updates and board actions, State Board meetings and workforce-system successes. In preparing Florida's 2012-2016 Workforce Investment Act/Wagner-Peyser Act Plan, information has been available through the Workforce Florida and Department of Economic Opportunity websites for federal, state and local partners, stakeholders and members of the general public to follow the latest state planning developments and to provide input. See:

<http://www.workforceflorida.com/Publications/StatePlan2012.php>.

In an effort to strengthen alignment and leverage resources to address the workforce challenges faced by job seekers who must overcome barriers to employment, state and local workforce leaders work closely with major partners such as the Department of Education, which house Florida's Vocational Rehabilitation program, and the Agency for Persons With Disabilities, for example.

The state's Disability Program Navigator Initiative is one outstanding example of the success of such partnerships. Its primary objective is to increase the ability of One-Stop Career Centers to enhance employability of job seekers with disabilities and to increase the number of career advancement opportunities available to such individuals. It does this by guiding One-Stop Career Center staff in assisting persons with disabilities to access and navigate the complexities of various programs and services that affect their ability to gain and retain employment and by developing linkages with employers to facilitate job placements.

The State Workforce Investment Board also has a member representative on the boards of the Florida Rehabilitation Council and the Florida Rehabilitation Council for the Blind. The Florida Rehabilitation Council is committed to increasing employment, enhancing independence and improving the quality of life for Floridians with disabilities. The Florida Rehabilitation Council for the Blind reviews, analyzes and advises on the policy decisions and evaluates the effectiveness of the Florida Division of Blind Services to ensure meaningful access to and use of vocational rehabilitation and independent living programs for Floridians who are blind or visually impaired. The current State Workforce Investment Board member who has served on these important councils has served with such distinction that his efforts and Florida's were recognized through his appointment to the 37th Institute on Rehabilitation Issues by the U.S. Department of Education.

Since Workforce Florida's inception, collaboration has been a hallmark of the State Board, which has contributed to Florida's recognition as a national workforce leader. Every effort is made to work through strategic partnerships to identify and address Florida's most pressing workforce issues such as re-employment, workforce readiness and skills upgrades, while also pursuing opportunities to accelerate economic growth by cultivating the talent needed by targeted industry sectors to advance innovation and diversify the state economy.

3. Local Areas

a. Local Area Designations

Florida currently has 24 local workforce investment areas or "regions" which are served by Regional Workforce Boards (i.e., "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 hyperlinked 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 24 Job Training Partnership Act (JTPA) regions, after having determined through public comment opportunities there was no strong grassroots desire 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. 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. The appeal process has never been invoked or used.

b. Local Workforce Investment Board Responsibilities and Membership

Chapter 445, F.S., outlines the responsibilities of the local workforce investment areas (i.e., Regional Workforce Boards) and requires consistency with Pub. L. No. 105-220.

The 2012 Florida Legislature amended Chapter 445, Florida Statutes, requiring local chief elected officials to limit Regional Workforce Board membership to the minimum required by federal and state law except that upon approval by the Governor, the Chief Elected Official may appoint additional members. (Chapter 2012-29, Laws of Florida) In consultation with Workforce Florida, DEO issued guidance to the local chief elected officials to provide clarification of the state law on local board membership. As a result of the law change, a charter review of the boards is currently in process.

c. Local Workforce Board Participation

Local boards are critical workforce partners. They participate in, and provide input on, all priority workforce issues. For example, local board members and staff were recruited to participate in regional meetings and other forums conducted around the state to formulate the state’s Five-Year Strategic Economic Development Plan which incorporates a strong workforce component. This Plan reflects input provided by the regions in both the development of the state’s strategic workforce plan, *Creating the Strategy for Today’s Needs and Tomorrow’s Talent* and the WIA 5-Year Strategic Plan which are aligned with the Five-Year Strategic Economic Development Plan.

Regional Workforce Board members and staff are also invited to the quarterly Workforce Florida Board meetings, including the annual meeting when budgets and plans for the following program year are discussed and approved. Additionally, the Regional Workforce Board chairs have formed an organization known as the *Florida Workforce Chairs’ Alliance* and the Regional Work Board executive directors have formed the *Florida Workforce Development Association*, each organization representing the interests of their respective members. Workforce Florida quarterly board meetings include a standing agenda item titled, “Regional Workforce Board Reports and Discussion.” Both organizations are asked to address the Board to discuss any priority workforce issues of

interest or concern to their respective groups. Both organizations also attend and provide comments at all Workforce Florida Council and Committee meetings.

d. Local Board Planning Process

The local planning process starts with the development of the State Plan. The RWBs 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, 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 RWBs in developing their local plans which must be consistent with the State Plan. Local planning instructions are developed by the DEO in consultation with Workforce Florida based on the Florida Department of Economic Development Plan, the state strategic workforce plan and any implementing federal and state guidance. DEO also solicits input on the planning instructions from the RWBs.

Based on the state planning process, RWBs will be required to submit their five-year local plans to the state by October 1, 2012. Workforce Florida, at its 2012 May Board meeting voted to extend the RWBs' current local plans until February 28, 2013 to allow adequate time for planning, public comment and local and state approval of the new five-year local plans.

Workforce Florida and DEO thoroughly review each of the 24 RWB local plan submissions for consistency with state strategic goals and directions, planning instructions and general policy guidelines. As a result of the review, Workforce Florida and DEO staffs prepare recommendations on approval, rejection, or modifications of the local plans for consideration by the Workforce Florida Board.

e. Annual State Presentations to the RWBs

In the past, state law required Workforce Florida to annually make a presentation to each of the RWBs, summarizing the local board's overall performance, its outcomes and trends, its compliance with chartering requirements, pointers on ways to improve compliance and performance, and discussing emerging workforce issues. These annual presentations provide an opportunity for local board members to not only hear from the state relative to its performance, but also an opportunity for additional dialogue and input from the local board relative to future strategies and goals the state board may want to consider.

The 2012 Legislature, in passage of the Regional Workforce Board Accountability Act, (Chapter No. 2012-29) shifted the role of the annual presentations from Workforce Florida to DEO, beginning July 1, 2012. As a result, DEO will begin making the annual presentations to each of the RWBs this fiscal year.

f. Local Workforce 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, engage in strategic planning, and learn of new developments and emerging workforce issues and reforms in the context of national, state, and regional economies, often in collaboration with local business, education and

economic development partners. Board members and staff 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. Additionally, DEO, in consultation with Workforce Florida and the Regional Workforce Boards is in the process of developing a statewide training initiative. Training for board members will be developed by Workforce Florida, and will be comprehensive, focusing on federal and state law and Board member's roles and responsibilities.

Workforce Florida and DEO also assist with local board capacity building by providing subject matter experts who present at local board and committee meetings on issues such as the use of labor market information, workforce program requirements, financial regulations and reporting, etc. DEO staff frequently attends the Regional Workforce Boards Financial Officers Group (FOG) monthly meetings to discuss and answer questions about grant and financial reporting requirements as well. Additionally, the state provides technical assistance to local workforce boards as needed.

4. Regional Planning

Florida has not entered into any inter-state regional planning compacts nor required any formal intra-state plans from 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.

5. Allocation Formula

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

Seventy (70 percent) percent of the total regional allocation is based on the required allocation factors of the relative number of unemployed individuals in an Area of Substantial Unemployment (ASU), the relative number of unemployed individuals that exceed 6.5 percent of the civilian labor force in that workforce region, and the relative number of economically disadvantaged in the workforce region. In 1999, pursuant to the Workforce Investment Act, the Workforce Florida Board approved the application of the maximum allowable factor of 30 percent to the adult and youth regional calculations based on the relative excess poverty levels within the 24 Regional Workforce Boards. The allocation methodology was also established in the State's initial 1999-2000 State WIA Plan and the Workforce Florida Board has elected to maintain this formula allocation since that time. 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 Workforce 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 reemployment assistance claimants	20%
12-month average of unemployed individuals	25%
Mass Layoff Statistics (number of initial claims)	25%
Long-Term Unemployed (12-month average unemployment compensation 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.

B. OPERATING SYSTEMS AND POLICIES SUPPORTING THE STATE’S STRATEGIES

The state of Florida continues to be a leader in the implementation of an integrated workforce system. Governor Rick Scott’s 7-7-7 Plan; 7 steps, 700,000 jobs, in seven years has set the stage to accelerate job growth in Florida. As of October 2011, Florida reached the milestone of creating over 100,000 net new jobs this year and is well on track to 700,000 jobs in seven years.

Additionally, workforce strategies are an integral and critical component of the state’s Five-Year Economic Development Plan which DEO is responsible for developing along with all stakeholders and the general public. Florida’s current one-stop delivery system and its integrated workforce system approach, working in tandem with the Governor’s workforce priorities, is also key in Florida’s continued emphasis to get people back to work.

1. State Level

a. Implementation of Strategic Goals

Business Partnerships

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:

- Evaluate the means to establish a single workforce system brand for Florida as directed by the 2012 Legislature, with Workforce Florida submitting its recommendations to the Governor by November 1, 2012. Creating a single workforce system brand will enable more effective marketing of the Employ Florida brand and Employ Florida Marketplace, including the development of front-page portals tied to target industry clusters and infrastructure industries. Employ Florida Marketplace (EFM) is the state's official job matching system that allows for job listings, posting of resumes, job searches, etc.
- Develop the EFM portal into a true talent repository by encouraging collaborative partners, including Florida's public universities and colleges, to post student resumes and graduates on the system.
- Facilitate biannual meetings for the workforce system's Business Liaisons/Account Managers to identify and replicate best in class talent management solutions for Florida's employers. Likewise, use the workforce system's annual Workforce Summit, with funding and support from Workforce Florida, to 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, including Employed Worker Training, On-the-job training, and customized training. Consider implementing business-friendly processes, such as standardizing application and contractual forms from region to region to streamline and simplify application processes and approvals so that business usage is increased.
- Encourage the use of customer relationship management software to document and measure effective business partnerships, including increasing business use of, and satisfaction with, services offered by Florida's workforce system.
- Develop the most accurate, credible, just-in-time market-relevant supply/demand workforce analytics needed to enable Florida's workforce system to make effective and prudent decisions about programs and resources, especially for the

state's target industry clusters and infrastructure industries that help bridge the skills gap. Enhance traditional labor market statistics by incorporating other sources of data to create more robust systems that are reflective of the changing economy and enable the workforce system to better understand business openings and prepare workers for those openings.

- Continue to market to Florida's companies, the Incumbent Worker Training Program administered by Workforce Florida, with its demonstrated return on investment to strengthen Florida's businesses and preserve jobs by upgrading the skills of those workers, and market Quick Response Training, Florida's only non-federally funded customized workforce training program both to expanding and newly located companies. Consider implementing business-friendly web-based application processes. Encourage the development of seamless talent management solutions using both state-level and local-level training grant programs where applicable.
- Build on existing local industry-specific workforce/business consortia or establish new ones in partnership with economic development organizations.
- Strengthen the advocacy role of state and local level board members to encourage business usage of Florida's workforce system services.
- Prioritize targeted industry clusters within local areas.
- 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 by participating in target industry specific events.
- Showcase successful workforce/business partnerships at local, regional, and statewide economic development business events.

Emphasis on Training & Customer Choice

The Governor and the State Legislature are committed to increasing training opportunities for Floridians to ensure they have the education and skill sets needed to win in today's economy. To that end, the Florida Legislature recently amended the Workforce Innovation Act (Chapter 445, F.S.) to re-emphasize the necessity of a vigorous Individual Training Account (ITA) system, requiring that 50 percent of local Adult and Dislocated Worker funds be dedicated to training and instructing RWBs to provide broad options to participants.

The state ensures that its training opportunities link to the state's strategic workforce plan and state Economic Development Plan and that we are training in occupations on the state's Targeted Occupation Lists (TOL). Training efforts aim to align workforce and education 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 businesses that create jobs. Annually, occupations and associated training programs are reviewed to insure continued growth and demand within each region, with declining occupations removed and emerging demand occupations added to the TOL. 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 Conference (WEC).

The state has developed a number of service delivery strategies 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. These strategies have been described in more detail throughout this plan as well as in the state strategic workforce plan, which provides a forum to more creatively and seamlessly link Florida's workforce system with its many partners to ensure that Florida connects with business, education, and economic development so that Floridians are able to get back to work quickly.

b. Coordination and Integration

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*. The Board recognizes that 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.

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

Florida's commitment to universal service, including those receiving public assistance, is enumerated in great detail in Chapter 445, Florida Statutes. Section 445.009, F.S., specifies the programs and services to be offered; recognizes the full scope of workers, job seekers and employers to be served; details the data systems to be used/interfaced; and puts in place consistent cross-cutting accountability mechanisms.

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. To that effect, Workforce Florida engages a number of partners to represent some of the special populations noted: the Agency for Persons with Disabilities, Department of Juvenile Justice, Department of Veterans Affairs, Department of Education's Division of Vocational Training and Education, Department of Children and Families, to name a few. These partner agencies have developed Memorandums of Understanding with Workforce Florida and the Department of Economic Opportunity to establish goals, roles, and processes so that targeted populations receive the workforce training and education they need to live independent and successful lives. The Florida Chamber of Commerce and business partners at the state and local levels regularly communicate with these partners to identify and develop potential jobs and job opportunities for the various target groups.

Florida began its integration of One-Stop Career Center service delivery before implementing WIA. First, the state combined and co-located job training and Wagner-

Peyser labor exchange services. Today, Wagner-Peyser, WIA, Trade Adjustment Assistance (TAA), Supplemental Nutrition Assistance (SNAP) and Temporary Assistance for Needy Families (TANF)/Welfare Transition programs and a variety of other partner programs are integrated 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. One remaining barrier to full integration of One-Stop Career Center staff is the federal interpretation requiring Wagner-Peyser and TAA "merit-staff" to be on the Department of Economic Opportunity payroll and be separate from the other One-Stop Career Center staff funded with WIA, TANF, etc., who are on the payroll of the One-Stop operator.

Florida supports all efficiencies arising from decentralization, minimization of state-level micro-management, and empowerment of local business decision-makers. Workforce Florida has encouraged Regional Workforce Boards, especially those in lower-funded rural areas to engage in multi-regional 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" have developed a consortium for this purpose and increasingly other areas such as Tampa Bay and the Southeast Coast are developing similar agreements/consortia.

Labor Market Information

In order to enhance integration through the One-Stop Career Center System with improved seamless service delivery and increased efficiencies and to make job training market-based to meet the needs of Florida's businesses, the Workforce Estimating Conference identifies high skill/high wage/high demand occupations. The WEC develops the official state demand occupations list based on industry and occupational employment projections and wages produced by DEO's Labor Market Statistics Center.

Workforce Florida adopts the statewide wage criteria established by the Workforce Estimating Conference. The Labor Statistics Center adjusts the statewide wage by the Florida Price Level Index for each region to use as the wage criteria for establishing the regional Targeted Occupations Lists. All occupations on the statewide demand list, plus any occupation meeting the regional list criteria will be eligible for training by Regional Workforce Boards. The TOLs govern the provision of training programs offered within the workforce system in compliance with federal law. As part of the development of the TOLs, Regional Workforce Boards have an opportunity to review and submit modifications to the draft lists based on additional labor market information to address localized demands. Final regional Targeted Occupations Lists are posted on both Workforce Florida's and the Department of Economic Opportunity's websites for use by the Regional Workforce Boards and other workforce partners.

The Global Talent Competitiveness Council approved modifying the Targeted Occupations List process to allow Regional Workforce Boards to use other sources of information to identify current employment opportunities in their regions. For these supplemental occupations, Regional Workforce Boards submit requests directly to Workforce Florida justifying their need to add occupation(s) to their regional lists.

Data Systems

• *Employ Florida Marketplace*

Employ Florida Marketplace (EFM) is the state's web-based job matching system, as well as the case management system for Wagner-Peyser, TAA, WIA, Reemployment and Eligibility Assistance (REA) and special grants. EFM interfaces with the One-Stop Service Tracking (OSST) System which serves the TANF and SNAP programs. EFM also interfaces with the mainframe system that manages Reemployment Assistance (unemployment compensation) benefits. Claimants are automatically registered in Wagner-Peyser via a nightly transfer from the mainframe to EFM. A weekly file transfer facilitates the states Worker Profiling and Reemployment Services program, known as the Priority Reemployment Planning Program (PREP) by creating a scheduling pool, event creation, service code tracking, and a feedback loop to the Reemployment Assistance system regarding claimants' eligibility. EFM is used by the state as well as all Regional Workforce Boards.

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. EFM spiders other systems to capture as many job openings as possible. (See <http://www.employflorida.com>.) EFM also provides seamless access to a complete set of employment tools which can be accessed virtually. The system is designed to be comfortable and user-friendly for everyone – even the person who has little computer experience.

Employers are able to:

- ✓ 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
- ✓ Communicate with job seekers, workforce customer service representatives, training providers, and others through the system email and message center

Job seekers and students can:

- ✓ Use a professional format to create and send resumes and cover letters to employers
- ✓ Assess their 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 notify them of jobs that match their skills
- ✓ Track job search efforts and résumés sent in an online personal profile folder
- ✓ Learn about services and benefits for which they may be eligible
- ✓ Determine a budget and plan for training
- ✓ Research regional labor market information including wages

- ✓ Use the email/message center to contact employers and workforce customer service representatives

A waiver approved by USDOL 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 programs such as TANF, SNAP and Medicaid. This integration facilitates the outreach to low income individuals and has resulted in increased numbers of clients receiving services.

- ***Additional Management Information Systems (MIS)***

One-Stop Service Tracking (OSST) System – OSST is the system that captures TANF/Welfare Transition and Supplemental Nutrition Assistance Program (SNAP) data. It currently operates in a web-based environment.

One-Stop Management Information System (OSMIS) – OSMIS is the State Workforce Financial Management Information System. 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 may be disqualified from annual performance incentive bonuses, and other best-practices competitions.

Both systems are operated within the Department of Economic Opportunity.

- ***The Florida Education and Training Placement Information Program (FETPIP)***

Housed in the Florida Department of Education, the Florida Education and Training Placement Information Program (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.

FETPIP links to different databases in order to develop aggregate information about student outcomes after graduation or exit from an educational program. Outcome information includes: completion rate, employment and retention in employment, average wages, and continuing post-secondary education.

A major goal of Florida's K-20 Education system is to improve employment and earnings outcomes for all students. This information is part of the performance accountability processes for all parts of the K-20 system and serves as an indicator of student achievement and program needs. It helps educators and parents better prepare and counsel students for success in their future education or career choices.

- ***The Reemployment Assistance System***

As previously noted, the 2012 Florida Legislature passed legislation (Chapter 2012-30, Laws of Florida) that renamed Florida Unemployment Compensation Program, the Reemployment Assistance Program.

Florida's existing Unemployment Compensation system, a 35 year old mainframe system interfaces with EFM to provide One-Stop Career Center staff claimant information so they can provide claimant's with targeted reemployment services based on the claimant's unique needs. These interfaces are described in detail in Section II.C.1 (Services to Targeted Populations – Reemployment Services) below.

Florida is currently developing *Project Connect*, a reemployment assistance modernization system intended to improve the claims, benefits, and appeals processes and strengthen the relationship with the Office of Workforce Services for quicker reemployment.

Project Connect will replace the current collection of unemployment compensation systems. In developing the new system, DEO is focused not just on new technology but also re-engineering processes for faster production, higher quality work products resulting in reduced costs, and improved service to claimants and employers.

The project scope covers all Reemployment Assistance functions: initial unemployment compensation claims and continued claims, wage determination, adjudication, appeals, benefit payment control and program integrity. Like the current system, Project Connect will interface with various other state and federal systems for the data necessary to carry out the Reemployment Services Program. Project Connect will interface more extensively with EFM, the state's workforce management, case management, and jobs matching system so that processes are streamlined and local workforce boards can more efficiently and effectively assist claimants.

Communication Systems

The state uses a multi-faceted approach to communication among the administrative partners which includes:

- Workforce Florida website which contains information about the State Board and its organizational structure, board members, strategic and state plans, state project initiatives and funding opportunities, such as Incumbent Worker Training, e.g. (www.workforceflorida.com).
- Department of Economic Opportunity website which contains administrative guidance, monthly and quarterly performance reports, daily placement reports, labor market information, reemployment assistance information, etc. (www.floridajobs.org).
- Employ Florida Marketplace which includes job listings for jobseekers, resume search capacity for employers, listing of training providers and programs, and other useful resource materials (www.employflorida.com).
- Ongoing training and technical assistance presentations on-site and via webinars. Posting of narrated presentations and best practices are also on DEO's website.

- Florida Workforce Development Association (RWB Executive Directors) which meets regularly with high-level state administrators to provide input and keep abreast of important issues.
- Florida Workforce Chairs' Alliance (RWB Chairs) which meets regularly with high-level state administrators to provide input and keep abreast of important issues
- Florida Economic Development Planning sessions – attended by representatives from all state agencies, Chambers, economic development organizations, and other partner groups.

Working with Faith-Based and Community Organizations

Consistent with the Establishment Clause of the U.S. Constitution and federal guidance, the state encourages faith-based and community organizations (FBCO) to provide services and participate in WIA Title I programs for which they, like other potential recipients, are determined eligible. Florida's workforce system partners with FBCOs at the state and local levels. 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 Department of Economic Opportunity 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 Department of Economic Opportunity identifies public and private grant opportunities, and sends this information to the Regional Workforce Boards and FBCO partners. The Department of Economic Opportunity 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 FBCOs are available at the state and local levels. Workforce Florida has and will continue to issue competitive grant opportunities utilizing its state-level funds based on funding availability. All Workforce Florida procurement solicitations expressly invite FBCOs to apply to grants that are open to entities outside of the Regional Workforce Boards. 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.

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 Department of Economic Opportunity 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 FBCOs as well, opening the door for additional opportunities for the workforce system to provide outreach and funding opportunities to more FBCO organizations.

The greatest number of FBCO contracts, however, are 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.

c. **Policy Guidance**

The state of Florida embraces the seven key principles of WIA and infuses them in all its policy guidance, as reflected in this State Plan:

- **Streamlining Services and Universal Access.** 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.
- **Strong Role for Regional Workforce Boards and the Private Sector and Local Flexibility.** Since the 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 their clients as illustrated in the state's Local Plan Instructions and the Grantee/Subgrantee Agreement.
- **Increased Accountability.** Florida Law, as applied by Workforce Florida, and enforced by DEO places strong disclosure and conflict of interest measures in place for Regional Workforce Board members and staff. Additionally, state law

requires that performance data come from independent databases for increased reliability.

- Empowering Individuals. Here again, state Law reinforces the federal requirement for customer choice. Recent changes require One-Stop Career Centers to make more of the WIA adult and dislocated worker funds available for training services and emphasize the availability of a broad array of training options.
- Strong Youth Programs, as guided by Youth Councils are emphasized in state guidance as well as Local Planning Instructions.

State Policy Guidance Information:

- Florida Statutes Section 445 (Workforce Innovation Act), Section 1008 (FETPIP), and other administrative requirements described in State Guidance, <http://www.leg.state.fl.us/STATUTES/>
- State Strategic Plan, State Workforce Plan, www.workforceflorida.com
- Local Planning Instructions, http://www.floridajobs.org/PDG/Memos/2011-2012_Workforce_Services_Local_Plan_Instructions_7-15-11.pdf
- Grantee/Subgrantee Agreement
- Department of Economic Opportunity Regulations, Division of Workforce Services, Florida Administrative Code, Chapter 73B, www.flrules.org
- DEO Guidance Papers organized by workforce program, <http://www.floridajobs.org/workforce-board-resources/policy-and-guidance/guidance-papers>
- DEO Memoranda, organized by year of issuance, <http://www.floridajobs.org/workforce-board-resources/policy-and-guidance/memoranda>
- DEO Training Presentations, board-resources/professional-development and training materials, <http://www.floridajobs.org/workforce>
- DEO Monitoring Tools, board-resources/program-monitoring and reports, and program-monitoring-review, <http://www.floridajobs.org/workforce>

The Department forwards federal directives and other resource materials via Communiqués (issued when DEO comments on the federal document) or via e-mail notification and posting on the DEO website.

d. **State Initiatives**

The reduction of formula grant funds (from 15 percent to 5 percent) that Governors can reserve for statewide activities due to passage of the Continuing Appropriations Act of 2011 will create special challenges in funding state workforce project/special initiatives.

In 2012-2013, the funding reserve for Workforce Florida Council initiatives decreased substantially to a total of \$1,250,000. Over the next five years, this reduction in state level funds will dramatically impact Florida's ability to provide special project initiatives, many of which:

- Serve 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).
- Provide intensive reemployment services by helping unemployed workers quickly find work.
- Connect 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.

Some of the non-council specific funding initiatives for the next fiscal year include

- Regional Performance Incentives
- Supplemental Funding for Incumbent Worker Training
- Banner Centers
- Workforce Florida Strategic Plan Projects:
 - ✓ Workforce Supply and Demand Analyses/Target Industry Cluster Task Forces
 - ✓ Customer Satisfaction Index for Target Industry Clusters
 - ✓ State-Led Regional Workforce/Economic Development Capacity-Building Initiative:
 - ✓ Florida Scorecard Workforce and Economic Development Initiative

Incumbent Worker and Quick Response Training Two million dollars (\$2M) is annually appropriated by the Legislature for the IWT as required by Florida Statutes. During its May Board meeting, Workforce Florida appropriated another \$3 million for IWT.

The Quick Response Training program—funded by the Florida Legislature—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.

The Incumbent Worker Training program—funded through WIA adult and dislocated worker state set-aside—also provides expense reimbursement grants for customized skills upgrade training to existing for-profit Florida businesses. Businesses with 25 or fewer employees receive priority.

For both programs:

- 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.

- Employers provide approximately 50 percent of the training costs to help upgrade the skills of their employees so the company can stay ahead of international competition in the global economy

Banner Centers

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.

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.

Each Banner Center is led by a lead Florida educational institution that partners across the state with other education institutions to expand the reach of its statewide resources and eliminate duplication. Banner Centers partner with industry in targeted sectors to identify training needs and create new curricula, i.e. timely and relevant training that can be shared across multiple educational institutions for access by businesses in other areas of the state. This provides replication assets and eliminates the need to start from the beginning to address identical industry training needs in other communities.

Each Banner Center's work is guided by an Industry Advisory Council whose membership comprises business leaders from the industry cluster its 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 and can be accessed by businesses statewide.

In 2011-2012, there were 11 centers, but the initiative is undergoing a major transition, resulting from the pre-planned seed funding structure which requires the centers to transform into self-sustaining entities or phase out, a founding principle given limited state-level resources. Centers such as Agri-science and Homeland Security & Defense have demonstrated that sustainability and are in a position to continue serving as an industry education and training resource without Workforce Florida funding.

The transition begins this summer and continues through the end of 2013. Workforce Florida has invested \$18 million since 2006 in Banner Centers located throughout the state and representing multiple target industries. The initiative has linked education, workforce and industry in unprecedented ways that will serve as the foundation for continued momentum in serving and strengthening Florida's workforce.

Of 11 currently operating Banner Centers, eight will have sunseted on June 30, 2012, when Workforce Florida funding ended. The Creative Industries, and Financial & Professional Services Banner Centers will operate with Workforce Florida funding until the end of 2012. The Banner Center for Life Sciences will continue to operate with Workforce Florida funding through December 2013. Workforce Florida retains ownership of the curriculum and other intellectual property developed through this initiative, and is exploring options for best storing and making available these resources for future education and training opportunities. Those centers that choose to become self-

sustaining may also choose to continue using the curriculum and Banner Center brand name through an agreement with Workforce Florida.

Employ Florida Banner Centers 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, in order to:

- 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.

STEMflorida (Science, Technology, Engineering and Mathematics)

Workforce Florida has provided funding to create and manage the Florida STEM Council, intended to be a collaborative public-private partnership. This partnership will provide one business voice for Florida's science and technology education and serve as a platform to coordinate and leverage diverse and disparate STEM programs. Furthermore, it will facilitate easy access by Florida businesses, advocate for STEM education (in traditional, virtual, and experiential settings), and 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.

Microportals for Targeted Jobseekers

Microportals are planned to support the disabled and Green Jobs, much like those Florida has already implemented for veterans and older workers e.g. its Employ Florida Vets microportal and Silver Edition microportal that provide numerous resources and workforce information for the targeted groups.

Career and Professional Education Act (CAPE)

The Florida Career and Professional Education (CAPE) Act of 2007 was created to provide a statewide planning partnership between business and education communities to expand and retain high-value industry, and sustain a vibrant state economy. The primary purpose of the Florida CAPE is to:

- Improve middle and high school academic performance by providing rigorous and relevant curriculum opportunities
- Provide rigorous and relevant career-themed courses that articulate to postsecondary-level coursework and lead to industry certification
- Support local and regional economic development; respond to Florida's critical workforce needs; and provide state residents with access to high-wage and high-demand careers

Students completing career and professional academy programs receive a standard high school diploma, the highest available industry certification, and opportunities to earn postsecondary credit.

Workforce Florida, in collaboration with the Florida Department of Education and the Department of Economic Opportunity, annually approves and publishes the state's CAPE Comprehensive Industry Certification List. School districts use this list to design programs that support their regional economies. Each year, additions to the list are considered for occupations that are in demand or tied to emerging industries, and when other criteria are met.

Other State Initiatives

- Performance incentive awards to Regional Workforce Boards.
- Workforce Florida Council reserves allocated to Board Councils for demonstration projects.
- 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.
- The remaining unallocated balance is used for other unanticipated state projects and local needs.
- Workforce Florida funded the youth STEM grant, serving WIA eligible youth aged 14-21. This grant includes career awareness exposure, hands-on self-esteem building experiences, mentorship, internships, workforce-applicable skill development and employment enhancing opportunities. Planning and execution of these programs involves extensive coordination and partnerships with local business, secondary and postsecondary educational partners, STEMflorida, and Employ Florida Banner Centers that provide STEM-related education and opportunities to Florida's youth population.
- Workforce Florida's Global Talent Competitiveness Council funded the Career Academy Technical Assistance initiative, contracting with the Whetstone Group to provide technical assistance to develop at least 15 CAPE-compliant middle

school Information Technology (IT) academies. This initiative aligns with Governor Rick Scott's 2012 Job Creation and Economic Growth Agenda, which clearly conveys his strong focus on education and, in particular, STEM education to meet 21st century workforce demands, thus advancing his vision of Florida as the world's top business destination.

e. **Investment in the One-Stop Infrastructure**

Florida's law and Workforce Florida's policy endorse the One-Stop Career Center system as a central vehicle for delivering workforce services and ensure that sufficient resources are made available to the Regional Workforce Boards. To that end, the bulk of reserve funds from WIA, Wagner-Peyser and TANF state-appropriated funds are added to the resources available at the local level for One-Stop Career Center services. For example, 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. The Employ Florida Communications Consortium (EFCC) is a network of communications professionals and their collective resources at each of the state's 24 Regional Workforce Boards, the state Department of Economic Opportunity and Workforce Florida. EFCC members and their resources can be leveraged individually, as a whole or in targeted groups to provide information about and advance priorities of the state's economic and workforce development partners.

The Department of Economic Opportunity houses the Labor Market Statistics Center and serves as the designated Census Data Center for Florida. Department staff reach out to the business community and economic development agencies and provides customized "real time" data analyses to help them formulate local demand-driven strategies.

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, 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 assist in the identification of job openings and to help as many Floridians to get back into the workplace, Workforce Florida has purchased the Help Wanted OnLine (HWOL) and the Transferable Occupation Relationship Quotient (TORQ) for local workforce board and one-stop operators' use.

HWOL makes real-time listings of online job openings posted directly on Internet job boards and through newspaper online ads immediately available. This permits Regional Workforce Boards to identify where employers are adding jobs well in advance of survey-related data and allows One-Stops to target their business services outreach more effectively. The information is further used to customize Regional Targeted Occupations List to meet local demand. The Department of Economic Opportunity's Labor Market Statistics Center provides monthly information from HWOL to each of the Regional Workforce Boards to facilitate identifying these occupations. 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 to better match them to current openings.

To maintain a quality service delivery system, Workforce Florida has established minimum criteria that One-Stop Career Centers must meet. The criteria include standards for mandated services offered, hours of operation, resource room equipment/access, required notices/signage including Employ Florida membership status, Americans with Disabilities Act (ADA) standards, and other recommended services such as assistive technology, etc.

One-Stop staff are required to receive training and meet continuing education requirements. During their first year of employment, staff must complete the Workforce Professional Tier One training and demonstrate mastery of the contents of interactive web-based courses covering history/background of federal and state workforce programs, essentials of all job seeker services offered at One-Stop Career Centers, customer service skills, etc. Alternative methods of initial certification are also described, primarily based on certifications offered by other national workforce organizations; however, the Regional Workforce Board may opt to provide training locally for staff to complete the Tier One requirement, but the final exam must still be completed on the internet. Each year after, One-Stop staff must complete 15 hours of continuing workforce education. The Department of Economic Opportunity provides statewide basic training both on-site and via webinars. Training presentations are posted online by the Department and can be used for self-study or for locally-delivered training. Compliance with minimum One-Stop Career Center standards, including staff training, is a key part of annual program monitoring conducted by the Department with results reported back to Workforce Florida.

Workforce Florida funds several initiatives to encourage excellence in the One-Stop delivery system: local boards are encouraged to serve targeted populations through the collaborative pursuit of competitive grants and awards for best practices in serving all One-Stop Career Center customers.

f. **Branding**

With passage of the Regional Workforce Boards Accountability Act of 2012 by the Florida Legislature, which was a priority for Governor Scott, who signed the measure into law on March 28, 2012, Workforce Florida received a formal charge to proceed with development of a single, statewide workforce system brand for Florida.

The new state law, which took effect July 1, 2012, directs Workforce Florida to “evaluate the means to establish a single, statewide workforce system brand” and to submit its recommendations to the Governor. Consistent with this directive, Workforce Florida is developing and implementing the Statewide Branding Initiative for Florida’s Workforce System. This initiative, whose framework is outlined below, seeks to enhance awareness of and access to publicly funded workforce services available throughout the state.

Due to Florida’s statewide branding initiative, the state is opting to proceed with its development of a new, single, statewide branding identity and not opting to adopt a policy for implementation of the requested national brand, the American Job Center, at this time. This course of action will ensure that as a new statewide identity is being developed, the prospective integration of a national workforce brand can be evaluated in context to avoid greater brand confusion and determine the most effective — including

cost-effective — method for establishing a new brand identity for Florida’s workforce system that allows for co-branding opportunities that strengthen outreach and awareness.

What follows, in more detail, is an abbreviated history of Florida’s branding efforts to date and an outline of the scope of work to create a single, new brand identity for Florida’s workforce system:

In 2004, Workforce Florida contracted for the development and implementation of the Employ Florida Marketplace (EFM) system, and concurrently developed “Employ Florida” as the statewide linking brand for the entire network of state and local workforce partners, programs and resources. EFM is the online gateway to Florida’s workforce services and is the state’s comprehensive job-matching tool connecting job seekers and businesses. It also provides case management functionality for One-Stop Career Center staff.

The Employ Florida affiliate brand was adopted to provide Floridians and businesses with a consolidated point of entry to Florida’s numerous workforce services and partners — all with their own brand identities:

- As noted elsewhere in this plan, at the local level, there are 24 Regional Workforce Boards and nearly 100 One-Stop Career Centers primarily responsible for front-line service design and delivery.
- The Employ Florida Marketplace serves as the online gateway to Florida workforce services at EmployFlorida.com.

At the state level, Workforce Florida, the statewide workforce investment board, is charged with policy setting and the Department of Economic Opportunity is the state agency responsible for fiscal and administrative affairs.

Employ Florida continues to serve as the state’s linking brand for this network of workforce partners and services. However, building on efforts to streamline and improve the effectiveness and operation of workforce and economic development programs, Governor Scott and the Florida Legislature enacted the Regional Workforce Boards Accountability Act.

In the Governor’s 2012 Job Creation and Economic Growth Agenda, Governor Scott called for bringing consistency to the way Regional Workforce Boards are “named, branded and advertised so that Floridians know exactly what to look for and what to expect throughout the state.”

Now getting underway, this branding or rebranding of Florida’s workforce system is intended to support the development of a single, common brand that conveys and promotes a comprehensive, unified and aligned system of world-class services for jobseekers, workers and businesses to address their employment and training needs.

To achieve this goal, a multi-phase, statewide branding project is taking shape. The initiative will include, but may not be limited to:

Phase I:

- Research and Assessment — Evaluation of current Florida workforce brands; a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis or the equivalent; and an audit of other state workforce, corporate, nonprofit and strategic partner organization branding initiatives for relevant lessons and outcomes including leveraged opportunities.
- Engagement — Development and execution of an inclusive process for soliciting, receiving and synthesizing input, via online, onsite, quantitative and qualitative methods, from stakeholders including local and state workforce leaders and staff, employer and job seeker customers, local elected officials and state and local strategic partners, among others. Exploration of values, goals, drivers and system characteristics for establishing a universal brand identity as well as a blueprint for the brand development.

Phase II:

- Brand Development — Development and testing of a new architecture including the name, strategy and visual identity for a unified brand. This would include, but not be limited to, the brand story, such as logos, brand lines, signage, business stationary and other templates as well as print and digital collaterals for major audiences that can be customized by local and state workforce organizations and any other recommended applications, along with standards and guidelines via a manual for brand implementation.
- Implementation and Outreach Planning — Creation of a branding plan with rollout recommendations to include tasks, timetables, budget, an integrated communications outreach strategy incorporating messaging for internal and external audiences, training, tools for implementation, measurement and next steps. This plan should be implementable by state and local workforce partners.

The successful common brand will be customer-focused and deliver consistency across all regions, with local adaptability. It will strengthen the brand architecture of the workforce system through a unified identity to enhance awareness of and access to services whether delivered or received online or in person. It also will consider, as previously noted, the integration of the national workforce branding effort, currently the American Job Center brand.

Most importantly, the Florida common brand will communicate a 21st Century promise of universal access and consistent and quality services to employers seeking skilled talent and job seekers and workers seeking assistance with career, employment and training opportunities. It will also link Florida's workforce development efforts, local and state, to

regional and state economic development priorities as well as talent development partners and stakeholders in education, economic development and industry.

Even as this important project takes shape, Workforce Florida will continue its work with Regional Workforce Boards and the Department of Economic Opportunity, among other partners, to increase use of and enhance access to services through public outreach to customers and other stakeholders.

Underscoring Florida's commitment to outreach, the Workforce Florida Board annually invests in a statewide Employ Florida outreach campaign that uses earned, paid and social media opportunities to increase awareness of workforce services and resources.

Most recently, a statewide collaborative effort has resulted in an "ambassadors" campaign that provides a platform for communicating real-life successes of jobs seekers and businesses. It allows them to serve as "ambassadors" to share their personal stories of how the Employ Florida Marketplace and the Employ Florida network of services for recruiting, hiring, training, job search and placement, retention and career advancement have aided their efforts. Many of these stories also are now highlighted on Workforce Florida's website at:

<http://www.workforceflorida.com/PrioritiesInitiatives/Ambassadors/FloridaWorkforceAmbassadors.php>.

g. **Rapid Response**

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.

- WARN notices are sent to the Department from businesses that are closing or planning layoffs and who may be in need of dislocated worker assistance.
- Regional 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.
- 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 are made available to affected workers when a Trade Act petition is filed.

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

In support of Rapid Response activities the Department of Economic Opportunity has a Mobile One-Stop Unit that can be deployed across the state to respond to layoffs and participate in job fairs. The Mobile Unit 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 Reemployment Assistance (unemployment compensation) claims and searching Employ Florida Marketplace (EFM) and other job banks. When the Regional Workforce Boards have a need for the Department of Economic Opportunity's Mobile One-Stop Unit, REACT staff schedule the vehicle, move the unit to and from the site, set it up for use, and manage it during the visit.

Examples of services provided by the Regional Workforce Boards and their local One-Stops 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 Reemployment Assistance 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
- Information on training opportunities

Public Awareness

The Department of Economic Opportunity's External Affairs personnel respond to media inquiries and disseminate public information for the Department. Information about Worker Adjustment and Retraining Notification (WARN) and lists of WARN notices which have been filed are posted on the Department's website at:

<http://www.floridajobs.org/office-directory/division-of-workforce-services/workforce-programs/reemployment-and-emergency-assistance-coordination-team-react/warn-notices>

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). State law 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.

h. Strategies for Using Wage Record Information

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 detailed 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 Department of Economic Opportunity's website 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. These strategies are addressed more thoroughly in the discussion about State Goals in Section I (above).

i. **Performance**

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 is 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.

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 Supplemental Nutrition Assistance Program (SNAP) 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), F.S., and the Workforce Balanced Scorecard Report.

WIA requires Florida to develop procedures to ensure that 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 are monitored no less than once annually as required by federal regulations.

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 reemployment assistance 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), and our statutory "Three Tiers" annual reporting requirements.

However, Florida is also keenly aware of the downside to using only unemployment compensation 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. eight 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, even 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, including 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 unemployment compensation 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 include:

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, does not require waiting months or years for longitudinal data like unemployment compensation 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 unemployment compensation 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--- tries 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 current 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 as the basis for awarding incentive dollars for each of the above stated program areas.

The state is in the process of expanding the current Balanced Scorecard into a Strategic Plan Dashboard that will incorporate the entire cluster of workforce programs. The resulting new reporting vehicle 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 collaborates with Regional Workforce Boards to address goals appropriate to each region. Florida’s most current proposed levels of performance as agreed upon by USDOL are provided in Section 1.D. Desired Outcomes.

Performance and Program Monitoring

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.

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. All One-Stop staff must also complete 15 hours of continuing education each year. This process is monitored on an annual basis.

Technical assistance and training are also provided during the on-site monitoring reviews of the Regional Workforce Boards' program services, activities, and processes. 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 their workforce programs.

2. Local Level

a. Services to Businesses and Employers

Florida's workforce system is designed to be locally controlled by its business-led Regional Workforce Boards. The local boards take the lead in determining the need of employers and working with them to develop relevant training programs. Local boards are expected to seek input from the business community through surveys, focus groups, participation in business association gatherings, etc., and assess the effectiveness of the One-Stop delivery system both from the perspective of the employers who use the system and those who choose not to. The participation of economic development agencies and Chambers of Commerce on the local boards ensures the level and quality of services to employers.

One-Stop Career Centers offer the following services to employers:

- 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 incentive programs
- Labor market analysis and information
- Work-based training (on-the-job, customized, and incumbent worker training)
- Rapid Response services

One-Stop Career Centers may also offer training and seminars on topics such as reemployment assistance/unemployment compensation benefit programs, dislocated worker programs and labor laws. Additional services may include Employer Services

Centers that businesses may use like a branch office with amenities such as a desk, phone, fax, computer, copier, etc.

Regional Workforce Boards work with their local employers to address training needs for the existing workforce, making customized training and on-the-job training available to help employees obtain or retain jobs that lead to self-sufficiency. Regional Workforce Boards may also provide incumbent worker training as part of a layoff aversion strategy through the use of a waiver granted by the USDOL.

b. Services to Job Seekers and Program Participants

Most workforce programs take place at the local level. Florida's primary policy relating to serving targeted populations 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. The foundational programs that undergird the One-Stop system are Wagner-Peyser and WIA.

Local workforce programs aim to align 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. Annually, occupations and associated training programs are reviewed to ensure continued growth and demand within each region, with declining occupations removed and emerging demand occupations added to the list of approved targeted occupations. Incentives are provided to educational institutions based upon actual performance measured in terms of program completion, enrollments of hard-to-serve populations, and successful job placements for programs and occupations identified by the workforce estimating process.

Adult and Dislocated Worker Services

• Core Services and Universal Access

Florida's Workforce Innovation Act of 2000 requires that core self-services be available to all job seekers. These may be accessed via the Internet from workstations available at One-Stop Career Centers, public libraries and other locations as well as by personal computer. The provision of core services electronically does not preclude staff-assisted labor exchange services and is intended as an expansion and enhancement of these services. Job seekers continue to be assisted through job registration, employment counseling and job referral by One-Stop staff, typically as a Wagner-Peyser activity. As part of the registration process, applicants' skills, knowledge and abilities are assessed to determine the appropriate jobs to which they may be referred. One-Stop 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.

Resource rooms are available in each One-Stop Career Center. 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. The resource rooms contain printed materials to assist job seekers/participants.

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 (job clubs and workshops, etc.). To some extent, group services are available to the general population with some activities designed for customers eligible for specific programs.

Specific service strategies are determined at the local level under the direction of the Regional Workforce Boards with guidance provided from the state. The state assures these services are provided by means of the monitoring tool, developed by the Department of Economic Opportunity and approved by Workforce Florida, which assesses each Regional Workforce Board's One-Stop operation.

The Workforce Florida Performance and Accountability Council took action to revisit its strategy relative to customer satisfaction surveys of businesses and job seekers. This action was initiated to research and identify the most effective mechanism for capturing valid customer feedback. Recommendations are currently being developed for the Council to consider as it moves forward on this issue.

Reemployment Services

To ensure universal access and consistency of service with the increase in the number of unemployed customers, emphasis is placed on re-employment services and the use of an assessment to develop an employment plan. The state is currently using the O*Net Interest Test and Ability Profiler as an assessment tool to help develop employment plans. Additionally, Florida is utilizing products to help identify and codify transferable skills. Many of these services and products are available to the universal Wagner-Peyser customer on-site and remotely through Internet access. The state has restructured the profiling of unemployment claimants to devise a tiered approach to the provision of services. This information assists 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 Department's Office of Reemployment Assistance and Office of Workforce Services match claimants within the Employ Florida Marketplace to quickly and efficiently ascertain whether the claimant is enrolled in approved WIA or TAA training.

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.)

- **Intensive Services**

Assessing jobseekers before placement activities allows more targeted job search by matching the needs of the individual with the 1.3 million job openings available in Employ Florida over the course of an average year. Through individual and group employment counseling, development of employability plans and additional intensive assessments, staff are able to formulate specific One-Stop Career Center and community resources that will aid the job matching

process. To that end, Workforce Florida has funded several tools to support reemployment. Regional Workforce Boards use these tools to assist with training and placement decisions.

The Help Wanted Online (HWOL) and the Transferable Occupation Relationship Quotient (TORQ) discussed earlier are two such tools. These tools provide Regional Workforce Boards assistance in their efforts to assess whether their customers need adult education, job training, postsecondary education, registered apprenticeship, career advancement, and/or supportive services. Workforce Florida also funded a statewide vacancy survey to enable Regional Workforce Boards to identify industry sectors with job openings. This information assists with reemployment analysis and job training needs. The state provides training to assist front-line staff in using these tools.

- **Training Services**

- *Occupational Skills Training*

Occupational skills training offered with local WIA adult/dislocated worker funds is provided to clients through the use of an Individual Training Account (ITA). In Florida, ITAs may only be used for demand occupations as established by the Workforce Estimating Conference. The criteria for selection include the number of openings and growth rates, and entry and mean wages. The Targeted Occupations Lists (TOLs) also identify high-skill/high-wage occupations. The lists are published in a statewide and regional Targeted Occupations Lists.

The emphasis on increased training access and opportunities for individuals is anchored in the state statute that requires that 50 percent of the formula funds for adults and dislocated workers must be allocated to Individual Training Accounts and other WIA-authorized training activities. The state's vision is that this dedication of funding resources results in more individuals getting training and obtaining employment. Consequently, Florida allows local Regional Workforce Boards to limit ITA funding levels and duration.

ITAs are offered through eligible training providers. The state's website lists all of the schools and programs that meet the criteria to become an Eligible Training Provider. See <http://www.floridajobs.org/etpl>. The criteria and requirements to become a training provider are:

- ✓ Each program offered must be for an occupation on the statewide or regional Targeted Occupations List.
- ✓ The training provider is either a postsecondary institution eligible to receive Title IV funding or an entity that carries out programs under the National Apprenticeship Act. Otherwise, the provider must be licensed by the Florida Department of Education's Commission for Independent Education (CIE).
- ✓ The training provider meets requirements determined by each Regional Workforce Board which include an agreement to provide student-based information to the Florida Education and Training Placement Information Program (FETPIP).

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.

The state has decentralized the ETPL process, allowing maximum flexibility to the Regional Workforce Boards so that they may best address their local needs based on the availability of training providers and programs in their regions. This is critical for a state that contains some of the largest metropolitan areas in the country with a rich diversity of training providers as well as small, isolated rural areas which may have no more than one provider.

The ETPL is compiled based on information submitted by the Regional Workforce Boards. The Department of Economic Opportunity is the state agency responsible for maintaining the state list.

Complaints or grievances regarding the selection or denial of a service provider and/or eligible training provider can be filed under the general workforce grievance procedures, as set out in the Department's [Grievance, Complaint, Hearing, and Appeal Procedure](#), codified in Chapter 60B-11, Florida Administrative Code.

OJT and Customized Training

The state wants to ensure that training opportunities are available through work-based vehicles such as customized and on-the-job training (OJT). Regional Workforce Boards have strong business partnerships which provide OJT and customized training to better accommodate certain jobseekers. To further encourage work-based training, the state is seeking to renew its current waivers to decrease the employer contribution to as little as 10 percent for very small employers.

Layoff Aversion Incumbent Worker Training (LAIWT)

For the last few years, the state has obtained a waiver from the USDOL allowing local boards to set aside a certain amount of their local Dislocated Worker funds to provide incumbent worker training as part of a layoff aversion strategy. The state is seeking this waiver again as part of this Plan. Consistently with the state's positions that important decisions regarding the provision of services be made at the local level, the state revised its Final Guidance 060 to provide guidance to Regional Workforce Boards and encourage their use of this training vehicle.

Regional Workforce Boards are thus charged with establishing:

- ✓ criteria for identifying employers, targeted industries and economic sectors in need of LAIWT
- ✓ criteria to determine a layoff risk and whether IWT is an appropriate response
- ✓ process to determine eligibility of incumbent workers
- ✓ procedures to document evidence that a layoff was avoided

- ✓ criteria to determine how skills attained through LAIWT contribute to the maintenance of employment or increase in employment security

Youth Activities and Services

Regional Workforce Boards have established Youth Councils that recommend eligible youth providers, coordinate youth activities, establish community partnerships and develop the portions of the local workforce plan related to youth. The Department will ensure that local boards continue to maintain the membership of their youth councils as required in WIA law.

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.

Regional Workforce Boards ensure that all 10 youth program elements are available to youth as part of a menu of services based on their objective assessment and Individual Service Strategy (ISS). The state continues to encourage local areas to move toward a systematic approach that offers youth a broad range of coordinated services to include: academic and occupational learning; development of leadership skills; preparation for further education and training; and eventual employment.

Florida is focused on the integration of multiple systems to serve disconnected youth. The state provides guidance to the Regional Workforce Boards on initiatives that benefit vulnerable populations. One example is the Shared Case Management pilot, designed to increase local services to youth in foster care and the juvenile justice system. The pilot separately tracks the performance outside the balanced scorecard methodology and removes barriers for local areas that serve youth who relocate back to their home communities by allowing multi-region or “shared” performance. This pilot has allowed the state to analyze outcome data for these high risk populations to determine performance implications. The initiative has also increased communication and collaboration with the Department of Children and Families and the Department of Juvenile Justice, which are both valuable state youth partners. The state has also issued guidance encouraging the coordination of WIA and TANF funds to promote the creation and/or expansion of subsidized youth summer employment programs for low-income youth.

Apprenticeships and Job Corps

Organized labor representatives on the Workforce Florida board and those serving on the Regional Workforce Boards are often directly involved in state and local apprenticeship programs, thereby serving as linkages for information and policy sources for such programs. 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 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.

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. Many centers have Job Corps recruiters who come on-site at scheduled times and/or One-Stop staff provide referrals to the recruiters. One-Stop Career Centers 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 Board, the Regional Workforce Board has Job Corps representation on its local board.

C. SERVICE TO STATE TARGET POPULATIONS

1. 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 and Training (FSET) 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 assistance claimants through the Regional Workforce Boards with the ultimate objective of returning them to the active workforce as soon as possible. Note that the Florida Legislature recently renamed the unemployment compensation program “Reemployment Assistance.” This terminology is now included in guidance, performance reports, as well as in this section of the Plan. 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 Reemployment Assistance claimants through the state’s One-Stop Career Centers and through 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 Reemployment Assistance claimants. It is also the state’s goal to electronically deliver many other labor exchange services previously available only as one-on-one staff assisted services. These services include registration, orientation, skills assessment, skills matching, job matching, the provision of labor market and training information, referral to training, and job referral. Providing these services electronically does not preclude 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 Reemployment Assistance claimants who are candidates for immediate employment, the goal is to increase the efficiency of delivering one-on-one staff services to the claimants most in need.

Registration of Reemployment Assistance Claimants

In Florida the majority of Reemployment Assistance 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 unemployment compensation system and EFM. Nightly, new Reemployment Assistance 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 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 Reemployment Assistance claimants is created on a weekly basis and transferred to EFM and the One-Stop Career Center staff to schedule claimants for orientation services. Prior to the transfer into EFM, the following factors are used to determine those individuals most likely to exhaust their benefits based on: 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). Excluded from the PREP Pool are: a.) claimants whose program identification is other than Intrastate claimant; b.) Interstate claimant; c.) transitional claimant; 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 fourth week of their claims for early intervention purposes.

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.

Reemployment and Eligibility Assessment (REA) Grant

The REA program is designed to address the reemployment needs of Reemployment Assistance claimants, and to prevent and detect erroneous UI payments. Currently, there are 20 regions in Florida participating in the USDOL Reemployment and Eligibility Assessment (REA) Pilot Program for 2012. This is a one-on-one, in-person appointment with a One-Stop Career

Center staff representative that provides intensive reemployment services to assist the claimant in returning to work quickly. Each REA participant receives:

- An orientation about the One-Stop Career Center's services
- An initial assessment to determine the claimant's strengths, weaknesses and barriers to employment
- 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
- An Employability Development Plan developed jointly by One-Stop Career Center staff and the claimant
- Referral to at least one work-search activity such as resume writing or interviewing workshops
- Referral to training, if needed

There is a feedback loop to the Reemployment Assistance Program for REA participants who fail to report to their initial appointment. Reemployment Assistance 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 Reemployment Assistance benefits and services. The Reemployment Assistance adjudicator will issue a determination of ineligibility if there are no extenuating circumstances (such as moved out of state returned to work, etc.). The determination includes a disqualification for the week in which the claimant failed to report for reemployment services and, depending on the determination issued, automated rescheduling for a subsequent appointment.

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

Florida's Extended Benefits (EB) Reemployment Assistance Program has ended due to a improvement in Florida's economy. Due to the state's declining unemployment rate, the USDOL has notified DEO that Florida is no longer eligible to pay EB to reemployment assistance claimants. The EB period is controlled by the average rate of unemployment in Florida.

As of the week ending April 21, 2012, Florida's unemployment rate has declined below the level needed to allow the payment of EB. No new EB claims were accepted after the week ending May 12, 2012.

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 Reemployment Assistance 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.

Also, as mentioned earlier, DEO's Labor Market Statistics has developed a new tool to support reemployment: the enhanced Occupational Supply/Demand (S/D) report. This report comprises more indicators of potential S/D, including enrollees, completers, and graduates of education and training institutions at all levels, in addition to job seeker data. Gaps between supply and demand are highlighted. The demand indicators include Help-Wanted OnLine (HWOL) job ads for short-term analysis and occupational projections to 2019 for long-term analysis. The data are more current than other sources and plan to be term-by-term with just one semester lag. The job seeker and job ads data are updated monthly. Additional information on current employment, wages, and required education levels are also provided in the new S/D report. The new report was requested by Regional Workforce Boards to assist them with training decisions to support reemployment.

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 improves the analysis of O*Net tools including career pathing. TORQ software has been a very positive asset to local staff seeking to reemploy claimants. This software product was purchased for the state Labor Market Statistics Office to assist the workforce regions in determining comparable skills. In addition, several workforce regions have purchased this tool at their own expense.

The State of Florida also has a Reemployment Services workgroup consisting of members from Workforce Florida Inc., the Department of Economic Opportunity and the Regional Workforce Boards with one primary goal in mind: working together as a state to develop strategies to more efficiently assist the unemployed with gaining meaningful and sustainable employment. The workgroup is currently working on several strategies that should help to enhance the state's Re-Employment efforts. Foremost among these are:

- Developing a seamless approach for claimants to fully register in the state’s job bank and simultaneously apply for reemployment assistance benefits. This full registration will consist of completion of basic demographic information to include listing an active e-mail address, employment history, educational attainment, notable awards and recognitions, licenses, skills identification and other information that can assist with formulating one-stop services that will facilitate the process of moving the claimant more quickly to attaining employment. Completing the full registration will provide the One-Stop Career Center staff with upfront information that they can utilize to assist with job searches, job fairs, training opportunities, etc.
- Enhancing the use of Florida’s innovative Initial Skills Review. This legislatively mandated review provides One-Stop staff with a basic assessment of the skill levels of claimants as they begin their claims. Each Regional Workforce Board has a plan for how they will use these scores to best provide claimants with the training and services that they need. Additionally, free online skills training is offered immediately to all claimants on these skills in order to provide instant access to skills upgrade capacity. The state will be evaluating the effectiveness of the Initial Skills Review program to provide a report to the Legislature in December 2012.

Reemployment Assistance Work Test Requirements

Effective August 1, 2011, all unemployment compensation claims are filed via the Internet. 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, veteran status, educational levels, email addresses (when provided), partial employment history, US citizenship information, military separation data, full-time/part-time indicators and 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. Many One-Stop Career Centers also email claimants 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.

As noted above, Florida is in the process of developing a seamless approach for claimants to fully register in the state’s job bank and simultaneously apply for Reemployment Assistance benefits. This would alleviate the nightly file transfer from the current mainframe system or Project Connect as the information would already be housed within EFM and available to One-Stop Career Center staff to assist claimants with more targeted job search and training assistance.

The Florida Legislature also amended Chapter 443.091, F.S. relating to benefit eligibility conditions and requires all reemployment assistance claimants to engage in systematic and sustained efforts to find work, including contacting at least five prospective employers for each week of unemployment. In small counties – defined as having a population of 75,000 or less - a claimant must contact at least three prospective employers for each week of unemployment claimed. Claimants file their work search activities via Internet each week and the Reemployment Assistance Program office conducts random work search reviews.

Alternatively, claimants, in lieu of contacting the three or five prospective employers, as appropriate, may for that same week, report in person to a One-Stop Career Center to meet with a One-Stop representative and access reemployment services of the One-Stop Center.

2. **Low Income and Recipients of Public Assistance**

Florida's primary policy relating to serving targeted populations 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.

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 is in effect. Accordingly, local planning instructions direct the state's 24 Regional Workforce Boards to design service strategies and procedures to ensure that these priorities are extended. 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.

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.

3. **Veterans**

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 at the initial point of contact. Veterans and other eligible persons are made aware of the types of services available under the priority of service and eligibility requirements for those USDOL-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 that 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 as well as 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 Program (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 spouses.

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 there under, 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 USDOL 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 USDOL.
- (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.

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 Department of Economic Opportunity, 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 Program (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.

4. Individuals with Disabilities

The Department of Economic Opportunity 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 Centers 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. Workforce Florida took action when federal funding for DPN was eliminated and allocated funding to regions that were operating a DPN Program. At its May 2012 Board meeting, additional funds were allocated to those regions for the next two years to help support the program until it can become self-sustaining.

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 individuals with disabilities.

Workforce Florida allocated dedicated funding for several years to Regional Workforce Boards to help them provide staff, 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, the Brain Injury Association, the National Disability Institute, and the disability neutral Governor's Commission on Disabilities. The Agency for Persons with Disabilities also has representation within the Workforce system 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. The Department became an administrative EN, a new classification through the Social Security Administration (SSA) developed for Florida, in December of 2010. This will allow the Department of Economic Opportunity 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.

The Department of Economic Opportunity is responsible for monitoring compliance on an annual basis. Monitoring is completed through periodic 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.

5. Migrant and Seasonal Farmworkers

The state's Agricultural Outreach Plan (Section II.D.) outlines the Department of Economic Opportunity's strategies to ensure that Migrant and Seasonal Farmworkers (MSFWs) have access to all levels of service provided by the One-Stop Career Center. The state also ensures that all MSFWs are provided the same level of Wagner-Peyser services as are provided to non-farmworkers. These services include job referrals, job search services, supportive services, counseling and job development. All MSFWs are provided a copy of the form DEO 511N that explains what services are available in the One-Stop Career Center. The state also ensures that MSFWs are referred to intensive and training services if warranted.

The One-Stop Career Centers with a significant number of MSFWs have an Outreach Specialist assigned to seek out MSFWs that may not have previously used the services of the One-Stop Career Center. The activities of this function include advising the MSFWs of the services available from the One-Stop Career Center such as the availability of referrals to agricultural job orders, including H-2A, and non-agricultural employment, referrals to training, supportive services, testing, counseling and other job search services. Additionally, the Outreach Specialist gives the MSFWs information on types of specific employment opportunities which are currently available in EFM. Also, information is provided on the protections and rights of MSFWs, as well as information regarding other organizations that provide services to MSFWs. After making the presentation, outreach workers encourage the MSFWs to visit the One-Stop Career Center to obtain the full range of workforce services.

Florida currently has ten designated "MSFW 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 MSFW background or be a member of a minority group representative of the MSFW population.

Outreach workers are fully trained in all aspects of employment-related services to MSFWs, including taking complaints while in the field. All One-Stop Career Centers have access to the state training presentation video on MSFW services, guidance papers and desk aids. The Department of Economic Opportunity includes a segment on MSFWs in its on-site statewide training to assure that MSFWs are considered for all workforce services. Online webinar training is also available for any staff, upon request. Additionally, Florida has a State Monitor Advocate, who conducts on-site quality assurance visits annually to all of Florida's significant One-Stop Career Centers to ensure that an equitable level of service is provided to the farmworker community. Technical assistance is provided during quality assurance visits to address issues identified while onsite.

To maintain service levels, outreach services will be supplemented to the extent possible. Cooperative agreements will be established with community agencies in order to provide joint outreach efforts to the MSFW population. Regional Workforce Boards are required to partner with the local provider of the National Farmworker Jobs Program (NFJP) to provide training to MSFWs. When possible, MSFW customers will be co-enrolled in WIA Adult formula funded training and NFJP training. In addition, outreach workers partner with other agencies and organizations that provide support services to MSFWs.

6. Other Populations

Florida law, policy and practices ensure that a variety of targeted populations are served in the One-Stop system. For examples, Florida law specifically directs that offenders (and juvenile offenders), homeless, foster children (and youth aging out of foster care), and displaced homemakers receive services at One-Stop Career Centers or through statewide grants.

In support of the mission of the Florida Governor's Council on Indian Affairs, Florida guidance requires that Indian and Native American programs be included at One-Stop Career Centers in areas where those programs are operated.

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 Centers 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.

The Department of Economic Opportunity also participates on the Employment and Economics Subcommittee of the Council on the Social Status of Black Men and Boys. Each year the Council publishes an annual report and a portion of the report examines the labor force and economic status for black men and boys. Segments of the black male population in the State of Florida face many daunting hurdles in life before they can become successful members of their communities. Gainful employment is a key outcome in defining how well an individual has been successful in meeting those challenges. The DEO has made significant strides toward the implementation of a statewide approach to reducing the disparity for minorities. Successful workforce programs and replicable community programs that serve these populations continue to be promoted statewide. The ultimate goal in promoting the welfare of black men and boys is increased workforce participation, positive employment outcomes, and an increased number of attained industry certifications by this group.

7. 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 available set-aside funds. Current youth initiatives include: life skill programs for youth aging out of foster care, career academy programs, youth STEM 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.

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

The creation of subsidized jobs for teens and young adults in nonprofit and public sectors provide them with skills development and employment experiences that help prepare them for the future. Florida is putting a special emphasis on developing work experiences and other activities that expose youth to opportunities in STEM educational and high-skill, high-wage career pathways. Florida is serving both younger "in-school" youth and older "out-of-school" youth populations with WIA funds.

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 child-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.

D. WAGNER-PEYSER AGRICULTURAL OUTREACH

1. Assessment of Need

The agricultural industry in Florida employs approximately three quarters of a million people and contributes more than \$100 billion to the state's economy. There are an estimated 47,500 commercial farms in Florida which produce nearly 300 different commodities.¹ Florida is the nation's leading citrus producer, accounting for 63 percent of the total U.S. production in the 2010-2011 citrus season. During the season, Florida farmworkers were responsible for harvesting 541,328 acres of citrus trees.² Florida is also ranked first for sales of a number of vegetable and specialty crops.³ Farmworkers harvested approximately 233,600 acres of vegetable crops, watermelons and strawberries in the 2010-2011 season⁴ and 392,000 acres of sugarcane in 2010.⁵ Cash receipts for all crops totaled \$6.5 billion.⁶

Some pre-harvest activities such as planting, transplanting, tying, staking and pruning are also performed by farmworkers, as well as post-harvest activities such as packing and juice processing. Citrus, vegetables, sugarcane and nursery crops comprise Florida's major agricultural commodities. Broken down, citrus is the major crop activity with oranges leading the way followed by grapefruit and other specialty fruits (tangerines, limes, etc.). Tomatoes lead the way in vegetable production followed by sweet corn, bell peppers, cabbage, cucumbers, snap beans and squash. Other special commodities include potatoes, watermelons, strawberries and blueberries.⁷ The blueberry industry in Florida has grown significantly over the years. Florida's climate allows for an earlier blueberry season than the rest of the country, which means during this time the market is available almost exclusively to Florida growers.

The following is a breakdown of Florida's top major labor-intensive crop activity during the 2010-2011 season.⁸

¹ Florida Department of Agriculture and Consumer Services, *Florida Agriculture by the Numbers; 2011*

² Florida Agricultural Statistics Service, *Florida Citrus Statistics 2010-2011*

³ Florida Department of Agriculture and Consumer Services, *Florida Agriculture by the Numbers; 2011*

⁴ USDA National Agricultural Statistics Service, "Vegetables: Acreage, Production & Value, February 21, 2012"

⁵ Florida Department of Agriculture and Consumer Services, *Florida Agriculture by the Numbers; 2011*

⁶ USDA National Agricultural Statistics Service, "Farm Cash Receipts and Expenditures, November 2011"

⁷ Florida Department of Agriculture and Consumer Services, Florida Agricultural Statistics Service

⁸ Data obtained from both internal and external agencies and organizations such as One-Stop Career Centers, Florida Department of Agriculture and Consumer Services, U.S. Department of Agriculture National Agricultural Statistics Service, Florida Department of Business and Professional Regulation, outreach workers, farm worker organizations, etc. Additional data was obtained from agency reports.

CROP		USUAL HARVESTING DATES		PRIMARY GEOGRAPHICAL AREA OF ACTIVITY	LABOR POOL
		Begin	Most Active		
Citrus	Oranges	Mid-September	September - June	Polk, Highlands, DeSoto, Hendry, Hardee, Collier, Manatee, Lake, St. Lucie, Martin, Hillsborough, Pasco, Osceola, Indian River, Lee, Charlotte, Glades, Orange, Okeechobee	60,000
	Grapefruit	September	September - June	Indian River, St. Lucie, Polk, Hendry, Highlands, Osceola, Charlotte, Collier, Lake, Okeechobee	12,000
	Specialty	June	June - April	Polk, Lake, Highlands, Hendry, Charlotte, Hardee, St. Lucie, Collier, De Soto, Indian River, Hillsborough, Lee	8,000
Vegetables	Tomatoes	Mid-October	November - May	Manatee, Collier, Hillsborough, Miami-Dade, Palm Beach, Hendry, Gadsden, Hamilton	10,500
	Sweet Corn	Mid-September	November - May	Palm Beach, Miami-Dade, Hendry, Orange	3,100
	Bell Peppers	Mid-October	November - April	Palm Beach, Collier, Hillsborough, Manatee	5,000
	Cabbage	Mid-October	January - April	Flagler, St. Johns, Palm Beach, Manatee	1,500
	Cucumbers	Mid-September	November - April	Manatee, Palm Beach, Hillsborough, Collier, Hardee, Hendry, Miami-Dade	1,500
	Snap Beans	Mid-October	November - April	Miami-Dade, Palm Beach, Suwannee, Hendry, Alachua, Jackson	5,000
	Squash	September	November - May	Miami-Dade, Collier, Lee, Hillsborough, Gadsden, Jackson	2,500
	Potatoes	Mid-December	February - May	St. Johns, Putnam, Flagler, Okeechobee, Suwannee	2,800
	Watermelons	April	May - June	Hendry, Levy, Gilchrist, Highlands, Collier, Suwannee, DeSoto, Alachua, Manatee, Marion, Hardee, Jackson, Sumter	2,500
	Strawberries	Mid-December	February - March	Hillsborough	5,000
	Blueberries	March	March - May	Polk, Alachua, Hardee, Hamilton	2,000
	Sugarcane	November	November - February	Palm Beach, Hendry, Glades, Martin	3,500

Plant nurseries and ferneries are also important commodities to Florida’s agricultural industry. Florida has the second largest nursery industry in the country, after California.⁹ There are an estimated 100,000 farmworkers employed in plant nurseries and ferneries throughout the state. Additionally, an estimated 2,000 or more farmworkers are employed in sod farming for commercial sale. The nursery commodity is increasing and although many workers are employed year-round, this workforce is important to quantify for purposes of determining housing, education and social service needs of the farmworker population.

⁹ “2007 Census of Agriculture: Greenhouse, Nursery and Floriculture Operations.”

The transient nature of seasonal farmworkers makes it difficult to develop accurate and consistent estimates of Florida farmworker numbers and farmworker numbers in the state are largely dictated by the extent of agricultural activity in an area. The peak number of MSFWs working in Florida during Program Year (PY) 2011 was estimated to be 115,306.

The 2010 season resulted better than the previous; several commodities experienced large increases in cash receipts. However, the harvest experienced some labor shortages due to strict immigration laws passed in surrounding states which have affected the migrant stream. Many migrants decided not to return to Florida during the 2010/2011 season so as to avoid passing through these states.

Although it is too early for a forecast, there are no major changes expected in crop production for the 2012-2013 picking season, unless affected by natural disasters and extreme temperatures. The agriculture labor pool in general is expected to be slightly lower this year, evidenced by an increase in the number of employers using the H-2A Temporary Non-Immigrant Alien Agricultural Worker Program.

2. **Proposed Outreach Activities**

Florida is the third MSFW significant state in the country, behind California and Texas. In PY 2010 the state had a total of 23,754 MSFW participants in its labor exchange system. The main objective of the Department and its partner outreach programs is to actively locate and contact those MSFWs who may not be reached through normal intake activities conducted at One-Stop Career Centers. In making contact with MSFWs, outreach workers will explain the services offered and the types of training and employment opportunities available, provide information on protections and rights of MSFWs, as well as provide information regarding other organizations that provide services to MSFWs. Staff performing outreach will, whenever possible, be bilingual and have a MSFW background or be a member of a minority group representative of the MSFW population. The outreach program is further supported by a full-time State Monitor Advocate position with all the previously mentioned criteria.

To accomplish the maximum level of outreach activities, a full-time year-round outreach worker position will be assigned to each designated significant One-Stop Career Center. Outreach workers will specifically be assigned to areas where there is significant agricultural activity and where a large number of job applicants are MSFWs. Outreach workers trained in the recruitment and provision of services will be available directly through the significant One-Stop Career Center network. The Department will consider and be sensitive to the preferences, needs and skills of individual MSFWs and the availability of jobs and training opportunities.

Outreach will be accomplished through personal contacts, printed material, the media, community involvement and cooperative ventures with private and public agencies. Outreach workers will make personal contacts with MSFWs on a daily basis to explain the services available through the One-Stop Career Centers and other agencies. They will also provide this explanation in writing by way of the DEO Form 511N. Outreach workers will visit sites where farmworkers live, work and gather, including pickup points, migrant health clinics and locations where social services are provided, in order to contact the maximum number of MSFWs possible. Posters and other printed materials

will be distributed at these locations to maximize penetration into the farmworker community. Follow-up contacts will be made with MSFWs to help ensure that needs have been met and to determine if any other assistance can be provided. The Department and its partners will continue to establish new linkages and use existing relationships with local and statewide networks to solicit information and suggestions from appropriate public agencies, agricultural employer organizations and other groups representing and advocating on behalf of MSFWs.

Processing applications and assessment and placement of MSFWs will be emphasized to assist in year-round employment. Outreach workers will encourage MSFWs to complete applications during outreach to receive services onsite. This will also facilitate easier access to services when the customer decides to visit the One-Stop Career Centers in the future. In completing applications, a full description of the work history will be made to assess the MSFWs' knowledge and skill level. Should demand or organizational considerations require, other trained staff would be made available to assist in service delivery. Collaboration will be made with the local providers of the WIA Section 167 National Farmworker Jobs Program (NFJP) grantee to maximize training opportunities.

Outreach workers are fully trained in all aspects of employment-related services to MSFWs, including taking complaints while in the field. Further, staff who observe, have reason to believe or are in receipt of information pertaining to an apparent violation of employment-related laws are required to document and refer the suspected violation to the One-Stop Career Center Manager, who is required to follow established procedures in resolving such allegations. Outreach workers are encouraged to make routine visits to worksites to observe whether field sanitation and pesticide regulations are being followed by employers. They are also trained to ask questions of the farmworkers they come into contact with to determine if violations have taken place. The State Monitor Advocate provides training on the complaint and apparent violations systems and encourages outreach workers to refresh their knowledge on policies and procedures through online training materials. These systems are closely monitored by the Monitor Advocate during annual on-site quality assurance visits and quarterly desk reviews.

Outreach activities will be documented on the Log of Daily Outreach Activities. The log form includes the number of MSFWs contacted, the amount of time expended, the services provided and information on complaints received. All outreach workers will utilize standard forms such as the job application, complaint forms and logs of apparent violations. Monthly reports that summarize all outreach efforts and activities will be submitted to the Florida Monitor Advocate. These reports will include an analysis of the outreach activities performed by the outreach worker on a qualitative and quantitative basis and a summary of the total One-Stop Career Center outreach effort. Monitoring of the outreach activities will be conducted to assess and report on the parity of services provided.

There are currently nine Regional Workforce Boards designated as significant MSFW locations in Florida. Within those regions, there are ten One-Stop Career Centers designated as significant bilingual sites in Florida. Each significant office is assigned a full-time year-round outreach worker.

Florida will continue to operate its ten designated significant MSFW One-Stop Career Centers during PY 2012. Following is a list of the ten MSFW significant One-Stop Career Centers for PY 2012, along with corresponding outreach goals.

Significant/Bilingual Office Location	Regional Workforce Board	# of Assigned FTE Positions	# of MSFW Outreach Contacts	# of Quality MSFW Outreach Contacts	# of Staff Days
Quincy	Region 5	1	1,500	1,050	190
Plant City	Region 15	1	2,000	1,650	190
Winter Haven	Region 17	1	1,950	1,300	190
Bradenton	Region 18	1	2,000	1,800	190
Sebring	Region 19	1	1,400	950	190
Wauchula	Region 19	1	1,400	950	190
Port Saint Lucie	Region 20	1	1,800	1,200	190
Belle Glade	Region 21	1	1,950	1,300	190
Homestead	Region 23	1	2,000	1,350	190
Immokalee/Naples	Region 24	1	2,000	1,600	190
Total		10	18,000	13,150	1,900

At the state level, planned MSFW outreach contacts will be based in part on accomplishments during the prior two program years and estimated number of MSFWs in the state in order to set achievable goals. Florida also reports “quality” outreach contacts made with MSFWs, meaning a contact where a reportable staff assisted service is provided and documented. Florida made 10,671 quality contacts in PY 2010. During PY 2012, Florida plans to make approximately 18,000 total outreach contacts, 13,150 of which will be “quality” contacts. Outreach workers will be required to spend a total of 190 staff days, or 80 percent of staff time, conducting outreach. They will also be required to make a minimum of five quality contacts per day.

To maintain service levels, outreach services will be supplemented to the extent possible. Cooperative agreements with other public and private social service agencies, such as local providers of the WIA Section 167 NFJP grantees, will be established in order to provide joint outreach efforts to the MSFW population. Approximately 500 additional contacts will be made via nonfinancial agreements with cooperating agencies. One-Stop Career Centers having some agricultural activity but that do not meet the ten percent criteria for the significant One-Stop Career Center designation will also be required to set up nonfinancial agreements with cooperating agencies.

The MSFW outreach workers will maintain a continuing relationship with all community groups, public agencies and advocacy groups interested in the welfare of farmworkers. Contact will be made with agricultural employers for possible job openings, and the outreach workers will assist One-Stop Career Center staff with recruiting MSFWs for those specific job orders.

3. **Services Provided to MSFWs through the One-Stop Delivery System**

Florida ensures that all Regional Workforce Boards and One-Stop Career Centers serve all applicants, including MSFWs. Bilingual staff are available at all significant centers as well as many other centers across the state. In the One-Stop Career Center network, staff are trained on the assistance needs of MSFWs. As part of the registration process, customers will be identified as MSFWs at the initial point of contact/intake and provided with a verbal and written explanation of services available in English, Spanish or Creole. A MSFW desk aide is available to all staff to assist in identifying MSFWs.

Services including core, intensive and training services will be provided as necessary. Core and intensive staff assisted services will be provided through outreach and in the One-Stop Career Center to MSFWs. Florida's electronic system, Employ Florida Marketplace (EFM), allows for self-services at any location, without the need of visiting a One-Stop Career Center. Customers utilizing self-services at the One-Stop, however, will have access to staff assistance. Regional Workforce Boards will have the option to work with their partner WIA Section 167 NFJP local provider to grant them staff access into the EFM system. This will allow NFJP staff to assist MSFW customers in registration, staff assisted services, and self-services.

The MSFWs' knowledge, skills and abilities will be assessed to determine appropriate jobs to which they may be referred. Job referrals will be provided through mass recruitments, H-2A job referrals and job developments. Effort will be made to refer MSFW jobseekers to H-2A job orders whenever possible. Aside from Florida H-2A job orders, Georgia, Kentucky, Massachusetts, Michigan, Mississippi, North Carolina, New Hampshire, New Jersey, New York, South Carolina and Virginia H-2A jobs are also posted in EFM. Staff will ensure terms and conditions of employment are discussed prior to referral and that the jobseeker is aware of the assurances afforded. H-2A job orders are suppressed in the EFM system for the purpose of ensuring maximum protections to the applicant. Staff will be encouraged to follow up on all referrals made to H-2A job orders.

Referrals will be made to English as a Second Language classes to reduce language barriers and resume and interviewing skills workshops to enable MSFWs to become more competitive in the workforce. Staff will also provide career guidance and suggest training programs that would best serve the needs of those who are not job ready or those who are ready for a change in occupation. Referrals will be made to local WIA Section 167 training programs and local board training programs. Co-enrollments will take place when possible. Other programs MSFWs may be referred to include Vocational Rehabilitation (for disabled MSFWs), older workers programs and housing assistance agencies. Staff will also be familiar with and refer MSFWs appropriately to other community supportive services.

The State Monitor Advocate will conduct quality assurance visits to all significant offices on an annual basis to ensure that MSFWs have equal access to employment opportunities through Florida's One-Stop delivery system. Wagner-Peyser monitoring staff will ensure MSFWs have equal access to services during quality assurance visits to non-significant Regional Workforce Boards.

Note: In accordance with 20 CFR 652.111, Florida has been exempt from developing an Affirmative Action Plan due to the high number of bilingual staff in the significant One-Stop Career Centers.

4. **Services Provided to Agricultural Employers through the One-Stop Delivery System**

Florida ensures that all One-Stop Career Centers assist all employers, including agricultural employers, in filling job openings. To increase employer participation, links have been established with employers, employer councils and other employer groups to identify potential employers to establish a pool by which to refer MSFWs. One-Stop Career Center staff in significant MSFW centers will perform marketing outreach to growers, harvesters and processors. The One-Stop Career Centers will develop new employer contacts, maintain existing contacts and encourage job order creation through the local One-Stop Career Centers. State office staff will also promote labor exchange services to agricultural employers through participation at employer conferences and through the Department's website.

Identifying the needs of employers will continue to be a high priority. A coordinated marketing program will be used to deliver services to employers, and a proactive approach will be taken to assist employers in filling their job vacancies. Strategies that will be used to promote labor exchange services to agricultural employers include recruiting agreements, job fairs and new business relationships. Some of these efforts include advising worker advocates and groups through notifications of job orders in both English and Spanish; and providing notification to employers and advocates of any changes to foreign labor program requirements that affect workers. Increased use of the Internet will also enhance service delivery to both the employers and applicants.

A number of One-Stop Career Centers have agricultural recruiting agreements with large employers in an effort to place more MSFWs in job opportunity situations. Mass recruitment agreements are offered to agricultural employers at the beginning of a season or when large pools of labor are needed. These agreements can include services such as marketing, prescreening, referral, and completion of applications and I-9 documents.

As noted earlier, more agricultural employers are using the H-2A Temporary Non-Immigrant Alien Agricultural Worker Program. The state office provides assistance to these employers. H-2A job orders are entered by DEO's Foreign Labor Certification Office. Thus far, during PY 2011, the Department processed 81 H-2A applications and job orders for Florida employers, an increase of 30 from the previous year. This number is expected to increase slightly for PY 2012. As a result, the state has been required to conduct increased pre-occupancy housing inspections, prevailing wage surveys and on-site recruitment. The Agricultural Recruitment System (ARS) is an alternative to the H-2A program that will be offered to employers who have temporary agricultural or food processing jobs and are in need of workers.

State and local staff participate in recruitment efforts with Florida employers and farmworker organizations to recruit domestic workers. Coordinating activities with farmworker groups will maintain dialogue on job and worker availability to help increase U.S. worker participation. One-Stop Career Centers in significant agricultural areas will be provided copies of approved clearance orders that will provide all staff, including outreach workers, with current information on job availability to assist in these efforts.

One-Stop Career Centers will be provided information on out-of-state clearance orders that can be found on the EFM system. Domestic farmworker crews, family groups and individuals will also be recruited and referred to agricultural employers who submit job orders in agricultural occupations.

5. State Monitor Advocate Review and Public Comment

Florida has a full-time State Monitor Advocate who has been afforded the opportunity to formulate the PY 2012 Agricultural Outreach Plan. All comments, suggestions and recommendations of the Monitor Advocate have been incorporated in the plan, as well as any received from the farmworker communities, the local and state workforce boards and other interested parties.

E. SERVICES TO EMPLOYERS

1. Employer Assistance from State Partners

a. Customized Training/Skills Upgrade Training

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, in effect since 1993, 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 program is funded by State General Revenue funds (rather than federal funds).
- The Incumbent Worker Training Program, in place since 1999, 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. Given the state's economic downturn, preventing the loss of further jobs has been of critical importance, and funding requests have increased exponentially. For that reason, the Workforce Florida Board of Directors has increased the amount of funding for the program.

Workforce Florida's other state partner, the Department of Economic Opportunity, is the lead state agency for implementing Florida policy on workforce development, welfare transition, unemployment compensation and workforce information. The Department houses the Labor Market Statistics Center and serves as the designated Census Data

Center for Florida. The Department also includes Strategic Business Development and Community Development business lines.

b. Use of Statewide Activity Funds

As in past years, the state's plan for using its state-level funds is determined by Workforce Florida at their May Board meeting. Generally, all federal and state workforce funding allocations have been announced by May. Some of the major categories of WIA funding that will or have the potential to benefit employers are:

- State-Level Incumbent Worker Program. (\$2 million annually appropriated by the Legislature as required by Florida Statutes – The WFI Board at the May meeting also appropriated an additional \$3M for FY 2012-2013.)
- Performance incentive awards to Regional Workforce Boards
- Workforce Florida Council reserves; allocated to Board Councils for issuance of competitive grants to Regional Workforce Boards, Faith Based and Community Organizations (FBCOs) and other partners for demonstration projects that strengthen our state's talent supply and economic growth.
- 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.
- Customer Satisfaction Index – Workforce Florida is designing, conducting and analyzing all aspects of a customer satisfaction evaluation program for Florida's workforce system, specifically for the state's six target industry clusters and key infrastructure industries. The objective is to enable Workforce Florida and the state's workforce delivery system determine how well the organization and the workforce system is meeting the goal of maximizing customer service, as well as understand how well Florida is performing against state and global competitors.
- Supply/Demand Workforce Analytics – Workforce Florida is analyzing occupations and critical skill sets within Florida's six target industry clusters to identify which occupations provide the best opportunities for investment and identify gaps and build career ladders in key industry sectors. The project far exceeds traditional labor market data by using real-time data series as well as input from business leaders in each key industry sector to ensure the results are market relevant.
- Target Industry Cluster Task Forces – Workforce Florida will establish and manage target industry cluster taskforces, comprised of business executives to leverage market intelligence for improved workforce and education alignment in support of key economic priorities. The initiative focuses on the state's six target industry clusters over a three-year period, two industry clusters per year.

- Rural initiatives to advance employment and training opportunities in the state’s rural counties.
- Talent Pipeline strategies – Workforce Florida is addressing talent development pipeline strategies in three key areas: Science, Technology, Engineering and Math academy development, middle-school academy development and global logistics and trade academies. These activities are designed to create sustainable talent development structures that align to the state’s economic priorities and helps support business growth in these areas.

Some of the major categories of Wagner-Peyser funding that will benefit businesses are:

- Regional Performance Incentive Awards;
- Model Labor Market Information Projects;
- Branding Initiative to serve as a consolidated point of entry for the workforce system to aid identification and navigation of the system by job seekers, workers and employers further enhancing awareness of the employment and training resources available to address their workforce needs.
- Business Outreach Initiatives directed at Florida’s business and economic development partners to raise awareness and understanding of the resources available through the workforce system to improve talent in Florida.

c. Business Liaisons/Business Account Management Professionals:

In each of Florida’s 24 Regional Workforce Boards, there are professional business account managers, or business liaisons. In April 2012, Workforce Florida’s Business and Workforce Development team, along with the Florida Workforce Development Association, organized and led a statewide workshop. The workshop was designed to connect these professionals with each other, identify issues of common concern, showcase business outreach best practices including increasing business usage of the workforce system and increasing job placement metrics, share detailed information about Workforce Florida’s two flagship training grant programs—Incumbent Worker Training and Quick Response Training—and share customer relationship management tools. The workshop provided an excellent start to strengthening Florida’s workforce system, specifically in business outreach strategies. A pre-workshop survey was constructed to gain insights from each region and will provide a platform for agenda items in future workshops. Given the high degree of positive evaluations, similar workshops are being planned twice per year going forward. To maintain communications among professionals, a special LinkedIn site for Florida’s business outreach staff was formed. Related to this activity, Florida was recently selected by USDOL as one of 13 states to participate in a technical assistance initiative aimed at expanding business engagement. A team of state, regional and local workforce leaders will be identified to participate in the initiative over the two years. The award comes at a critical time, since WFI is taking the initial steps to expand our business outreach and streamline our approach to businesses across the state.

Florida’s goals through the initiative are to set system-wide goals for strengthening our business workforce, to assess our infrastructure and acquire system capabilities to help us track, measure and report on these performance measures, and help us reinforce the delivery of “one system.”

2. Employer Assistance from Local Workforce Boards

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. Local boards are expected to seek input from the business community through surveys, focus groups, participation in business association gatherings, etc., and assess the effectiveness of the One-Stop delivery system both from the perspective of the employers who use the system and those who choose not to. The participation of economic development agencies and Chambers of Commerce on the local boards ensures the level and quality of services to employers.

Employers can use the Employ Florida Marketplace 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;
- Work-based training (on-the-job, customized, and incumbent worker training);
- Rapid Response services in the event of a ramp up or reduction in workforce.

One-Stop Career Centers may also offer training and seminars on topics such as reemployment assistance/unemployment compensation benefit programs, dislocated worker programs and labor laws. Additional services may include Employer Services Centers that businesses may use like a branch office with amenities such as a desk, phone, fax, computer, copier, etc.

Regional Workforce Boards work with their local employers to address training needs for the existing workforce, making customized training and on-the-job training available to help employees obtain or retain jobs that lead to self-sufficiency. Regional Workforce Boards may also provide incumbent worker training as part of a layoff aversion strategy through the use of a waiver granted by the USDOL.

3. Employer Services from Employ Florida Marketplace – the State’s Job Matching System

Employers can also use the Employ Florida Marketplace website to locate their local affiliates and contact them directly to learn about specific resources available to them.

Generally businesses can:

- 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.

F. WIA WAIVER REQUESTS

Florida continues to take full advantage of the flexibility provisions in WIA for waivers. Florida is requesting an extension for the previously approved waivers.

The following is a list of those waivers requested with this State Plan which are described in more detail later in the plan:

- 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.
- A waiver to permit the state to replace the performance measures at WIA Section 136(b), with the common measures.
- A waiver of the required 50 percent employer contribution for customized training at WIA Section 101(8)(C).
- A waiver of WIA Section 101(31)(B) to increase the employer reimbursement for on-the-job training.
- A waiver of WIA Section 134(a) to permit local areas to use a portion of local Dislocated Worker funds for incumbent worker training.
- 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.
- A waiver of WIA Regulations 20 CFR 667.300(a) to reduce the collection of participant data for incumbent workers.
- 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.
- 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.
- A waiver of 20 CFR 652.215 and 652.216 to allow the labor exchange services to be provided by staff of the One-Stop Career Center operator rather than by state merit staff employees.

G. TRADE ADJUSTMENT ASSISTANCE

1. Provision of Early Intervention to Worker Group

As outlined under the provisions of the Trade Adjustment Assistance Act of 2002, states must make available rapid response and appropriate core and intensive services under WIA and/or other partner programs that provide such services. The ultimate goal for providing

early intervention strategies is to quickly identify and assess the worker's needs, provide information/assistance that leads to suitable and long-term reemployment for these adversely affected workers. The TAA central office program staff work with the Dislocated Worker Unit, Reemployment and Emergency Assistance Coordination Team and Business Services Unit to ensure that potential trade-affected workers are provided early intervention services.

Employers are required to submit a WARN when 50 or more workers employed with the company are adversely affected. The Trade Act Unit will use this type notice as an alert to ensure that locally led Rapid Response teams make contact with employers and provide information to potential trade-affected workers.

2. **Co-Enrollment with WIA for Core and Intensive Services**

Although the DEO does not have a mandatory co-enrollment policy for eligible trade-affected workers to be enrolled in WIA, Regional Workforce Boards are encouraged to create partnerships with other programs that provide services not offered by the Trade Adjustment Assistance program. The One-Stop Career Centers will be used as the main point of a participant intake and delivery of benefits and services. If local funds are used from WIA to serve eligible trade-affected workers, co-enrollment is required. It should be noted that local TAA Coordinators are merit staff and provide services to individuals from the Wagner-Peyser program. Should these type services be provided to eligible trade-affected workers as well as enrolled in services and/or receiving TAA related benefits, the worker must be co-enrolled by way of that partner program allowable services.

3. **Systems for Program Administration and Fiscal Responsibility**

As required by the U.S. Department of Labor, state merit staff must administer the TAA program. The stated purpose of this requirement is to promote consistency, efficiency, USDOL now requires that state merit staff administer the TAA program. This requirement superseded 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 the Reemployment Services Program at the state level such as the State Trade Readjustment Assistance (TRA) and Trade Adjustment Act Coordinators. Under the current rule, 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 local TAA Coordinator serves eligible trade-affected workers by applying the TAA program specific criteria, services and benefits. The TAA program will be the primary source of assistance to adversely affected workers, and if funds are not available, such assistance will be made available under Title I of the WIA to the extent Regional Workforce Boards and One-Stop operators can provide or arrange for such assistance.

All funds allocated to the state under the Financial Agreement will be used solely for the purposes for which they are allocated. These funds would be used for: training, job search, relocation allowances, employment, case management services and administration. The DEO is the grantee for these funds and may allocate these funds to Regional Workforce Boards to operate the program locally.

There are systems in place to capture the program administration and fiscal responsibility for this program: participant services are managed in the Employ Florida Marketplace system (EFM) and expenditures in the One Stop Management Information System (OSMIS).

The Department makes every effort to ensure that adequate resources are provided and available to serve eligible trade-affected workers. The state monitors the use of funds and expenditures. The Department will continue to maintain staff at the central office to ensure monitoring the operation of control measures, data collection and reporting. Central office staff are also responsible for making determinations and redetermination for services and benefits when appropriate as well as providing training, technical assistance etc. to local TAA Coordinators so that they may be fully aware and knowledgeable of the program.

4. **Performance Measures and Goals**

The USDOL has identified performance measures and goals for the TAA program. Accordingly, DEO will track the overall performance goals as follows:

- Average Earnings: \$13,319
- Entered Employment Rate: 64.9%
- Employment Retention Rate: 87.3%

Regional Workforce Boards and partners will be responsible for ensuring local performance so that the state is able to meet its overall performance measures by enrolling participants into TAA program services for which they qualify such as training, waivers, relocation allowances, job search allowances, etc.

SECTION III. ASSURANCES & ATTACHMENTS

#	Title	In Place
1-7	Planning Process & Public Comment – Workforce Florida	
1 <input checked="" type="checkbox"/>	The state established processes and timelines, consistent with WIA Section 111(g) – and, where appropriate, 20 CFR 641.325 (g) – to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	http://workforceflorida.org/Publications/StatePlan2012.php
2 <input checked="" type="checkbox"/>	The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	
3 <input checked="" type="checkbox"/>	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.	
4 <input checked="" type="checkbox"/>	The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farmworker Jobs Program grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the state provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The state considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.	http://workforceflorida.org/Publications/StatePlan2012.php
5 <input checked="" type="checkbox"/>	In the development of the plan, the state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farmworkers.	

6	<input checked="" type="checkbox"/>	The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	http://www.workforceflorida.com/Calendar/calendar_docs/120524_BODNotice.pdf
7		Re SCSEP integrated in State Plan	N/A
8-23		Required Policies & Procedures	
8	<input checked="" type="checkbox"/>	The state made available to the public state-imposed requirements, such as statewide policies or guidance, for the statewide public workforce system, including policy for the use of WIA title I statewide funds.	<ul style="list-style-type: none"> • http://www.floridajobs.org/workforce-board-resources (Policy & Guidance) • http://www.workforceflorida.com/ (Priorities & Initiatives)
9	<input checked="" type="checkbox"/>	The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).	<ul style="list-style-type: none"> • http://www.floridajobs.org/workforce-board-resources/policy-and-guidance/memoranda (Workforce Florida, Inc. Contracting Policy) • http://www.leg.state.fl.us/STATUTES/index.cfm?App_mode=Display_Statute&URL=0400-0499/0445/0445.html (Florida Statutes, section 445.007(1) & (10) as amended by HB 7023 - http://www.flsenate.gov/Session/Bill/2012/7023/BillText/er/PDF)
10	<input checked="" type="checkbox"/>	The state has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.	<ul style="list-style-type: none"> • http://www.floridajobs.org/pdg/administration/005Appeal.rtf (FG-005)
11	<input checked="" type="checkbox"/>	The state established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	<ul style="list-style-type: none"> • http://www.floridajobs.org/pdg/administration/005Appeal.rtf (FG-005)
12	<input checked="" type="checkbox"/>	The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	<ul style="list-style-type: none"> • http://www.leg.state.fl.us/STATUTES/index.cfm?App_mode=Display_Statute&URL=0400-0499/0445/0445.html (Florida Statutes, section 445.007(1) as amended by HB 7023 - http://www.flsenate.gov/Session/Bill/2012/7023/BillText/er/PDF) • Regional Workforce Board Composition, Certification and Decertification Guidance

13	<input checked="" type="checkbox"/>	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	<ul style="list-style-type: none"> • Regional Workforce Board Composition, Certification and Decertification Guidance
14		Alternative entity for WIB	N/A
15		Alternative entity	N/A
16	<input checked="" type="checkbox"/>	When applicable, the state takes any action necessary to assist local areas in developing and implementing the One-Stop system.	<ul style="list-style-type: none"> • Initiatives detailed in State Plan • http://www.floridajobs.org/pdg/guidancepapers/032credentia ling091906.pdf (FG-032) • Local Plan Instructions
17	<input checked="" type="checkbox"/>	The state established procedures for determining initial and subsequent eligibility of training providers.	<ul style="list-style-type: none"> • FG-002 (under revision)
18	<input checked="" type="checkbox"/>	All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	<ul style="list-style-type: none"> • http://www.floridajobs.org/pdg/guidancepapers/032credentia ling091906.pdf (FG-032) • http://www.floridajobs.org/PDG/guidancepapers/042ADA CompGuid042604_rev030608.pdf (FG-042)
19	<input checked="" type="checkbox"/>	The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.	<ul style="list-style-type: none"> • http://www.floridajobs.org/office-directory/office-for-civil-rights/about-our-services/methods-of-administration (Methods of Administration, Element 4)
20	<input checked="" type="checkbox"/>	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	<ul style="list-style-type: none"> • http://www.floridajobs.org/pdg/guidancepapers/032credentia ling091906.pdf (FG-032) • http://www.floridajobs.org/PDG/guidancepapers/042ADA CompGuid042604_rev030608.pdf (FG-042)
21	<input checked="" type="checkbox"/>	The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.	<ul style="list-style-type: none"> • http://www.floridajobs.org/pdg/guidancepapers/032credentia ling091906.pdf (FG-032) • http://www.floridajobs.org/PDG/guidancepapers/042ADA CompGuid042604_rev030608.pdf (FG-042) • http://www.floridajobs.org/office-directory/office-for-civil-rights/about-our-services/methods-of-administration (Methods of Administration, Element 4)
22	<input checked="" type="checkbox"/>	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.	<ul style="list-style-type: none"> • http://www.floridajobs.org/office-directory/office-for-civil-rights/about-our-services/methods-of-administration (Methods of Administration, Element 6) • http://www.floridajobs.org/PDG/guidancepapers/CollectionofDemographicData.pdf

24-34	Administration of Funds	
24 <input checked="" type="checkbox"/>	The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.	<ul style="list-style-type: none"> • http://www.workforceflorida.com/Calendar/calendar_docs/120524_BoardAgendaPacketWeb.pdf
24a <input checked="" type="checkbox"/>	For Dislocated Worker funding formulas, the state’s policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision.	
25 <input checked="" type="checkbox"/>	The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.	See Section II.A.5 . The State Board adopted this formula as part of its first WIA Plan. Since then, the Board had not chosen to modify the methodology and has consistently applied those previously-approved formulas to each succeeding yearly allotment. These factors are shared in advance of action by the Board.
26 <input checked="" type="checkbox"/>	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.	<ul style="list-style-type: none"> • http://www.floridajobs.org/pdg/administration/030ExcessDislocatedWrkFundsrev020305.rtf
27 <input checked="" type="checkbox"/>	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	<ul style="list-style-type: none"> • http://www.floridajobs.org/Policies/gs/purch_manual.pdf • http://www.workforceflorida.com/PrioritiesInitiatives/FundingOpportunities/FundingOpportunities.php

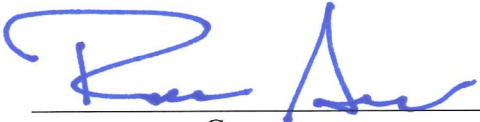
28	<input checked="" type="checkbox"/>	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	<ul style="list-style-type: none"> • http://www.floridajobs.org/Policies/gs/purch_manual.pdf • Local Plan Instructions
29	<input checked="" type="checkbox"/>	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	<ul style="list-style-type: none"> • http://www.floridajobs.org/Policies/gs/purch_manual.pdf • Local Plan Instructions
30	<input checked="" type="checkbox"/>	The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer significant shifts in funding from year-to-year during the period covered by this plan.	
31	<input checked="" type="checkbox"/>	The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	
32	<input checked="" type="checkbox"/>	The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.	<ul style="list-style-type: none"> • Contract Agreement Between Workforce Florida, Inc. and the Agency for Workforce Innovation • http://www.floridajobs.org/workforce-board-resources/program-monitoring-and-reports/program-monitoring-review
33	<input checked="" type="checkbox"/>	The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.	<ul style="list-style-type: none"> • Confidentiality of Records and Public Records Request Subpoenas • http://www.floridajobs.org/PDG/GSGAgreement.docx
34	<input checked="" type="checkbox"/>	The state will not use funds received under WIA to assist, promote, or deter union organizing.	

35-38	Eligibility	
36	<input checked="" type="checkbox"/> Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding “requires additional assistance to complete and educational program, or to secure and hold employment” criterion.	<ul style="list-style-type: none"> • Local Plan Instructions
37	<input checked="" type="checkbox"/> The state established policies, procedures, and criteria for prioritizing adult title I employment and training funds for use by recipients of public assistance and other low-income individuals in the local area when funds are limited.	<ul style="list-style-type: none"> • Local Plan Instructions
38	<input checked="" type="checkbox"/> The state established policies for the delivery of priority of service for veterans and eligible spouses by the state workforce agency or agencies, local workforce investment boards, and One-Stop Career Centers for all qualified job training programs delivered through the state's workforce system. The state policies: <ol style="list-style-type: none"> 1. Ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service; and 2. Ensure that covered persons are aware of: <ol style="list-style-type: none"> a. Their entitlement to priority of service; b. The full array of employment, training, and placement services available under priority of service; and c. Any applicable eligibility requirements for those programs and/ or services. 3. Require local workforce investment boards to develop and include policies in their local plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers. 	<ul style="list-style-type: none"> • http://www.floridajobs.org/PDG/administration/05-04AWI_DWMilitary033005.pdf (Communiqué re: TEG L 22-04) • Local Plan Instructions
39-42	Personnel and Representation	

39 <input checked="" type="checkbox"/>	<p>The state assures that Migrant and Seasonal Farmworker (MSFW) significant office requirements are met.</p> <p>Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity.</p> <p>If a state proposes that its State Monitor Advocate work less than full-time, the state must submit, for approval by the Department, a plan for less than full-time work, demonstrating that the state MSFW Monitor Advocate function can be effectively performed with part-time staffing.</p>	<ul style="list-style-type: none"> • http://www.floridajobs.org/PDG/Memos/2011-2012_Workforce_Services_Local_Plan_Instructions_7-15-11.pdf • Local Plan Instructions
40 <input checked="" type="checkbox"/>	Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Departmental regulations.	
41 <input checked="" type="checkbox"/>	The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling, and placement for individuals with disabilities.	
42	If WIB or DEO administers voc rehab, cooperates with WP	N/A

STATEMENT OF ASSURANCES CERTIFICATION

The State of Florida certifies on the 13th (day) of September (month) in 2012 that it complied with all of required components of the Workforce Investment Act, Wagner-Peyser Act, and Trade Adjustment Act. The State also 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 and regulations.



 Governor
9/13/12

 Date

**STATE OF FLORIDA
WORKFORCE INVESTMENT ACT
WAIVER REQUEST**

TRANSFER AUTHORITY

Pursuant to WIA Section 189 (i)(4)(B) and the WIA Federal regulations at 20 CFR 661.420, The state of Florida submits this request for a general waiver to increase the transfer authority of local workforce investment boards from the current 20 percent to 50 percent for Adult and Dislocated Worker funds. Note that Florida was previously approved for this waiver. This authority will provide the local boards with greater flexibility for 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 maximizes customer service, including training for employed workers and for other demand-driven needs of the business community. This waiver will apply to Program Year 2012 and subsequent years.

A. Statutory or Regulatory Requirements to be Waived

WIA Section 133(b)(4) and 20 CFR 667.140 state that a local board may, upon approval by the Governor, transfer not more than 20 percent of the funds allocated to the local area for a fiscal year between Adult and Dislocated Worker employment and training activities.

The state of Florida requests that local boards be allowed to transfer up to 50 percent of a program year allocation for Adult funds and up to 50 percent of a program year allocation for Dislocated Worker funds between the two funding stream.

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

The anticipated goal is increased flexibility for the local areas in allocating and expending Adult and Dislocated Worker funds. Such increased flexibility will allow greater responsiveness to deal with massive worker dislocations. This flexibility will also enable local areas to better serve the needs of their customers and would heighten their ability to respond to changes in the local labor market, particularly to respond to the growing employer demand for training which can be funded at the local level only with WIA Adult funds.

C. State or Local Statutory or Regulatory Barriers

There is no state or local statutory or regulatory barrier to the implementation of the proposed waiver.

D. Description of Individuals Impacted by the Waiver

Eligible adults and dislocated workers, as well as business customers, will benefit from the waiver. Granting the local boards the ability to move substantial funds to the areas of greatest need will ensure optimum service to the general population of that workforce area.

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

This request was developed as a result of concerns expressed by local areas and demand from business partners. The state relies heavily on input from local areas in making major policy decisions. The problems with the 20 percent limitation on fund transfers between Adult and Dislocated Worker funding streams were discussed with local areas to gain input on the issues and the benefits of being granted this waiver.

A draft of the State Plan, including the requested waivers, will have been posted at least two months prior to its submission to the Secretary, with instructions for submitting comments, and is widely distributed to workforce partners throughout the state. Access to information about the State Plan

and the processes associated with its preparation and submission is prominently posted on the websites of Workforce Florida and the Department of Economic Opportunity.

Workforce Florida, Inc. and the Department of Economic Opportunity will monitor all transfer of funds by the local areas. Because of the past granting of this waiver, the state has processes in place to ensure that requested fund transfers are in compliance with the waiver and to monitor the proper expenditure of funds for each funding stream.

**STATE OF FLORIDA
WORKFORCE INVESTMENT ACT
WAIVER REQUEST**

ADOPTION OF COMMON MEASURES

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 allow the state to replace the 17 Workforce Investment Act (WIA) Title I performance measures (15 core and 2 customer satisfaction measures) with the common measures delineated in TEGL 17-05. If approved, the state of Florida would be allowed to report outcomes solely under the nine common measures for all required federal reports for the current program year which began July 1, 2012 and beyond for the following programs: the Workforce Investment Act, the Wagner-Peyser Act, the Jobs for Veterans Act, and the Trade Adjustment Assistance (TAA) program. The nine common measures outlined in TEGL 17-05 are: Entered Employment, Retention, Average Earnings, Youth Placement in Employment or Education, Youth Attainment of a Degree or Certificate, and Youth Literacy and Numeracy Gains.

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

A. Statutory or Regulatory Requirements to be Waived

Florida seeks a waiver of requirements found in Sections 136(b)(2) and (c)(1) of the Workforce Investment Act and 20 CFR 666.100(a) and 666.300(a), which specify the required state and local performance measures for WIA Title IB programs, as well as a waiver of the 17 indicators of performance for activities authorized under sections 129 and 134 of the Act.

Specifically, with approval of this request, the state would not be required to report the following WIA measures: WIA Adult and Dislocated Worker credential rates; participant and employer customer satisfaction; older youth and younger youth measures.

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

This waiver will assist efforts to more fully integrate all partner programs involved in the workforce system.

With this waiver, Florida expects to see the following benefits:

- Simplified and streamlined performance measurements
- Improved one-stop case manager integration through the use of common measures which capture the effectiveness of the workforce system across all partners
- Provision of clear and more understandable information concerning all workforce partner programs
- Enhanced capacity for Florida to continue to implement USDOL's youth vision which focuses on out-of-school populations
- Removal of the current disincentives for the provision of on-the-job training and customized training

C. State or Local Statutory or Regulatory Barriers

There is no state or local statutory or regulatory barrier to the implementation of the proposed waiver.

D. Description of Individuals Impacted by the Waiver

Approval of this waiver will positively impact all customers of Florida's workforce system by streamlining program measurements, thus allowing program managers the opportunity to better measure the success of the overall system and effect meaningful change.

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

This request was proposed by the state's association of Regional Workforce Board executive directors as a result of discussions at the local level as well as with state partners. The state relies heavily on input from local areas in making major policy decisions.

A draft of the State Plan, including the requested waivers, will have been posted at least two months prior to its submission to the Secretary, with instructions for submitting comments, and is widely distributed to workforce partners throughout the state. Access to information about the State Plan and the processes associated with its preparation and submission is prominently posted on the websites of Workforce Florida and the Department of Economic Opportunity.

Workforce Florida, Inc. and the Department of Economic Opportunity will monitor the implementation of this waiver, through their ongoing monitoring of performance of the workforce programs listed above as well as the overall progress toward the goals and objectives in this Plan. Information in Employ Florida Marketplace is reviewed and reported to Regional Workforce Board and Workforce Florida on a regular basis. Review of the implementation of this waiver will be regularly placed on the agenda of public meetings of Workforce Florida's boards and councils.

**STATE OF FLORIDA
WORKFORCE INVESTMENT ACT
WAIVER REQUEST**

CUSTOMIZED TRAINING EMPLOYER MATCH

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 modify the required 50 percent employer match for customized training to a match based on a sliding scale from 10 to 50 percent. Specifically, the state of Florida will establish, or may permit the Regional Workforce Boards to establish the required portion of the training costs. The costs for employers with 50 or fewer employees would not be less than 10 percent; for employers with 51 to 250 employees not less than 25 percent; and the costs for employers with 251 or more employees would not be less than 50 percent. The waiver will apply to Program Year 2012 and subsequent years.

A. Statutory or Regulatory Requirements to be Waived

The state of Florida is requesting a waiver of the requirement of the 50 percent employer match for customized training, as identified at WIA Section 101 (8)(C) and 20 CFR 663.715

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

The proposed waiver will provide Florida's Regional Workforce Boards a greater flexibility for responding to their local labor market needs and will ensure that WIA funds are being utilized in a manner that will maximize the response to the needs of small businesses.

Program Year 2010 data show that 92.6percent of Florida's 374,537 employers employ 25 or fewer workers.

By adjusting the requirement of a 50 percent employer match towards the cost of training to small businesses, Florida's workforce system will be able to more effectively 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.

C. State or Local Statutory or Regulatory Barriers

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

D. Descriptions of Individuals Impacted by the Waiver

Individuals affected by the waiver are small businesses who will benefit from the reduced match and will have an enhanced ability to train individuals to their unique specifications. Adults, older youth, and dislocated workers who will receive customized training and training related employment will also benefit.

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

A draft of the State Plan, including the requested waivers, will have been posted at least two months prior to its submission to the Secretary, with instructions for submitting comments, and is widely distributed to workforce partners throughout the state. Access to information about the State Plan and the processes associated with its preparation and submission is prominently posted on the websites of Workforce Florida and the Department of Economic Opportunity.

Workforce Florida Inc. and the Department of Economic Opportunity, as the state administrator and overseer of WIA funds, will monitor the implementation of this waiver and the use of funds by the local areas. The state's monitoring policy and procedures is already in place to ensure compliance with this waiver. 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. Review of the implementation and application of the policy will regularly be placed on the agenda of public meetings of Workforce Florida's board and councils.

**STATE OF FLORIDA
WORKFORCE INVESTMENT ACT
WAIVER REQUEST**

ON-THE-JOB TRAINING EMPLOYER MATCH

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 modify the requirements which limit the employer reimbursement for the costs associated with on-the-job training (OJT) to 50 percent of the OJT participant's wage rate. Florida proposes to adjust the OJT reimbursement based on a sliding scale from 90 to 50 percent. Specifically, the state will establish, or may permit the Regional Workforce Boards to establish the OJT reimbursement costs. Based on a sliding scale the reimbursement for employers with 50 or fewer employees could be up to 90 percent; for employers with 51 to 250 employees up to 75 percent; and the reimbursement for employers with 251 or more employees would continue to be no more than 50 percent. The waiver will apply to Program Year 2012 and subsequent years.

A. Statutory or Regulatory Requirements to be Waived

The state of Florida is requesting a waiver of the requirement of the 50 percent employer reimbursement limit for on-the-job training, as identified at WIA Section 101 (31)(B) and 20 CFR 663.710.

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

The proposed waiver for a sliding scale will provide Florida's Regional Workforce Boards a greater flexibility for responding in their local labor markets and will ensure that WIA funds are being utilized in a manner that will maximize the response to the needs of small businesses.

Program Year 2010 data show that 92.6 percent of Florida's 374,537 employers employ 25 or fewer workers.

By adjusting the 50 percent employer reimbursement limit for small businesses, Florida's workforce system will be able to more effectively 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 number of job seekers that receive training and training related employment.

C. State or Local Statutory or Regulatory Barriers

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

D. Descriptions of Individuals Impacted by the Waiver

Individuals affected by the waiver are small businesses who will benefit from the reduced match and will have an enhanced ability to train individuals to their unique specifications. Adults, older youth, and dislocated workers who will receive on-the-job training and training related employment will also benefit.

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

A draft of the State Plan, including the requested waivers, will have been posted at least two months prior to its submission to the Secretary, with instructions for submitting comments, and is widely distributed to workforce partners throughout the state. Access to information about the State Plan

and the processes associated with its preparation and submission is prominently posted on the websites of Workforce Florida and the Department of Economic Opportunity.

Workforce Florida Inc. and the Department of Economic Opportunity, as the state administrator and overseer of WIA funds, will monitor the implementation of this waiver and the use of funds by the local areas. The state's monitoring policy and procedures is already in place to ensure compliance with this waiver. 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. Review of the implementation and application of the policy will regularly be placed on the agenda of public meetings of Workforce Florida's board and councils.

**STATE OF FLORIDA
WORKFORCE INVESTMENT ACT
WAIVER REQUEST**

USE OF 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 in WIA Section 133(b)(2) to be expended on incumbent worker training as part of a local layoff aversion strategy as described in TEGs 26-09 and 30-09. This waiver will apply to Program Year 2012 and subsequent years.

In Florida, incumbent worker training is a proven strategy to help current employers retain employment and avoid layoffs through skills upgrade training. Since 2005, the state has made effective use of a succession of waivers allowing the use of local funds for incumbent worker training. This is even more critical in today's economy as Florida has suffered a net loss of almost 750,000 jobs since reaching peak employment in April of 2007. It has also proven to be a more cost effective strategy over retraining. The current average cost to provide incumbent worker training is \$495 per participant compared to a retraining cost that in some cases can exceed \$10,000. Additionally, with incumbent worker training, workers are often able to advance their careers thereby opening up positions for others that are less skilled, thus creating new job opportunities for low-income participants.

A. Statutory or Regulatory Requirements to be Waived

The state of Florida is requesting a waiver to permit Regional Workforce Boards to conduct allowable statewide activities, to wit incumbent worker training, as defined under WIA Section 134(a)(3) with up to 20 percent of local WIA Dislocated Worker formula funding as part of a layoff aversion strategy.

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 providing incumbent 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 employers' demand for an educated and skilled workforce. Investing public resources to support technical skills training of incumbent workers is a practical layoff aversion strategy for the state. It retains good jobs in the economy and critical industries in the region and can lead to the 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 provide training as part of a local layoff aversion strategy. Additionally, as appropriate, local programs must be patterned after the state level program,

which is mandated by Section 445.003 of the Florida Statutes and includes the following provisions that should 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:

In April of 2012, Florida's unemployment rate was at 8.3 percent still higher than the US rate of 7.7 percent. The majority of Florida counties (40 out of 67) have an unemployment rate above the US level and five counties are still in double digits. While the rate of job loss has tapered off in the state, it is still imperative to keep businesses competitive and most importantly to retain them in the state by 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 Central Florida.

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. Additionally, established local partner networks involving the Regional Workforce Boards, economic development agencies and local businesses are the best source for recognizing early signs of possible layoffs.

C. State or Local Statutory or Regulatory Barriers

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

D. Descriptions of 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

A draft of the State Plan, including the requested waivers, will have been posted at least two months prior to its submission to the Secretary, with instructions for submitting comments, and is widely distributed to workforce partners throughout the state. Access to information about the State Plan and the processes associated with its preparation and submission is prominently posted on the websites of Workforce Florida and the Department of Economic Opportunity.

The state's request to enable 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. 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.

Workforce Florida Inc. and the Department of Economic Opportunity, as the state administrator and overseer of WIA funds, will monitor the implementation of this waiver and the use of funds by the local areas. 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.

**STATE OF FLORIDA
WORKFORCE INVESTMENT ACT
WAIVER REQUEST**

RAPID RESPONSE FUNDING FOR ALLOWABLE STATE LEVEL ACTIVITIES

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 allow up to 20 percent of its state-level rapid response funds as described by WIA Section 133 (a) (2) to be used for allowable state-level activities (non administrative).

A. Statutory or Regulatory Requirements to be Waived

The state of Florida is requesting a waiver to permit the use of up to 20 percent of rapid response funds to conduct allowable statewide activities, to wit incumbent worker training, as defined under WIA Section 134(a)(3) as part of a layoff aversion strategy. This waiver will apply to Program Year 2012 and subsequent years.

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

This waiver provides Workforce Florida the opportunity to more effectively address layoff aversion by providing incumbent 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 employers' demand for an educated and skilled workforce. Investing public resources to support technical skills training of incumbent workers is a practical layoff aversion strategy for the state. It retains good jobs in the economy and critical industries in the region and can lead to the 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.

The state level program, which is mandated by Section 445.003 of the Florida Statutes, includes the following provisions:

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:

In April of 2012, Florida's unemployment rate was at 8.3 percent still higher than the US rate of 7.7 percent. The majority of Florida counties (40 out of 67) have an unemployment rate above the US level and five counties are still in double digits. While the rate of job loss has tapered off in the state, it is still imperative to keep businesses competitive and most importantly to retain them in the state by 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 Central Florida.

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. Additionally, established local partner networks involving the Regional Workforce Boards, economic development agencies and local businesses are the best source for recognizing early signs of possible layoffs.

C. State or Local Statutory or Regulatory Barriers

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

D. Descriptions of Individuals Impacted by the Waiver

All WIA customers will be positively affected by the adoption of the above requested waiver. In the ever-changing climate, the flexibility afforded in this waiver will increase the efficiency with which the state can respond to anticipated job losses. Increased numbers of individuals that are in need of service will be provided service.

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

A draft of the State Plan, including the requested waivers, will have been posted at least two months prior to its submission to the Secretary, with instructions for submitting comments, and is widely distributed to workforce partners throughout the state. Access to information about the State Plan and the processes associated with its preparation and submission is prominently posted on the websites of Workforce Florida and the Department of Economic Opportunity.

Workforce Florida Inc. and the Department of Economic Opportunity, as the state administrator and overseer of WIA funds, will monitor the implementation of this waiver and the use of funds by the local areas. 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.

**STATE OF FLORIDA
WORKFORCE INVESTMENT ACT
WAIVER REQUEST**

DATA CAPTURE REQUIREMENTS IMPACTING 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 minimize the data capture requirements for employers participating in WIA-funded incumbent worker training programs. Since this training is sought to improve the competitiveness of both the employer and the worker, data capture requirements should be based on employer application, rather than individual trainee eligibility. This waiver will apply to Program Year 2012 and subsequent years.

A. Statutory or Regulatory Requirements to be Waived

The state of Florida is requesting a waiver to discontinue the collection of the following WIASRD elements for participants enrolled in incumbent worker training: single parent, unemployment compensation eligible status at participation, low income TANF, other public assistance, homeless or runaway, and offender.

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

Greater responsiveness to employers' immediate training needs and greater coordination of state and local workforce and economic development activities. One of the primary reasons why local workforce boards provide incumbent worker training is to improve their regional economies by averting layoffs and upgrading the skills of their existing workforce, thus improving their competitiveness. Additionally, as workers improve their skills and climb the career ladder, it enables the board to backfill those vacancies.

Elimination of excessive administrative requirements. A hindrance to usage of these programs is federal data requirements, which is far too cumbersome, especially for small employers.

C. State or Local Statutory or Regulatory Barriers

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

D. Descriptions of Individuals Impacted by the Waiver

All WIA customers will be positively affected by the adoption of the above requested waiver. Regional Workforce Boards will improve linkages with employers, allowing more workforce services to more individuals.

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

A draft of the State Plan, including the requested waivers, will have been posted at least two months prior to its submission to the Secretary, with instructions for submitting comments, and is widely distributed to workforce partners throughout the state. Access to information about the State Plan and the processes associated with its preparation and submission is prominently posted on the websites of Workforce Florida and the Department of Economic Opportunity.

The state's policy regarding the provision of incumbent worker training as well as the data capture requirements was developed by Workforce Florida. 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 funds in order to achieve the maximum investment of WIA funds. Data capture requirements have been extensively discussed at Regional Workforce Board business liaisons meetings and through Guidance Papers.

Workforce Florida Inc. and the Department of Economic Opportunity, as the state administrator and overseer of WIA funds, will monitor the implementation of this waiver, as they continue to evaluate 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 the financial management tracking system will be reviewed and reported to the local areas and Workforce Florida on a regular basis.

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.

**STATE OF FLORIDA
WORKFORCE INVESTMENT ACT
WAIVER REQUEST**

**USE OF YOUTH WIA FUNDS FOR INDIVIDUAL TRAINING ACCOUNTS FOR OLDER
YOUTH**

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 allow Regional Workforce Boards (RWBs) to appropriately use WIA Youth formula funds to provide training for older youth and out-of-school youth through the use of individual training accounts (ITA), based on a valid needs assessment of interests, skills and aptitudes. This waiver will apply to Program Year 2012 and subsequent years.

Without this waiver, older youth (ages 18 and over) must be enrolled as adults in order to obtain occupational skills training through the use of an ITA. This co-enrollment requirement is a duplicative and unnecessary process which unnecessarily requires Regional Workforce Boards to draw down their adult funds. This waiver would allow older out-of-school youth to select approved ITA programs from the eligible training provider list, while retaining their youth classification. Training costs thus could be charged as out-of-school Youth expenditures, and would not need to be tracked across different funding streams.

A. Statutory or Regulatory Requirements to be Waived

The state of Florida is requesting a waiver of 20 CFR 664.510 on the use of ITAs for older and out-of-school youth participants.

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

Customer choice. This waiver will afford older and out-of-school youth the same opportunity as adults to make informed decisions through the choice of training. It is anticipated that a significant number of older and out-of-school youth will avail themselves of this opportunity.

More effective use of funds to serve out-of-school youth. The waiver will allow Regional Workforce Boards to provide meaningful training activities to out-of-school youth and meet federal requirements to expend 30 percent of youth funds for this population.

Additional flexibility. The waiver provides one more means of providing services to more youth participants based on identified needs.

Elimination of excessive administrative requirements. The waiver eliminates the duplicative and burdensome paperwork requirements associated with co-enrolling participants in adult and youth activities, as well as the burden of additional tracking and reporting of activities, expenditures and outcomes., and frees front-line staff to provide substantive case management services.

C. State or Local Statutory or Regulatory Barriers

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

D. Descriptions of Individuals Impacted by the Waiver

This waiver will directly impact older and out-of-school WIA-eligible youth, allowing them to benefit from an ITA. These youths' needs will be met more quickly without unnecessary paperwork or tracking.

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

A draft of the State Plan, including the requested waivers, will have been posted at least two months prior to its submission to the Secretary, with instructions for submitting comments, and is widely

distributed to workforce partners throughout the state. Access to information about the State Plan and the processes associated with its preparation and submission is prominently posted on the websites of Workforce Florida and the Department of Economic Opportunity.

This request was developed as a result of concerns expressed by local areas. As with all major workforce policies, the state has solicited dialogue from Regional Workforce Boards which overwhelmingly supported this request.

Workforce Florida Inc. and the Department of Economic Opportunity, as the state administrator and overseer of WIA funds, will monitor the funding of ITAs for older and out-of-school youth. The Department already has monitoring processes to ensure compliance with this waiver.

**STATE OF FLORIDA
WORKFORCE INVESTMENT ACT
WAIVER REQUEST**

INCREASED CORE SERVICES CAPABILITIES AT LOCAL ONE-STOP CENTERS

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 allow any One-Stop Career Center staff who are funded by either WIA or Wagner-Peyser to perform participant intake and eligibility determination for other supportive workforce programs such as the Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), and Medicaid Programs without having to cost allocate staff-time for each respective program. This waiver will apply to Program Year 2012 and subsequent years.

A. Statutory or Regulatory Requirements to be Waived

The state is seeking a waiver of 20 CFR 662.240(b)(10) to allow the state to continue to consider participant intake and eligibility determination for these TANF, SNAP, and Medicaid as WIA core services that can be paid with WIA funds and not be allocated to those programs.

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

The goal of this waiver is to expand the services offered to customers at local One-Stop Career Centers without having to enter into unnecessary funding agreements. These services are consistent with the type of core services envisioned under WIA. The waiver will allow the state's Regional Workforce Boards to provide a needed service to its one-stop customers without having the administrative burden of cost allocation or the need to continually execute new funding agreements with the state entity responsible for those programs.

C. State or Local Statutory or Regulatory Barriers

There are no state or local statutory or regulatory barriers to implementing the proposed waiver.

D. Descriptions of Individuals Impacted by the Waiver

One-Stop customers will benefit from an increased level of services available at the "One-Stop Career Centers" thereby eliminating the need for them 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 will also increase the number of individuals coming into the One-Stop Centers thus increasing the number of individuals who can benefit from the workforce services offered at the One-Stop Career Centers.

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

A draft of the State Plan, including the requested waivers, will have been posted at least two months prior to its submission to the Secretary, with instructions for submitting comments, and is widely distributed to workforce partners throughout the state. Access to information about the State Plan and the processes associated with its preparation and submission is prominently posted on the websites of Workforce Florida and the Department of Economic Opportunity.

This request was developed as a result of concerns expressed by local areas. As with all major workforce policies and procedures, the state has solicited dialogue and input from Regional Workforce Board.

Workforce Florida Inc. and the Department of Economic Opportunity, as the state administrator and overseer of WIA funds, will monitor the use of funds by local areas. The Department already has monitoring processes to ensure compliance with this waiver. Review of the implementation and application of the policy will regularly be placed on the agenda of public meetings of the State Board

and regularly scheduled meetings of the Board members and staff, with partner agencies, representatives of Regional Workforce Boards, One-Stop operators and other partners.

**STATE OF FLORIDA
WORKFORCE INVESTMENT ACT
WAIVER REQUEST**

**USE OF NON-MERIT STAFF FOR DELIVERY OF LABOR EXCHANGE ACTIVITIES
FUNDED UNDER THE WAGNER-PEYSER ACT**

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 of 20 CFR Sections 652.215 and 652.216 that require the use of state merit based staff to delivery traditional labor exchange activities funded under the Wagner-Peyser Act. Florida has made great strides in restructuring its workforce service delivery system to move away from the programmatic and financial “silos” inherent in a fragmented delivery system and to achieve a truly integrated network of One-Stop Career Centers and services. The requested waiver will allow the state to more concretely integrate the delivery of services at its one-stop centers by eliminating

A. Statutory or Regulatory Requirements to be Waived

20 CFR Sections 652.215 and 652.216 that require that labor exchanges services must be provided by state merit staff employees.

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

Florida has been pro-active in the empowerment of Regional Workforce Boards and the decentralization of service-delivery decision-making. In so doing, the state has distributed the maximum levels of funding and day-to-day operational flexibility to the regions and their contracted One-Stop providers. This has included Workforce Investment Act (WIA) funds, Temporary Assistance to Needy Family (TANF) funds, Food Stamp Employment and Training (FSET) funds, Trade Adjustment Act (TAA) funds, and certain WP and Unemployment Compensation funds, allowing the local boards/providers to decide what employees to hire, what skill level to recruit, how to train, supervise, discipline, direct and terminate as needed.

A key obstacle to the state’s effort to truly integrate service delivery at the local level is the inability to integrate Wagner-Peyser funded staff with other one-stop center staff. The foundation for the one-stop centers is the staff members that provide basic core services and those services are primarily delivered by WIA and Wagner-Peyser funded staff. Unlike other One-Stop Career Center partner services, WP and WIA unassisted and assisted core services are virtually indistinguishable as it relates to customer service. The state agency and the RWBs and One-Stop Career Center providers have been largely successful in developing processes and agreements to work around a wide variety of impediments (such as disparate wages, working hours, employee benefits, and other 15 working conditions for One-Stop staff) but the requested waiver would streamline these procedures and allow regions to manage their local one-stop center staff holistically without these impediments. These challenges exist for all One-Stop Career Center partners and include morale and disciplinary problems due to disparate wages, hours, benefits and other working conditions for One-Stop staff who are essentially doing the same customer service work.

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 the policy. The policy is in accord with the intent of state statutes enacted to implement WIA and to integrate the delivery of workforce services through the network of One-Stop Career Centers. Further, this waiver supports the WIA Reauthorization vision of the U.S. Department of Labor as described in the proposed rule in the December Federal Register.

Additionally, the Agency for Workforce Innovation has annually secured state-level authority to accommodate any waiver approved by the Department.

D. Description of the Individuals Impacted by the Waiver

All one-stop customers will be positively affected by the waiver and its resulting adoption of the above-referenced policy and improved integrated services.

Elimination of dual payroll, human resources and related costs for maintaining two sets of overhead mechanisms will reduce overall administrative expenditure, thereby freeing up funds for additional training and workforce services for employers and job seekers.

Current state agency employees providing WP services on state payroll will be shifted to local payrolls and will then be eligible for the same benefits, wages, terms and conditions of employment as other One-Stop staff paid with WIA, TANF or other funds. Local One-Stop operators will benefit from having consistent and direct control and accountability for all staff providing services to the public and producing the performances for which RWBs and providers are held responsible. The transition will be achieved in the similar manner as when Private Industry Councils and state staffed local direct services were divested and placed under contracted One-Stop operators, also noting that many former state “merit-staff” employees have already individually made such personal transitions. Several years ago, Florida successfully transitioned the TANF-funded services from state merit staff to the RWBs. In recent years, the Department of Economic Opportunity has also transitioned FSET, TAA and certain Reemployment Assistance support services to the boards as well. Only WP program staff (including veterans’ program staff) remain outside of this system. Again, from the standpoint of customer service, One-Stop customers will benefit from the complete integration of WP into the service delivery scheme by the removal of artificial staff barriers to services. This applies not only to better integration with WIA customers, but also TANF, FSET, Reemployment Assistance and TAA customers.

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

A draft of the State Plan, including the requested waivers, will have been posted at least two months prior to its submission to the Secretary, with instructions for submitting comments, and is widely distributed to workforce partners throughout the state. Access to information about the State Plan and the processes associated with its preparation and submission is prominently posted on the websites of Workforce Florida and the Department of Economic Opportunity.

The state request for this waiver has been fully announced, discussed, debated and open to public comment for several years. The waiver request is supported by Workforce Florida, Inc., Board and the local/RWBs also support the request noting the administrative difficulties resulting from attempting to offer “seamless” integrated services provided partially by employees on someone else’s payroll.

The implementation of this policy will be monitored by Workforce Florida, Inc., and the Department of Economic Opportunity as they continue to monitor all WIA performance and the progress toward 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, Inc., on a regular basis. Review of the implementation and application of the policy will regularly be placed on the agenda of public meetings of the Workforce Florida State Board and regularly scheduled meetings of the Board members and staff, with partner agencies, representatives of RWBs, One-Stop operators and other partners.

PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of WIA Title I Grant Recipient Agency:

Grant Recipient Agency: Department of Economic Opportunity
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: Hunt.Deutsch@deo.myflorida.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 Workforce Florida, Inc.	Hunt Deutsch, Executive Director Department of Economic Opportunity
Address:	Suite 1 1580 Waldo Palmer Lane Tallahassee, FL 32308	Suite 100 – Caldwell Bldg. 107 East Madison Street Tallahassee, FL 32399-6545
Telephone Number:	850-921-1119	850-245-7298
Facsimile Number:	850-921-1101	850-921-3223
E-mail Address:	chart@workforceflorida.com	Hunt.Deutsch@deo.myflorida.com

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

WP Grant Recipient: Department of Economic Opportunity
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: Hunt.Deutsch@deo.myflorida.com

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

Signatory Official: Hunt Deutsch, Executive Director
Address: Department of Economic Opportunity
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: Hunt.Deutsch@deo.myflorida.com

Name and Title of the State Labor Market, Workforce Information, or Research Director:

State Labor Market Director: Rebecca Rust, Chief Economist and Labor Market Statistics Director
Department of Economic Opportunity
Suite G-020 – Caldwell Building
107 East Madison Street
Tallahassee, FL 32399-4111

Telephone Number: 850-245-7257
Facsimile Number: 850-245-7204
E-mail Address: Rebecca.Rust@deo.myflorida.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. Later 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 9/13/12