

2010-2015 STRATEGIC PLAN FOR WORKFORCE DEVELOPMENT
December 2009



Creating The Strategy for Today's Needs and Tomorrow's Talent



Workforce Florida Inc.

STRATEGIC PLAN: *Creating the Strategy for Today's Needs and Tomorrow's Talent*

December 2009

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Workforce Florida Inc. Board of Directors *Statement of Intent* Regarding Formation and Use of Five-Year Strategic Plan

Workforce Florida Inc.'s (WFI) five-year strategic plan, *Creating the Strategy for Today's Needs and Tomorrow's Talent*, is intended to ensure Board, staff, partners and stakeholders are continuously oriented to what matters most for Florida's talent competitiveness. The strategic plan was formed and launched during a period of severe recessionary conditions and structural economic change. The Workforce Florida Board continues to confront the challenges of getting Floridians back to work while focusing on the most promising near and long-term opportunities to diversify our state's economy. The Board intends to lead by example through collaboration with key agencies and organizations, the activation and engagement of a Talent Supply Chain Team and sound change management. It is the Board's intent to achieve the plan's strategic goals and primary achievements in the five-year period 2010-2015; and it calls for focused, milestone-oriented operating plans that commit resources to these objectives.

More and more, Florida will compete, grow business, innovate and create individual, family, enterprise and community wealth through TALENT. We intend to act on this assumption in all we do.

THE 2009 FLORIDA STATUTES | CHAPTER 445 WORKFORCE INNOVATION 445.006 Strategic and Operational Plans for Workforce Development

- 1) Workforce Florida Inc., in conjunction with state and local partners in the workforce system, shall develop a strategic plan for workforce, with the goal of producing skilled employees for employers in the state. The strategic plan shall be submitted to the Governor, the President of the Senate, and the Speaker of the House of Representatives by February 1, 2001. The strategic plan shall be updated or modified by January 1 of each year thereafter. The plan must include, but need not be limited to, strategies for:
 - (a) Fulfilling the workforce system goals and strategies prescribed in s. 445.004;
 - (b) Aggregating, integrating, and leveraging workforce system resources;
 - (c) Coordinating the activities of federal, state, and local workforce system partners;
 - (d) Addressing the workforce needs of small businesses; and
 - (e) Fostering the participation of rural communities and distressed urban cores in the workforce system.

Plan Summary and Commitment to Accessibility

Workforce Florida Inc. is the principal workforce policy organization for the state and is in the business of designing and implementing strategies that help Floridians enter, remain in and advance through the workplace, becoming more highly skilled and successful. This benefits these Floridians, Florida businesses and the entire state, and assists in developing the state's business climate (s. 445.004(2) Florida Statutes).

The 2009 strategic planning process was designed pursuant to s. 445.006, Florida Statutes, and at the direction of the Workforce Florida Board. On August 13, 2009, the Workforce Florida Board commissioned its Strategy Council to commence a process titled *Creating the Strategy for Today's Needs and Tomorrow's Talent*. The Board issued a Statement of Intent and Guiding Principles to guide the process. The economic development and public affairs firm of Fairfield Index Inc. was retained to provide program management, moderation, framework support and documentation of the process. During the five-month process, the Strategy Council engaged in multiple tiers of inquiry, including eight meetings of the Council (seven of which were face-to-face), virtual roundtables on key issues (digitally recorded for on-demand, online replay), integration into related events and symposia, virtual Web streamed interviews and feedback roundtables in support of the drafting the plan. The Board also was provided with an in-depth update during its November 5, 2009, Board meeting. The strategic plan was approved by Workforce Florida's Executive Committee on December 16, 2009. In the interest of ensuring the plan guides Workforce Florida's work as a living document for the coming five years, the planning process title also the plan's title.

The Statement of Intent for the planning process follows:

More and more, Florida will compete, grow business, innovate, and create individual, family, enterprise and community wealth through TALENT. Collaboration among all partners engaged in the Talent Supply Chain is essential if we are to understand and anticipate employers' needs of today and in the new economy.

It is the intent of Workforce Florida to launch a strategic planning process through the coordination of its Strategy Council, the oversight of the Board of Directors, identification and publication of key milestones and a commitment to transparency.

During a period of approximately five months, the Strategy Council will:

- Honor, assess and carry through, as appropriate, the **values and principles of Re-iMagine**, the 2005 - 2010 Strategic Plan
- **Reach out** to experts, leaders, partners and enterprises with full Board support
- **Ask the tough questions**
- Consider and recommend the best **pathways toward raising the bar in performance** of the Florida Workforce Delivery System
- Consider and recommend the **right targets to improve overall performance** for Workforce Florida
- Encourage system **flexibility and response to changes** in technology, demand and markets
- Leverage current resources and **explore new resources** in alignment with strategic priorities
- Promote, replicate and scale **best practices**
- Ensure **leadership to strengthen Florida's Talent Supply Chain**
- Ensure **transparency** of calendars, milestones and exploration

- Test, through partner outreach, approaches to the formation and engagement of a **Talent Supply Chain Team for Florida in 2010**
- Build and recommend a **Strategic Plan for Workforce Florida Board** consideration by mid-November 2009
- Work carefully with all key partners to ensure an aligned and action-provoking submission of ideas, leadership and alignment into the **State Strategic Plan** by December 31, 2009
- Identify early stage pilots, projects and initiatives to **promote implementation and effectiveness**
- **Integrate the Strategic Plan**, as approved, as the Board's primary orienting, agenda management and tracking resource; with plans for **periodic, data-driven assessments, annual updates and continuous improvement**

The Workforce Florida Board is committed to following project milestones and removing obstacles to performance when called upon; and is especially interested in Council consideration of the following questions:

1. How do we encourage and help unify partners in and around a Talent Supply Chain Team?
2. Where should we raise the bar in the performance of our own enterprise, Workforce Florida, as well as the overall Workforce Delivery System over the next five years?
3. What are the best approaches to addressing recessionary conditions and getting Floridians back to work?
4. What are the best approaches to taking on potential structural changes in the industry demand side?
5. What is the best, Board-level dashboard for tracking progress and success?

The Guiding Principles for the planning process included:

- **Documentation.** Document Key Steps and Milestones throughout Planning Process
- **Transparency.** Ensure Documentation is in Plain View
- **Clarity.** Balance the need to Address a Complex System with Clarity, Outlines, Summaries, Assumptions and Decision Points
- **Common/Shared Language.** Define and Re-define Key Terminology such as "Demand-Driven," "Talent Supply Chain" and "Universal Customer Access"
- **Ask the Tough Questions.** Create an Environment of Inquiry
- **Implementation.** Ensure Strategic Plan Work Product is Actionable, Measurable and Accountable
- **Theory to Action.** Encourage Testing and Piloting of New Concepts, Solutions and Partnerships
- **Collaboration.** Seek Ideas, Measures, Perspectives, Shared Accountabilities, Linkage(s) with Key Partners in Florida's Talent Supply Chain
- **New Venues and Approaches.** Go to the Source, the Experts and the Discussion on the Terms and Calendars of Partners; Broaden Information Gathering Resources
- **Respect.** Honor Opinions and Insights; Seek out Innovative Ideas; Stay on Schedule
- **Dual Approach.** Focus on Needs of Today and Economic Transformation of the Future
- **Flexibility.** Help Workforce Florida and Other Participants in Talent Supply Chain Respond to Changing Conditions and New Opportunities
- **Best Practices.** Seek out and Advance Successes
- **Unique Assets.** Understand and Promote Florida's Unique Assets and Values

The five-month planning process took place during a period of:

- Serious recessionary conditions, including a state unemployment rate of 11.5% during November 2009, preceding strategic plan approval (see Index Item III - Situation Assessment)
- Parallel strategic planning by other leadership organizations, including Space Florida and the Florida Department of Education
- Drafting of the *Roadmap to Florida's Future* (the *Roadmap* is Florida's economic development plan developed by Enterprise Florida Inc. (EFI), the state's primary organization devoted to statewide economic development and mandated to develop the statewide strategic plan for economic development)
- Launch of STEMflorida and the Florida STEM Council (an initiative dedicated to the science, technology, engineering and math capabilities of Florida's students)
- Growing interest in developing a shared scorecard to align agencies and enterprises around competitive measures and targets (the Florida Chamber launched www.TheFloridaScorecard.com during the planning process)
- Increasing interest in green jobs and green industries (including the due diligence of the Workforce Florida Sustainability and Infrastructure Committee and its report *Defining Green Jobs for Florida*)
- Stepped-up pressures on small businesses and entrepreneurs

During the Strategy Council's eight sessions (see Appendix D for complete Session Notes) members and guests had the opportunity to discuss Florida's most pressing needs, best projects and potential interagency alignment. The process attracted the participation of many top practitioners and leaders in education, economic development and workforce as well as leaders and advisors from industries.

As the Strategy Council recorded assumptions and insights, a number of opportunities began to enter into every session and every topic. These items ended up playing a dominant role in how the plan was organized (Framework), what goals and objectives matter most during the next five years and what kind of measures and milestones need to reach the Board level (Achievements).

**Focusing on Target Industry
Clusters and the Emerging
*Roadmap to Florida's Future***

The Strategic Plan Adopts Target
Industry Clusters

**Understanding and Management
of Florida's Talent Supply Chain**

The Strategic Plan Adopts a
Definition that was Drafted and
Tested with Leaders from across
Florida

**Reinforcing Commitment to
Demand-Side System, i.e.,
Recognizing the Best
Information Regarding Real Jobs
of Today and the Future Must
Come from Employers**

The Strategic Plan Deepens
Industry Knowledge, Improves
Access to Workforce Data and
Enhances Workforce Florida's
Ability to Anticipate Change; and
Calls for National and State Leader-
ship so the Value and Impact of
Demand-Side Behaviors are
Understood and Supported

**Ensuring STEM is a Dominant,
Successful and Sustainable
Agenda Item**

The Strategic Plan Reinforces
Florida's STEM Focus and Ensures
Continuous Board Review and
Action among Many Agencies
and Enterprises

**Backing Up Expectations with
Action**

The Strategic Plan Requires
Proof of Action

**Opening and Improving
Communications and Planning
Channels with Collaborative
Partners**

The Strategic Plan Requires Sharing
and Comparison of Resources and
Strategies between and among Key
Agencies and Enterprises

**Securing the Most Useful and
Up-to-date Data on Florida's
Workforce and the Needs of
Business**

The Strategic Plan Calls for a New
Analysis

Creating a Talent Supply Chain
Team for Florida as a Way to Map
and Improve How All Participants
Impacting the Lifelong Quality
and Competitiveness of Talent
(such as Training and Certification
Providers, Career Counseling,
Education, Ready to Learn, Higher
Education, K-12 and Service
Providers to Disadvantaged
Populations Working Together)

The Strategic Plan Calls on Work-
force Florida to Act as a Convener
and Ensures a Speedy and Effective
Formative Process

Putting the Workforce Florida
Board and Collaborative
Partners in a Position to be
Constantly Re-oriented to
Changing Conditions and
Employers' Needs

The Strategic Plan Makes
Orientation a Dominant Agenda
Item, Ensuring Better Data-Driven
Decision Making at the Board Level

The Workforce Florida Strategic Plan is organized in a Framework that is designed to:

- ➡ Relate the Workforce Florida Enterprise to existing and future collaborative partners
- ➡ Anticipate breakthroughs in a shared scorecard for a wide range of leadership organizations throughout Florida
- ➡ Provide clarity of goal and achievement to staff and partners as they craft operations plans
- ➡ Empower staff, partners and others to respond to a call for operation plans with flexibility, tenacity and innovation
- ➡ Articulate strategic goals and achievements to promote alignment
- ➡ Relate to the strategic leadership and due diligence of other organizations
- ➡ Recognize what the Workforce Florida enterprise wants but is unable to do by itself
- ➡ Honor and respond to the Workforce Florida Board's Statement of Intent for the planning process

Framework

The Framework is not an organizational chart. It is a collaborative tool designed to focus limited resources on the most promising opportunities for Florida, and is the natural extension of the work of the 2005-2010 strategic plan. It is dependent on recurring updates and situation assessments, sound Board orientation and annual updates.

The graphic representation of the Framework includes eight interrelated parts. The strategic plan focuses on items 1, 2, 3 and 4. See the key on page 9 linking this narrative to the Framework graphic.

- 1. Emerging Florida Scorecard/Aspirations.** During the planning process, it was clear that the potential for a cross-agency/enterprise scorecard for Florida could be a reality within 12 months. Workforce Florida has aspirations for Florida and its regions that reach far beyond the resources and capabilities of one enterprise. The Workforce Florida Policy Statement on Emerging Florida Scorecard/Aspirations follows:

During the planning process for Workforce Florida's five-year strategy (3rd and 4th quarters 2009), it became clear that the opportunity to inform and support an emerging, shared statewide scorecard, and resulting shared targets, is of vital importance to Florida's competitiveness. Many of the assumptions and aspirations that drove the formation of the strategic plan require the efficiencies, leverage and teamwork promoted through a shared statewide scorecard (and targets). Our aspirations for Florida, where Workforce Florida plays a leading role, include: **a diversified economy based on confident, satisfied and thriving enterprises in our legacy and target industry clusters (and resulting value job creation); an innovation and knowledge-based economy; and a top-notch, global reputation for talent.** Workforce Florida is committed to do its part in providing resources for a shared scorecard in the areas where we are accountable and equipped to help, and support collaboration in areas where others must lead.

- 2. Florida's Talent Supply Chain Team.** Workforce Florida must be a convener and operational supporter of a cross agency/enterprise leadership team dedicated to mapping, management and reform of Florida's Talent Supply Chain. This appears to be the first of its kind in the United States. The definition of Talent Supply Chain Team for Florida follows:

Florida's Talent Supply Chain is a system of resources and infrastructure that prepares people, on a lifelong basis, to advance the needs of enterprises of all scales, sizes and sectors. Like other supply chains, excellence is achieved through customer satisfaction, on-time delivery, reliability, foresight and seamless coordination and process improvement among and between all participants in the chain. In Florida, people are participant-owners in the chain, by exerting their own transformative abilities to learn, apply knowledge and create wealth.

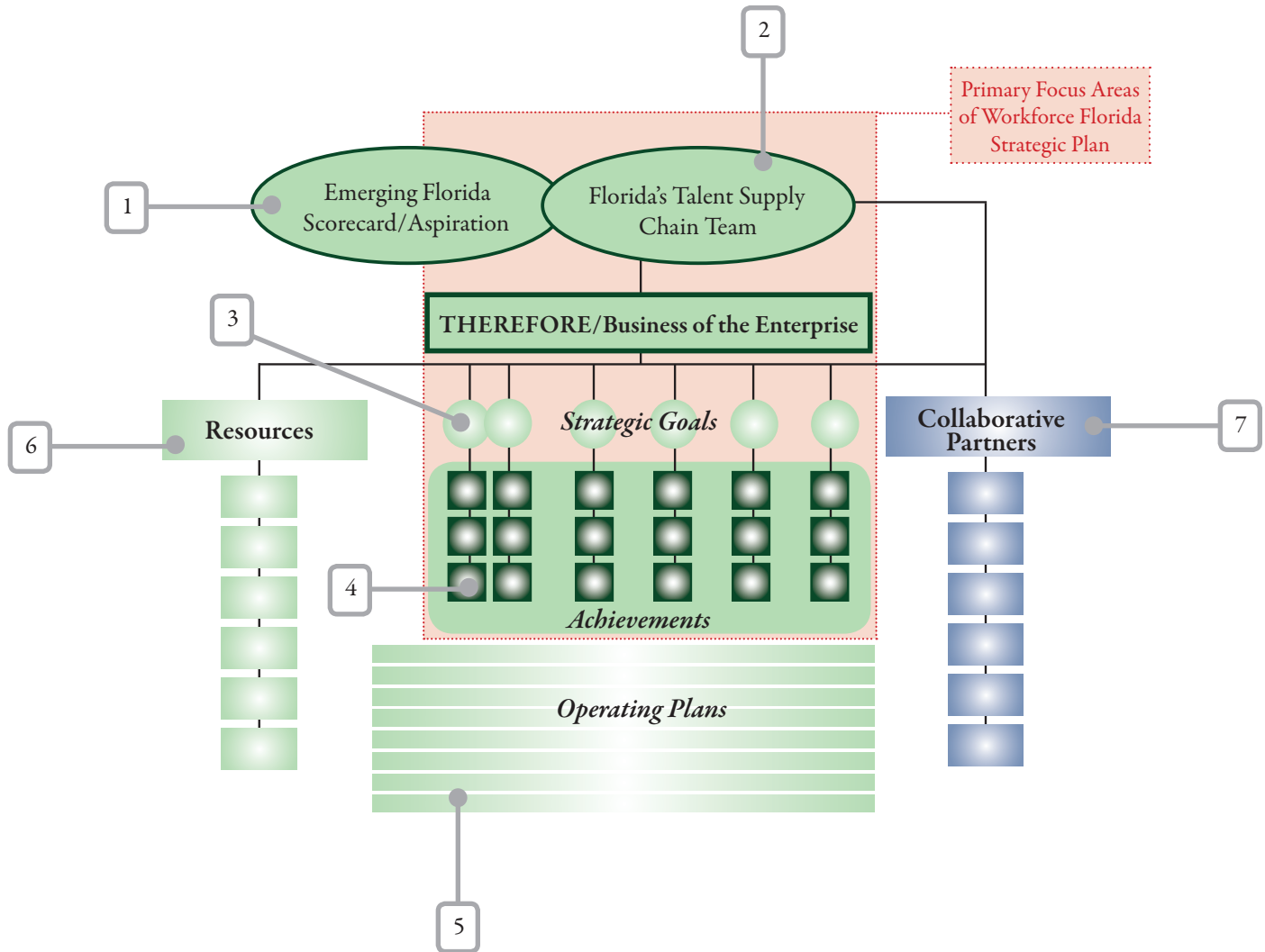
- 3. Strategic Goals.** The strategic goals of the plan represent the intent and focus of the Workforce Florida Board. They, as a matter of Board policy, are achievable. Unlike the Emerging Scorecard/Aspirations, they are under the control and leadership of the Workforce Florida Board. They are distinguished with adjectives such as "world-class," "outstanding" and "top" in order to promote the questions "how so?" and "how do you know?" They force the formation of Achievements. Strategic goals are interdependent and of equal priority. They orient all to the most important business of the Workforce Florida enterprise. In substance, they represent what the Workforce Florida Board believes to be the best combination of successes and characteristics to advance a demand-driven system, diversify the economy, build a global reputation for talent and utilize federal and state resources to help Floridians engage in the new economy.

- 4. Achievements.** Achievements are implied by strategic goals and vice versa. They define the strategic goals and qualify the adjectives. Over the life of the plan, they are proof of progress toward each goal. Because of the complexity of Workforce Florida projects, customers and compliance issues, achievements may include traditional metrics, marketing, desired policy language, research and behavioral indexes.

The Strategic Goals and an overview of Achievements (items 3 and 4 above) follow:



- 5. Operating Plans.** Approval of the strategic plan requires operational response. Projects, task forces, teams, councils, initiatives, departments and staff members must identify the leaders, resources and tactical steps required to make strategic goals and achievements possible. Once aligned with the framework, operating plans allow for creative Board interventions, reform and analysis. A full, year-one strategy-to-operation merger is expected by May of 2010.
- 6. Resources.** Resources include all infrastructure, systems, contracts and contractors and budgets, which could potentially respond to, support or assist with operating plans.
- 7. Collaborative Partners.** Over time, any agency/enterprise sharing or potentially sharing strategic goals and/or achievements with Workforce Florida becomes a collaborative partner. Workforce Florida's Statements of Intent for both the planning process and for implementation of the plan include the statement: *More and more, Florida will compete, grow business, innovate and create individual, family, enterprise and community wealth through Talent. We intend to act on this assumption in all we do.* As other agencies/enterprises reach this conclusion, Workforce Florida is receptive to leveraging resources, sharing scorecards and ensuring the best-equipped organization or team is taking the lead on critical issues.



Accessibility

The 2009 planning process was distinguished by its transparency. Virtually every conversation, document and Strategy Council Session was posted in an online ToolKit. This process was designed to promote conversation, assumptions and insights. Resources in the online ToolKit informed the resulting plan and framework, but should not be substituted for or recognized as the strategic plan.

Workforce Florida will continue its commitment to transparency, but the Framework also requires a related commitment to accessibility. This means the merger of operation-to-strategy resources must take place as early as possible in Year One (2010). The fully merged plan will be indexed at www.WorkforceFlorida.com. In the interim, the strategic plan will be posted and indexed at the site. Workforce Florida Board agendas, beginning in 1st quarter 2010, will be organized in the context of the strategic plan and its strategic goals. Workforce Florida Board orientations will be shaped by the strategic plan, and inquiries of Board members and Councils must flow into relevant subject matter in operating plans.

Situation Assessment

SUMMARY

This Situation Assessment provides several categories of data, trends and commentary that played a strong role in the formation of the strategic plan. These categories provide a snapshot of Florida's current economic climate, indicate the diversity and unique aspects of Florida's labor pool and provide context for the reader to understand the environment in which the strategic plan was developed. The Workforce Florida Board recognizes the need to help Floridians get back to work, respond to the ongoing structural changes in the economy and address employers' changing talent requirements. At the time of publication, Florida and the nation are operating within a severe global economic crisis. A series of new data is anticipated from the 2010 U.S. Census. It is the Workforce Florida Board's intention to continuously refresh relevant data for initiatives and programs. The complete index of online archival data, presentations, and perspectives is found on page 51.

CURRENT ECONOMIC CLIMATE

Based on May 2009 data from the U.S. Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System, the Bureau of Economic and Business Research at the University of Florida reports Florida's 2007 per capita income level at \$38,417, slightly below the national average of \$38,615. Florida's 2007 per capita income rate shows an increase of \$3,708 from 2005.

UNEMPLOYMENT

The Florida Agency for Workforce Innovation, Labor Market Statistics Center, reported an unemployment rate for Florida in November 2009 of 11.5%; the highest since the November 1975 rate of 11.9%. This rate indicates a significant increase from the November 2008 unemployment rate of 7.3%. The November 2009 national unemployment rate was 10%.

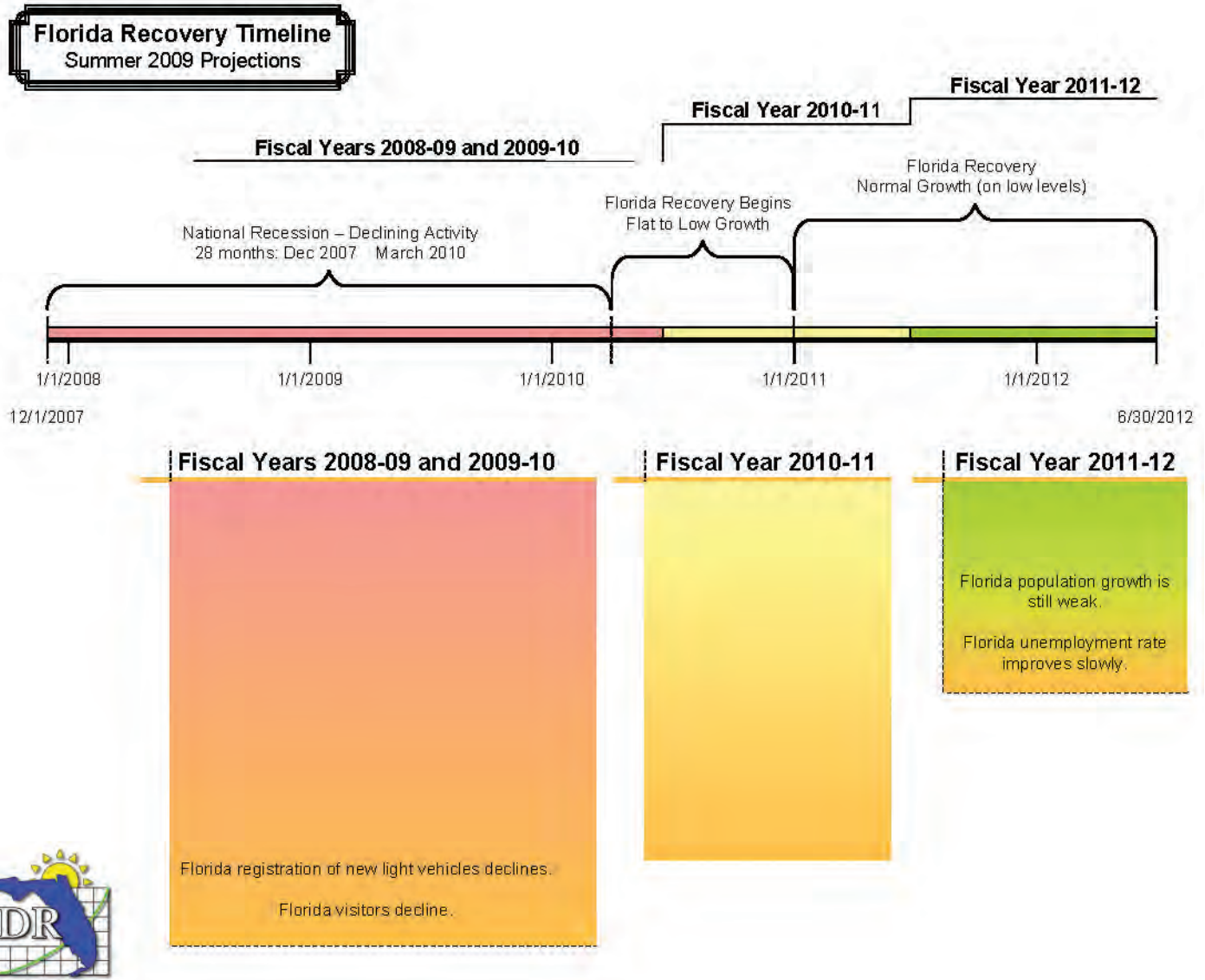
RECESSION - The United States in Recession Since December 2007 with Improvement Anticipated in Summer 2010

"We are seeing some signs of improvement at the national level, improvements in consumer confidence, a slowing in job losses, and some increases in production and shipments of manufactured goods in particular. Many economists believe the national economy may have turned a corner this summer." - Z. Joe Kulenovic, *Senior Director for Strategic and Market Analysis*, Enterprise Florida Inc.

"I think what you have to ask yourselves is how much do you want to try to intervene and shape the economy as opposed to letting it just happen on its own. I mean, what we've relied on in the past, rightly or wrongly, is population growth and we've allowed that to drive the kind of jobs we've created and the kinds of growth we've had in income." - Amy Baker, *Coordinator and Chief Economist* - Office of Economic and Demographic Research, Florida Legislature

"We are trying to marry both our high-demand, high-job-skill and high-wage occupations with those targeted industry clusters from Enterprise Florida. And I think, because of the restructuring, if we're going to be less dependent on high population growth and construction, we have to put our efforts into these emerging sectors." - Rebecca Rust, *Director and Chief Economist* - Labor Market Statistic Center, Florida Agency for Workforce Innovation

[Transcript excerpts from Strategy Council's *Tier 2 Briefing on Florida's Workforce, Economy and Demographic Trends*, in the online ToolKit at www.WorkforceFlorida.com.]



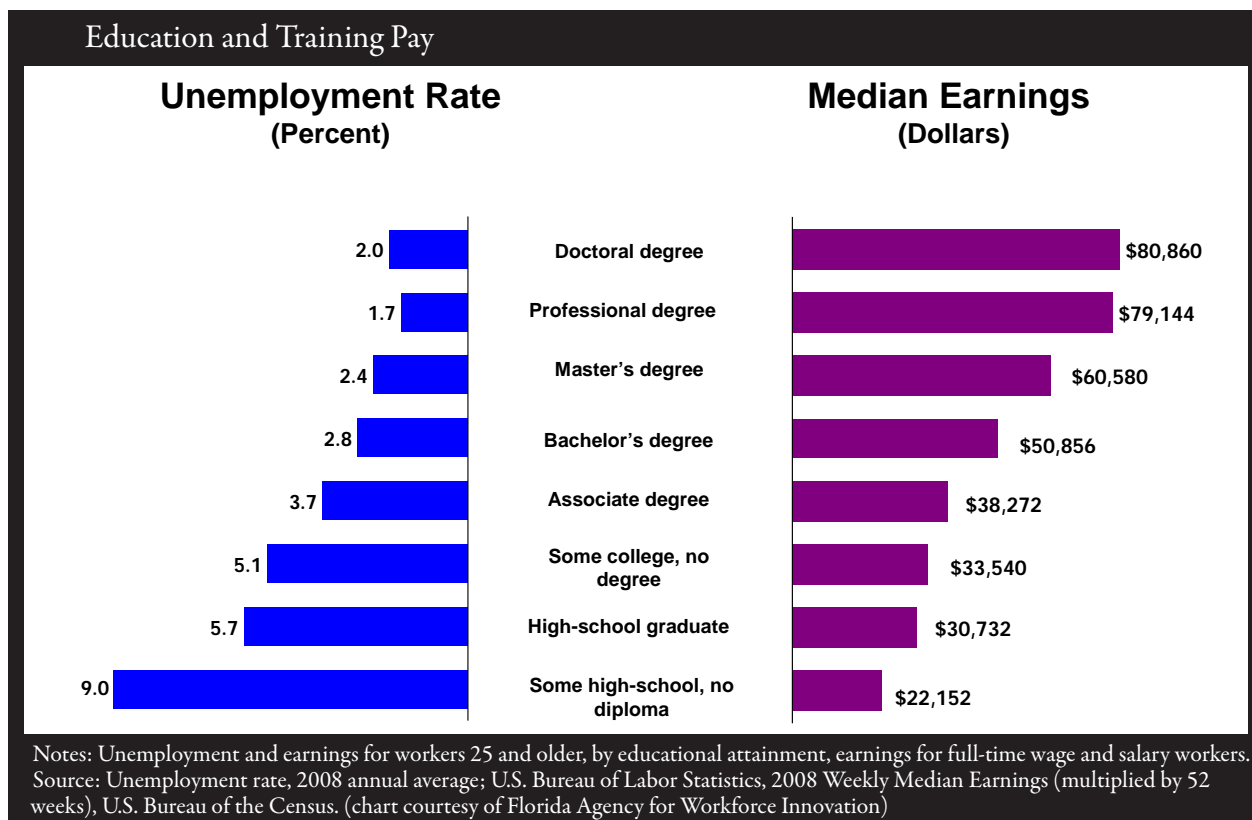
Source: The Florida Legislature Office of Economic and Demographic Research.
Baker, Amy. "Florida: Long Range Financial Outlook." 3 September 2009.

EDUCATION AND TRAINING FOR STRONG EARNINGS

Higher Productivity Leads to Higher Pay

The Florida Department of Education reports the state's high school graduation rate for the 2008-2009 as increased to 76.3% from a lower rate of 69.7% during the 2004-2005 academic year.

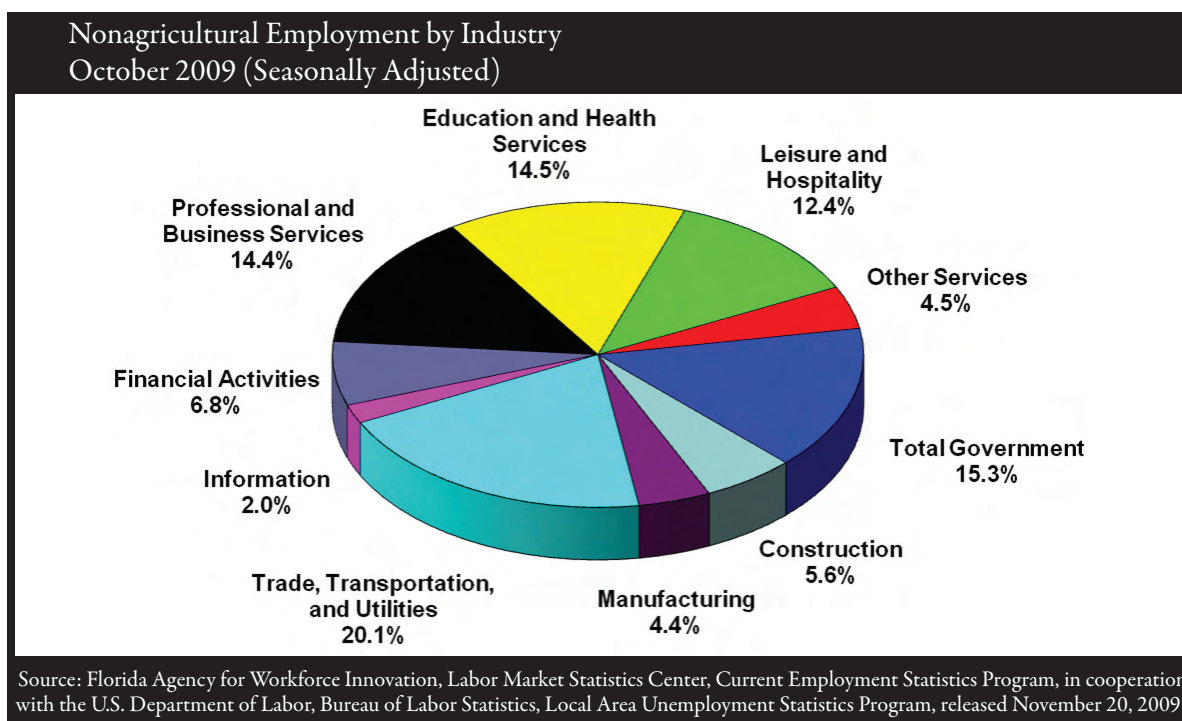
Just as the unemployment rate decreases as a worker's level of education increases, workers' median earnings increase along with educational attainment.



“What could we expect to see? What are the implications of some of the global trends for Florida in the near term? We know from extensive research that we have conducted that companies the world over are right now focused on cost effectiveness, on survival and consolidation, and what they’re really looking for is the value proposition, where can they be - where can they operate most effectively, rather than focus on that great technological breakthrough at this particular time.” - Z. Joe Kulenovic, Senior Director for Strategic and Market Analysis, Enterprise Florida Inc.

[Transcript excerpt from Strategy Council's *Tier 2 Briefing on Florida's Workforce, Economy and Demographic Trends*, in the online ToolKit at www.WorkforceFlorida.com.]

Based on findings from the Agency for Workforce Innovation, in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, Florida's largest employer industries include *Trade, Transportation and Utilities*; *Government*; *Education and Health Services*; *Professional and Business Services*; and *Leisure and Hospitality*.



“Florida’s labor force is large - more than 9 million people. But increasingly it has become difficult for prospective employers to find large pools of workers to support business expansion. Also, like those of many states, Florida’s economy is changing, moving away from the industrial world towards an economy powered by research and development and the prospect of high-wage, high value-added jobs in emerging industries.”

- Tony Carvajal, *Executive Vice President*, Florida Chamber Foundation

[*Florida’s Economic Drivers*. <http://www.flfoundation.com/talent.asp>]

GROWTH AND DIVERSIFICATION

The Florida Legislature Office of Economic and Demographic Research (EDR) estimates Florida's population for April 1, 2009, at 18,750,483, a decrease of 56,736 individuals from the April 1, 2008, estimate. During the 1990s, Florida's growth rate was exceeded only by Texas and California. The Office of Economic and Demographic Research projects a relatively flat growth rate of 0.4 percent for Florida from 2008-2012. Florida's rate of population growth is projected to increase to an average of 1.1 percent, as the state continues on a track to surpass New York as the 3rd most populous state. In 1950, Florida ranked as the 12th most populous state.

The chart at right shows April 1 population for Florida from 1970 through projections for 2030.

One component upon which population growth relies is natural increase, the difference between birth and death rates. The second component is migration. Throughout the 1990s, 14.7 percent of Florida's population growth was due to natural increase, while migration accounted for the remaining 85.6 percent. The Office of Economic and Demographic Research estimates by the year 2010, persons age 19 and younger will comprise approximately 24.4 percent of the state's total population. In 2000, this age group represented 25.3 percent of Florida's population.

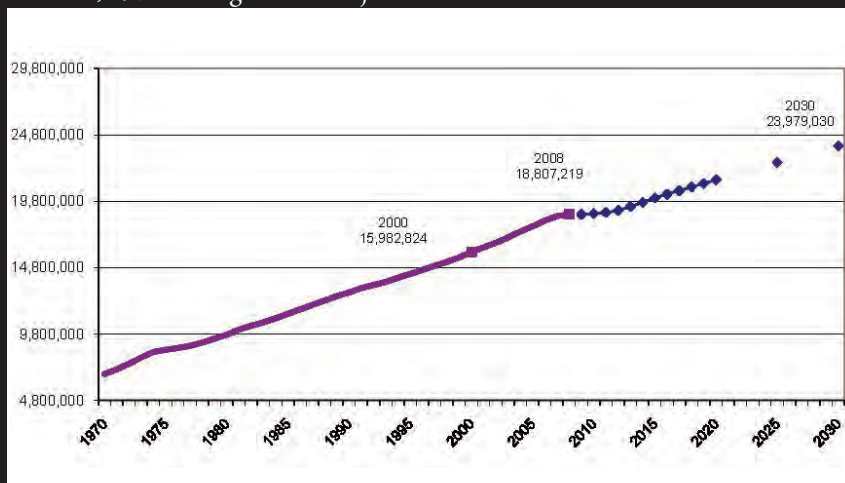
The prime labor force age group has shown slow growth, with an increase of 45 percent during the 1980s and slightly below 29 percent in the 1990s. The growth rate for this demographic is expected to have slowed to 18.4 percent during the 2000s.

Meanwhile, estimates from the U.S. Census Bureau suggest that international migration accounts for approximately 35.2 percent of Florida's net migration.

Florida's diversity has become a stronger characteristic since the 1980s. In 1980, the U.S. Census data indicated 14.7 percent of the state's population was nonwhite. Projections indicate an increase of nonwhite population for the state to 19.7 percent in 2010.

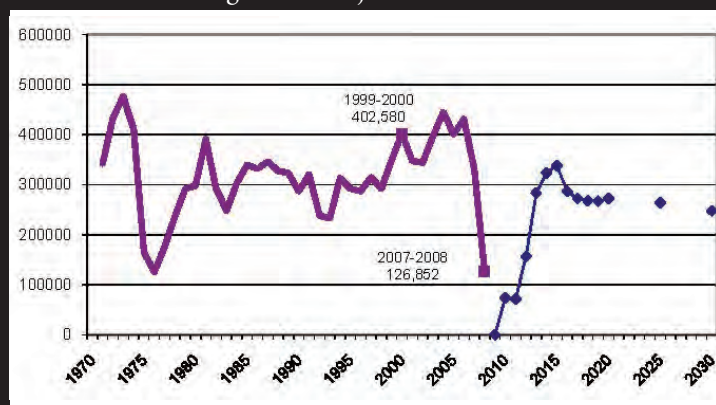
Just as racial diversity is a growing characteristic of the state's population, Florida is becoming increasingly Hispanic (persons of Hispanic origin may be of any race). Hispanic individuals accounted for 8.8 percent of the state's population in the 1980 Census. This percentage is projected to increase to 21.5 percent for 2010.

April 1 Populations
Florida, 1970 through 2020 Projections



Source: The Florida Legislature's Office of Economic and Demographic Research, Florida: Long Range Financial Outlook, September 2008.

April 1 Populations
Florida, 1970 through 2030 Projections



Source: The Florida Legislature's Office of Economic and Demographic Research, Florida: Long Range Financial Outlook, September 2008.

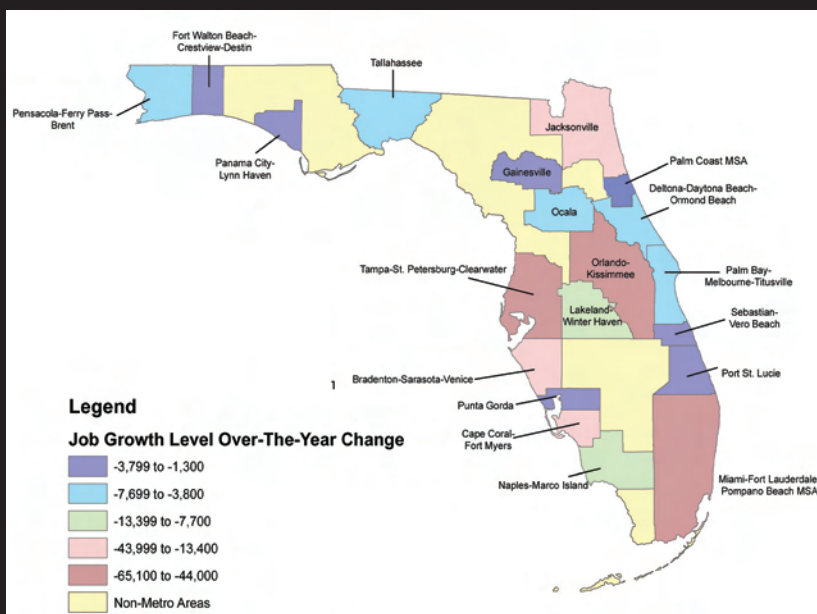
The map shown at right provides a snapshot from data released in December of 2009 of the state's job growth over the year by metropolitan area.

**“To the year 2017
we expect to add
about 1.1 million
new jobs.”**

- Rebecca Rust, *Director and Chief Economist* – Labor Market Statistics Center, Florida Agency for Workforce Innovation

[Transcript excerpt from Strategy Council's
*Tier 2 Briefing on Florida's Workforce,
Economy and Demographic Trends*,
in the online ToolKit at www.Workforce-Florida.com.]

Florida Job Growth Over the Year Level Change by Metro Area, Total Nonagricultural Employment November 2009



Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center, Current Unemployment Statistics Program
Prepared by: Florida Agency for Workforce Innovation, Labor Market Statistics Center, December 2009

The table at right shows Florida's unemployment rate for October 2009, seasonally adjusted, in context of the rates for the nation's 10 most populous states.

Unemployment Rates in the Ten Most Populous States October 2009, Seasonally Adjusted

State	October 2009 Unemployment Rate (%)	October 2008 Unemployment Rate (%)	Change
Michigan	15.1	9.1	6.0
California	12.5	8.0	4.5
Florida	11.2	6.9	4.3
Illinois	11.0	6.8	4.2
North Carolina	11.0	7.0	4.0
Ohio	10.5	6.9	3.6
Georgia	10.2	6.9	3.3
New York	9.0	5.9	3.1
Pennsylvania	8.8	5.8	3.0
Texas	8.3	5.3	3.0

P = Preliminary

Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center and the U.S. Department of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics Program, released November 20, 2009

While Florida's unemployment rate is higher than the U.S. rate, the rate of job decline in Florida also is steeper than the national rate.

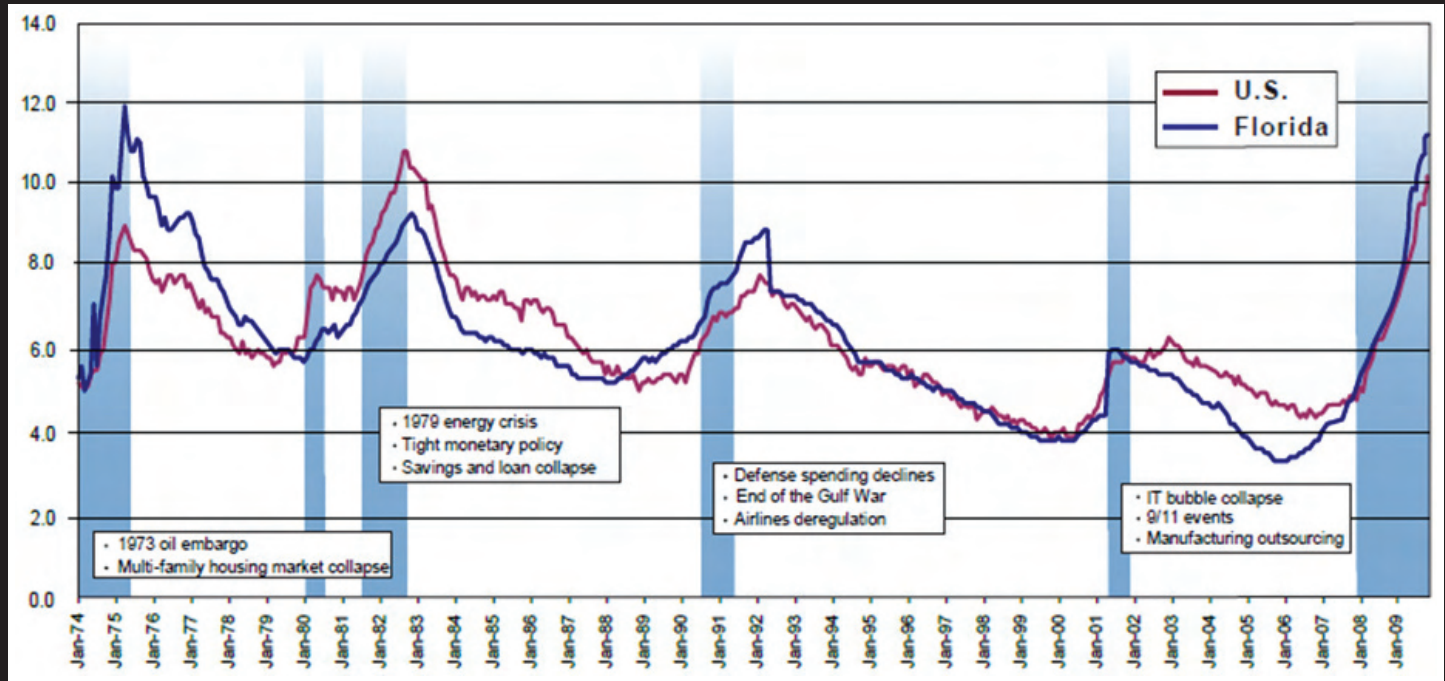
**Nonagricultural Employment
Seasonally Adjusted**

Seasonally Adjusted	October 2009	October 2008	Change	Percent Change
Florida	7,340,200	7,679,800	-339,600	-4.4
United States	130,848,000	136,352,000	-5,504,000	-4.0

Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center, Current Employment Statistics Program, in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, released November 20, 2009

The chart below illustrates fluctuations and trends in Florida's nonagricultural employment growth rate since 1974, in context of the rate for the nation and periods of economic recession.

Nonagricultural Employment Growth Rates - Florida and the United States
January 1974 - October 2009, Not Seasonally Adjusted



Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center, Current Employment Statistics Program, in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics Program, released November 20, 2009

Average monthly earnings during the third quarter of 2008 for workers in the 65 and over age group were lower than the state average. With the exception of workers aged 14 to 24, workers in this age group are likely to earn less than those of any other age group.

"I concur with this idea that we are in fact undergoing a structural transformation of the economy. And industries of yesterday, many of them will not return." - Z. Joe Kulenovic, *Senior Director for Strategic and Market Analysis*, Enterprise Florida Inc.

[Transcript excerpts from Strategy Council's *Tier 2 Briefing on Florida's Workforce, Economy and Demographic Trends*, in the online ToolKit at www.WorkforceFlorida.com.]

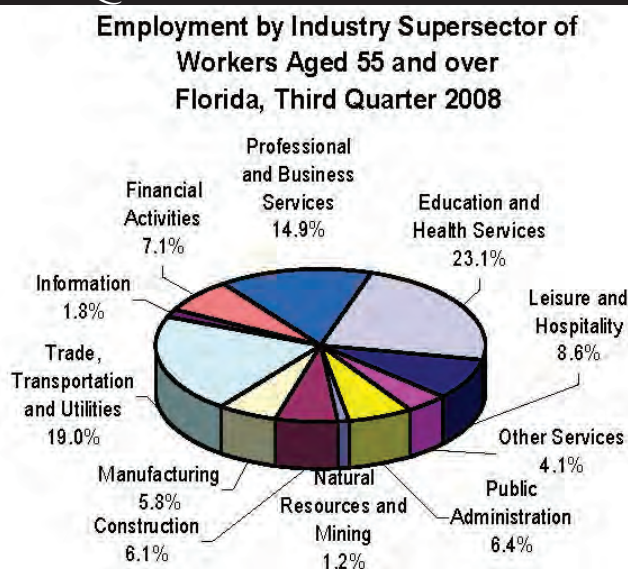
Average Monthly Earnings for Full-Quarter Employees by Age Group
Florida, Third Quarter 2008



Source: U.S. Census Bureau, Local Employment Dynamics, Quarterly Workforce Indicators, 2008:3. (chart courtesy of Florida Agency for Workforce Innovation)

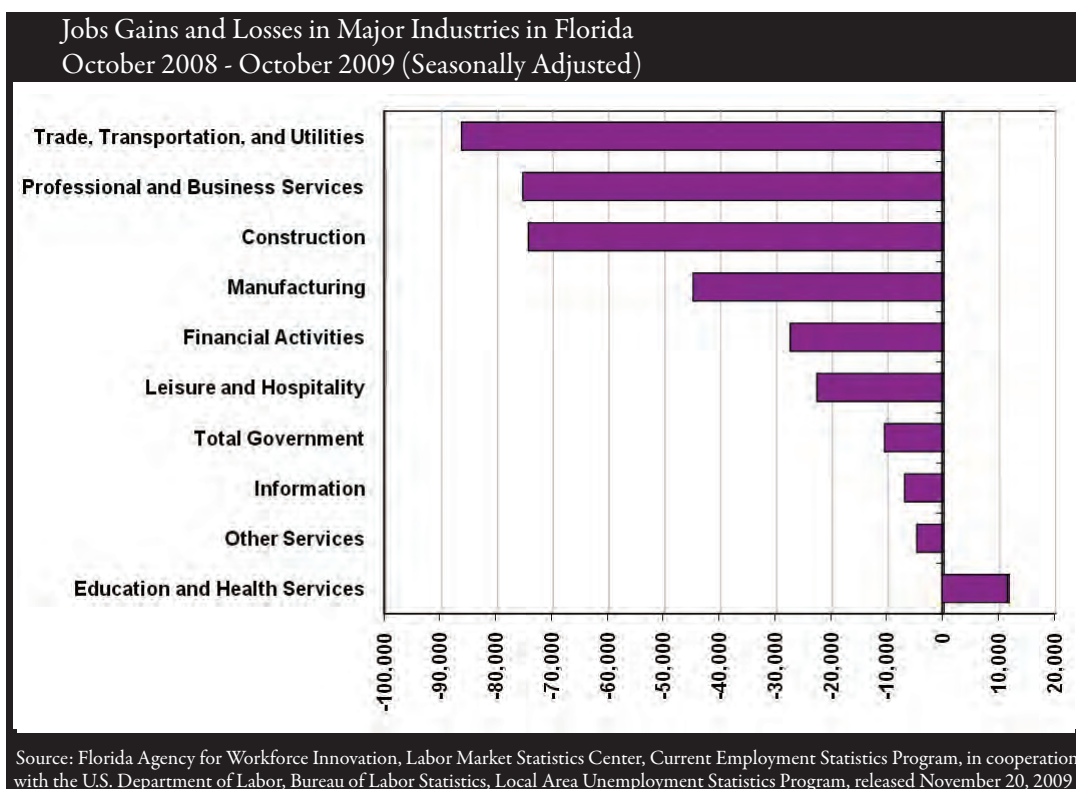
The industries most likely to employ members of the aging workforce include *Education and Health Services*, *Trade, Transportation and Utilities*; and *Professional and Business Services*.

Average Monthly Earnings for Full-Quarter Employees by Age Group
Florida, Third Quarter 2008



Source: U.S. Census Bureau, Local Employment Dynamics, Quarterly Workforce Indicators, 2008. (charts courtesy of Florida Agency for Workforce Innovation)

As shown by the chart below, the only major industry to have shown job gains from October 2008 to October 2009 is Education and Health Services.



“Advances in medical technology, combined with our aging population will be the reason for the fast growth in the healthcare industry.” - Z. Joe Kulenovic, *Senior Director for Strategic and Market Analysis*, Enterprise Florida Inc.

[Transcript excerpt from Strategy Council's *Tier 2 Briefing on Florida's Workforce, Economy and Demographic Trends*, in the online ToolKit at www.WorkforceFlorida.com.]

Projections from the Agency for Workforce Innovation through 2017, assuming a Florida economic recovery, show Administrative and Support Services, Food Services and Drinking Places, Ambulatory Healthcare Services and Local Government will show the strongest gains in new jobs.

Industries Gaining the Most New Jobs
Florida - Forecast to 2017

Rank	Industry Title	Annual Growth
1	Administrative and Support Services	14,448
2	Food Services and Drinking Places	13,581
3	Ambulatory Healthcare Services	12,697
4	Local Government	11,094
5	Professional, Scientific, and Technical Services	10,286
6	Specialty Trade Contractors	7,992
7	Nursing and Residential Care Facilities	4,773
8	Social Assistance	4,445
9	Hospitals	4,052
10	Amusement, Gambling, and Recreation Industries	3,651

Note: Projections to 2017 assume a Florida economic recovery, including construction.

Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center, Forecast to 2017, released November 20, 2009

The U.S. Department of Labor, Bureau of Labor Statistics estimates the average weekly wage in Florida, based on September 2008 employment data, at \$756, with a national ranking of 27th and below the national average weekly wage of \$841. The table below illustrates a range of industry wages within Florida.

“Talent has emerged as central to efforts by any state to be competitive in an innovation-based economy. The presence of critical mass of highly skilled workers is a powerful lure for businesses and research ties it directly to higher income levels.” -Tony Carvajal, *Executive Vice President*, Florida Chamber Foundation

[*Florida's Economic Drivers*.
<http://www.flfoundation.com/talent.asp>.]

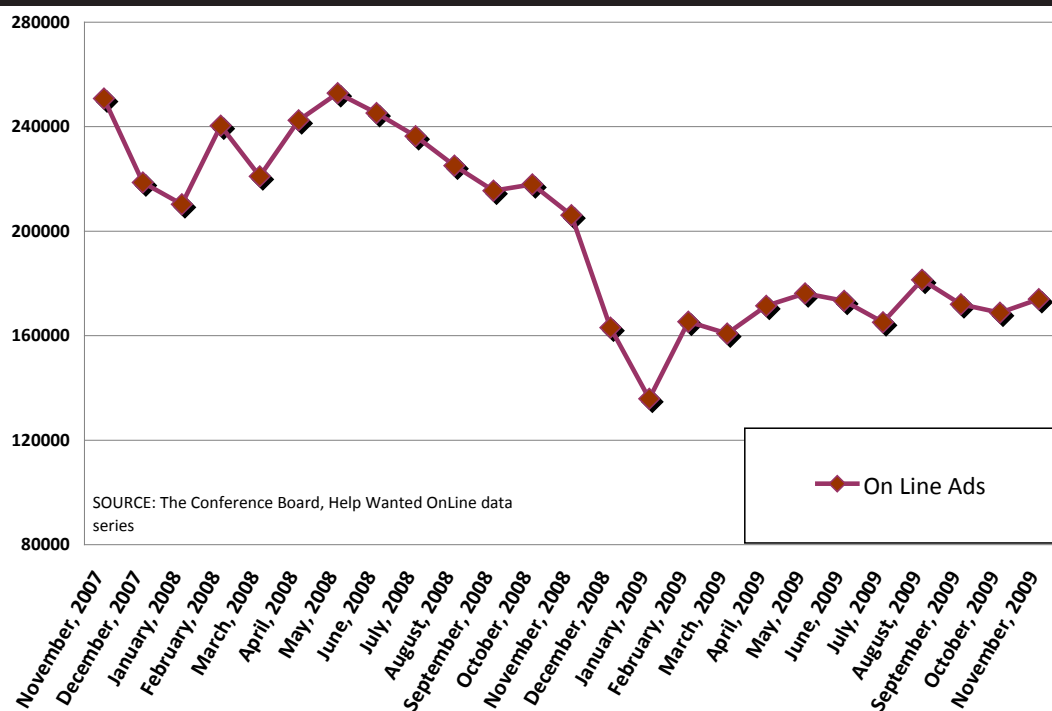
**Wages by Industry
Florida - 2008**

Industry	Average Annual Wages
Total, All Industries	\$40,579
Information	\$58,194
Financial Activities	\$55,784
Manufacturing	\$48,652
Professional and Business Services	\$46,997
Government	\$46,424
Education and Health Services	\$42,245
Construction	\$42,040
Trade, Transportation, and Utilities	\$36,220
Other Services	\$28,565
Natural Resources and Mining	\$23,981
Leisure and Hospitality	\$21,200

Source: Florida Agency for Workforce Innovation, Labor Market Statistics Center, Quarterly Census of Employment and Wages Program, in cooperation with the U.S. Department of Labor, Bureau of Labor Statistics, released October 2009.

Data collected regarding postings to online job advertisement boards suggests a slight return in interest creating or filling positions from a low point in jobs posting at the beginning of 2009.

Florida Online Job Ads (chart courtesy of Florida's Agency for Workforce Innovation)

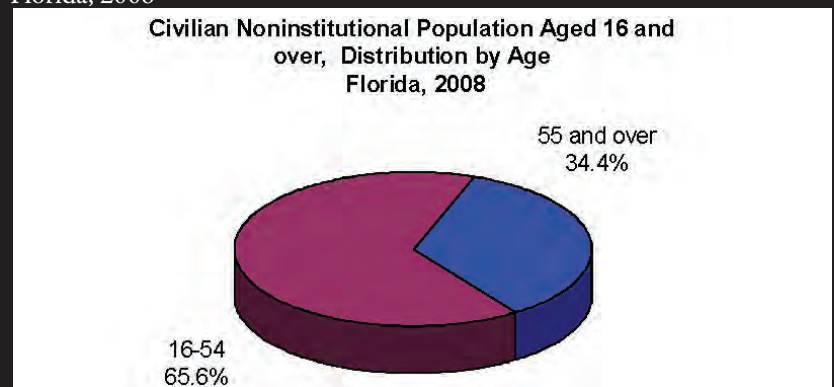


The population aged 85 and older increased 75.1% during the 1980s in Florida, making it one of the fastest growing age segments. During the 1990s, this age segment expanded at a rate of 61.2 percent, more than double that of the state average. According to the Office of Economic and Demographic Research, this segment is anticipated to have increased by 55.8 percent from 2000-2010.

Florida's population aged 65 and older is anticipated to comprise 17.5 percent of the state's population in 2010, and to have grown by 20.0 percent over the 2000-10 decade.

The chart to the right shows civilian noninstitutional age distribution for Florida.

Civilian Noninstitutional Population Aged 16 and over, Distribution by Age
Florida, 2008



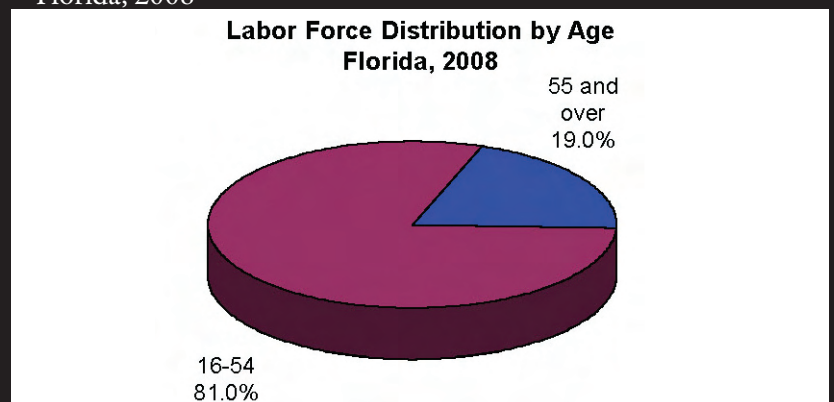
Notes: U.S. Department of Labor, Bureau of Labor Statistics, Current Population Survey, 2008.
(chart courtesy of Florida Agency for Workforce Innovation)

"I think with the demographic changes that are going to be facing us beginning pretty quickly with the baby boomers hitting the first big wave of retirement in 2011, our focus has to be going forward that we identify ways to become more productive. That ties into emerging industries, new industries, being innovative, and typically what you see is that small companies do have an opportunity to be more innovative, to be more fresh and to really catch on to a wave that's just starting out." - Amy Baker, *Coordinator and Chief Economist* – Office of Economic and Demographic Research, Florida Legislature

[Transcript excerpts from Strategy Council's *Tier 2 Briefing on Florida's Workforce, Economy and Demographic Trends*, in the online ToolKit at www.WorkforceFlorida.com.]

Workers aged 55 and older comprise approximately 19.0 percent of Florida's labor force. In 2008, 1.8 million workers in the state were aged 55 or older; and of those 1.8 million older workers, 1.4 million were aged 55 to 64 years.

Labor Force Distribution by Age
Florida, 2008



Notes: U.S. Department of Labor, Bureau of Labor Statistics, Current Population Survey, 2008.
(chart courtesy of Florida Agency for Workforce Innovation)

Guiding Principles Checklist

- GP Extend and Replicate Best Projects and Pilots for All of Florida
- GP Take National Leadership Role
- GP Advance Clear and Achievable Strategic Goals
- GP Promote Visibility of and Orientation through Workforce Florida Strategy
- GP Ensure Flexibility
- GP Ensure Fiscal Responsibility in Culture, Standards and Systems
- GP Test and Achieve Readiness of the Workforce Florida Enterprise
- GP Continuously Question whether or not Florida and all Partners in the Talent Supply Chain are in a State of Readiness
- GP Work Towards Readiness of All Floridians to Help the State, Communities, Individuals and Families Achieve Their Goals
- GP Use the Language of Business/Employers
- GP Focus on Today's Needs and Tomorrow's Talent
- GP Honor the Statewide Consensus on Science, Technology, Engineering and Math (STEM)
- GP Take Responsibility to Convene and Encourage Results from Talent Supply Chain Team
- GP Support and Invest Workforce Florida Resources in the Shared Definition of Talent Supply Chain
- GP Intensify Commitment to Target Industry Clusters
- GP Focus on Infrastructure Careers
- GP Promote and Ensure Alignment
- GP Promote and Support the Formation of Consensus Scorecard/Measurements of Success
- GP Conduct the Daily, Quarterly and Annual Business of Workforce Florida to Achieve the Aspiration of Being Recognized as the Best Talent Supply Chain Management System
- GP Promote Alignment with Critical Business Skills and Certifications
- GP Ensure Clear Tactical Responses to Strategic Goals
- GP Advance the Green Jobs and Green Industries Definition and Agenda
- GP Establish a Board Culture of Intervention and Celebration
- GP Join with Collaborative Partners in Addressing Issues of and Innovations for Aging
- GP Join with Collaborative Partners in Addressing Multi-cultural Phenomenon and Language
- GP Create Pathways for Fiduciaries and State Leaders to Have Tangible Experiences
- GP Welcome Collaborative Partners
- GP Consider and Leverage the Unique Assets of Florida

SUMMARY

GUIDING PRINCIPLES honor the work of the 2005 - 2010 strategic plan by following through on established, valuable statements and adopting the strong desire of the Board to utilize a strategic plan in an environment of fast-paced change and complex data.

Principles¹ - 1

- a: a comprehensive and fundamental law, doctrine or assumption
- b(1): a rule or code of conduct
- b(2): habitual devotion to right principles

Guiding² - 1

to act as a guide to: direct in a way or course

Guiding² - 2

- a: to direct, supervise or influence usually to a particular end
- b: to superintend the training or instruction of

Workforce Florida Inc. (WFI) has utilized the concept of guiding principles in past planning, but intends to advance this five-year strategic plan with a sharper, shared understanding of the resource. Workforce Florida's guiding principles should direct or influence actions of the Board, staff and partners to particular ends; and represent fundamental doctrines or assumptions about competitiveness, measurement and application of strategic goals. The guiding principles should be seen by collaborative partners as value promises rather than ideas; and as commitment to through-put rather than just options or aspirations. The Workforce Florida Board understands the next five years of work includes both extension of existing, meaningful projects and transformation of procedures and accountabilities. The Guiding Principles are designed to consistently reorient current and future Board members, Workforce Florida staff, volunteers, vendors and collaborative partners to their shared commitments to change; ~~and to the needs and language of employers and~~

¹ "principle." Merriam-Webster Online Dictionary. 2009.

Merriam-Webster Online. 9 November 2009

<<http://www.merriam-webster.com/dictionary/principle>>

² "guiding." Merriam-Webster Online Dictionary. 2009. Merriam-Webster Online. 9 November 2009

<<http://www.merriam-webster.com/dictionary/guiding>>

people who call Florida "home." The Guiding Principles are filters through which strategic goals are applied and constant reminders to extend the benefits of Workforce Florida projects and pilots to more and more stakeholders. They are not weighted or prioritized but represent, in combination, the conducts and behaviors required to fulfill the strategic plan at the highest possible levels.

GUIDING PRINCIPLES

- Extend and replicate best projects and pilots for **all of Florida**. Programs and pilots of Workforce Florida will be approached and evaluated with extension into new markets, communities and customers in mind. Boundaries and limitations of geography, density, infrastructure and access will be confronted with candor and innovation.
- Take **national leadership role**. A competitive Florida, a ready workforce and a diversified state economy are connected to the U.S. economy, policy regime and infrastructure. As the fourth most populous state and champion of a demand-driven workforce strategy, Florida must articulate and advocate its requirements, measures and practices at a national level. This, in turn, supports the competitiveness of the United States.
- Advance **clear and achievable strategic goals**. The strategic goals of Workforce Florida have been and shall be written in the language of achievability and clarity, and tied to understandable metrics. Strategic goals always will be defined by expected achievements, and these achievements must guide staff in the preparation of operational plans and selection of the highest possible performance activities.
- Promote **visibility of and orientation through Workforce Florida strategy**. Workforce Florida's strategic plan must be presented consistently and in "plain view" of fiduciaries, staff, vendors and collaborative partners. It is the orienting resource for current and future fiduciaries, Workforce

Florida staff and any party or organization responsible for supporting, funding, reviewing and/or advancing Florida's workforce performance. The plan is the agenda for the Workforce Florida Board for the next five years.

- **Ensure flexibility.** The Workforce Florida strategic plan must be addressed with flexibility, including a willingness to insert, over time, improved metrics and business intelligence, pilots to test innovative ideas, and new partnerships to respond to changing conditions. The strategic plan was prepared in a period of serious economic distress for Florida businesses and citizens alike, and Workforce Florida is responsible for anticipating continued realignment of markets, demands for talent and information systems during the next five years.
- **Ensure fiscal responsibility in culture, standards and systems.** Workforce Florida will advance the training, resources, reviews, contract management and compliance systems required for success in all elements of the strategic plan and all activities of Florida's workforce system.
- **Test and achieve readiness of the Workforce Florida Enterprise.** Workforce Florida will test and achieve the highest level of readiness by anticipating economic change, and empowering its President to mobilize experts and resources in changing conditions and unforeseen circumstances.
- **Work towards readiness of all Floridians to help the state, communities, individuals and families achieve their goals.** In order to achieve the promise of a demand-driven agenda and focus critical resources on the target industry clusters that matter most for jobs, higher wages and career paths, Workforce Florida will promote, advocate and assist with the alignment of the social safety net and resources for disadvantaged Floridians to the strategic objectives of this plan.
- **Continuously question whether or not Florida and all partners in the Talent Supply Chain are in a state of readiness.** Ensure a state of readiness for changing conditions, new business locations and expansions, economic change, business contraction and disasters by consistent testing. Seek sustainable resources to ensure readiness. Benchmark and replicate successes.
- **Use the language of business/employers.** Workforce Florida will ensure it cultivates the discipline and market

intelligence to communicate using the language of business and employers. A demand-driven strategy respects the language of business.

- **Focus on Today's Needs and Tomorrow's Talent.** In a period of extraordinary recessionary pressures, and looking toward a five-year period of continued structural change in the economy, Workforce Florida will remain committed to today's workforce needs while improving business intelligence capabilities to ensure ready talent for the future.
- **Honor the statewide consensus on Science, Technology, Engineering and Math (STEM).** STEM is a foundation for business competitiveness, talent readiness and career advancement.
- **Take responsibility to convene and encourage results from Talent Supply Chain Team.** Ensure Talent Supply Chain Team is launched, maps Talent Supply Chain and takes action. Move conceptual commitment to lifelong learning into a rigorous examination of seamless education, training, readiness and response.
- **Support and invest Workforce Florida resources in the shared definition of Talent Supply Chain.** The definition of "Talent Supply Chain" is:

Florida's Talent Supply Chain is a system of resources and infrastructure that prepares people, on a lifelong basis, to advance the needs of enterprises of all scales, sizes and sectors. Like other supply chains, excellence is achieved through customer satisfaction, on-time delivery, reliability, foresight and seamless coordination and process improvement among and between all participants in the chain. In Florida, people are participant-owners in the chain, by exerting their own transformative abilities to learn, apply knowledge and create wealth.

- **Intensify commitment to target industry clusters** as a Workforce Florida priority and pathway to competitiveness and diversification. Show collaborative leadership by ensuring Florida's target industry clusters, per Enterprise Florida's *Roadmap to Florida's Future*, are addressed with intensity and as a priority. In Florida, "industry clusters" include

the dynamics and disciplines of entrepreneurship, manufacturing, supply chain management, vendor access, productivity, new ventures and research and development. Florida's reputation as a magnet and provider of outstanding customer service for target clusters (and their resident industries) rests on a commitment to cluster management and knowledge about the complex up and down-stream relationships businesses require to grow and hire. (See Strategic Goal of World-Class Service to Florida's Target Industry Clusters, Index Item VII on page 19 for details on targets in the *Roadmap*).

- Focus on **infrastructure careers** as critical to Florida's competitiveness and success of target industries. These infrastructure careers and employers reside in the sectors of water resources, healthcare, intermodal transportation, supply chain management and logistics, ports and energy.
- Promote and ensure **alignment** within the Workforce Florida enterprise and across all participants in Florida's Talent Supply Chain.
- Promote and support the formation of **consensus scorecard/measurements of success for the state of Florida**.
- Conduct the **daily, quarterly and annual business of Workforce Florida** to achieve the aspiration of being recognized as the best Talent Supply Chain management system.
- Support partners in improvement and replication of career academies, and other activities **promoting alignment with critical business skills and certifications**.
- Ensure clear **tactical responses** to strategic goals. Expect the formulation of operating plans for all staff, task force, council, grant, research and divisional activities. Place managers of resources, compliance and measurement in a position to be responsive, fiscally responsible and complete, and in full support of operational plans.
- Advance the **green jobs** definition and agenda; extend to productivity. The working definition³ of "green jobs" is:

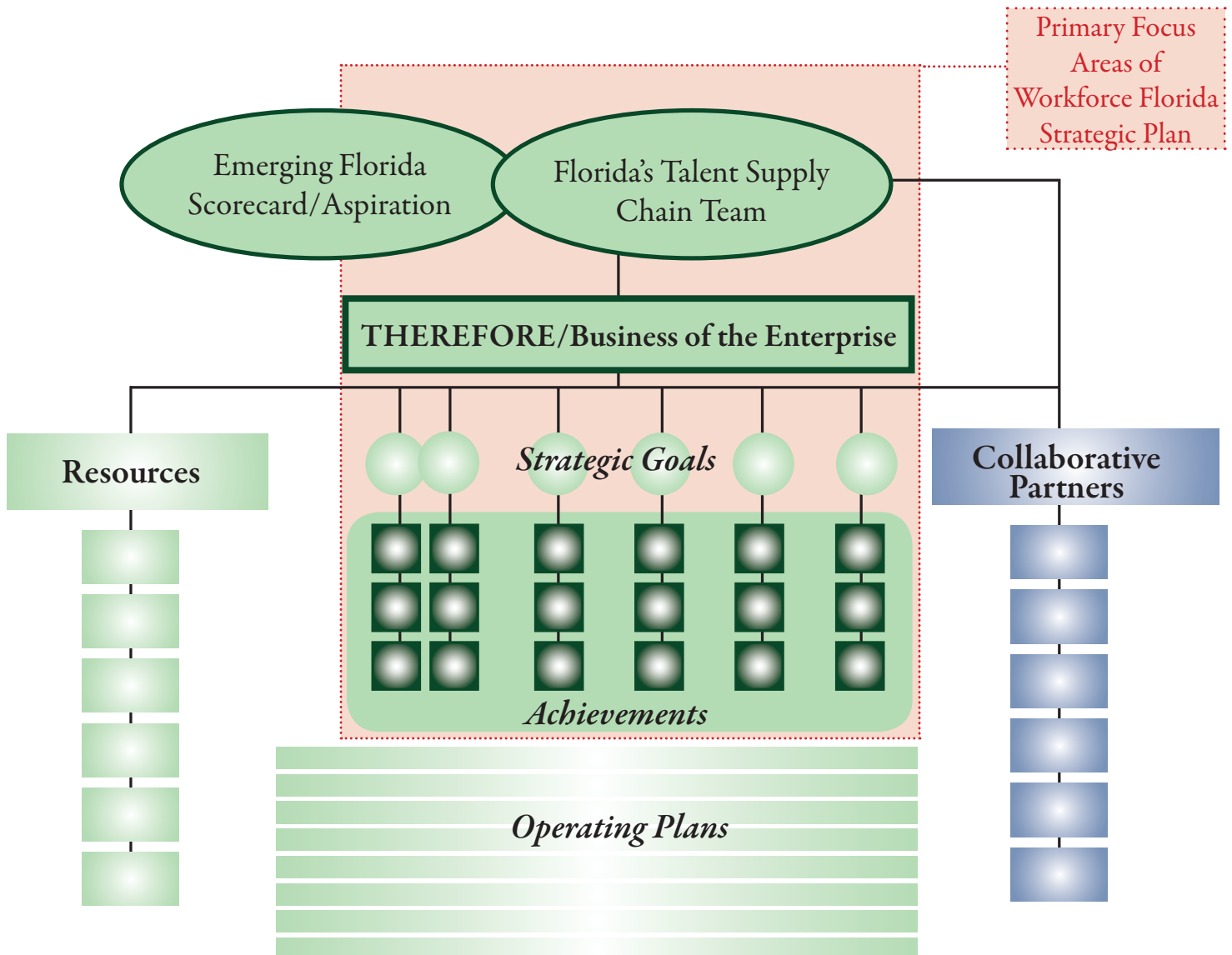
"A green job increases the conservation and sustainability of natural resources for the benefit of Floridians. This includes jobs that reduce energy usage or lower carbon emissions, and protect Florida's natural resources. Green jobs should provide worker-friendly conditions, pay a living wage and offer

opportunities for continued skill training and career growth."

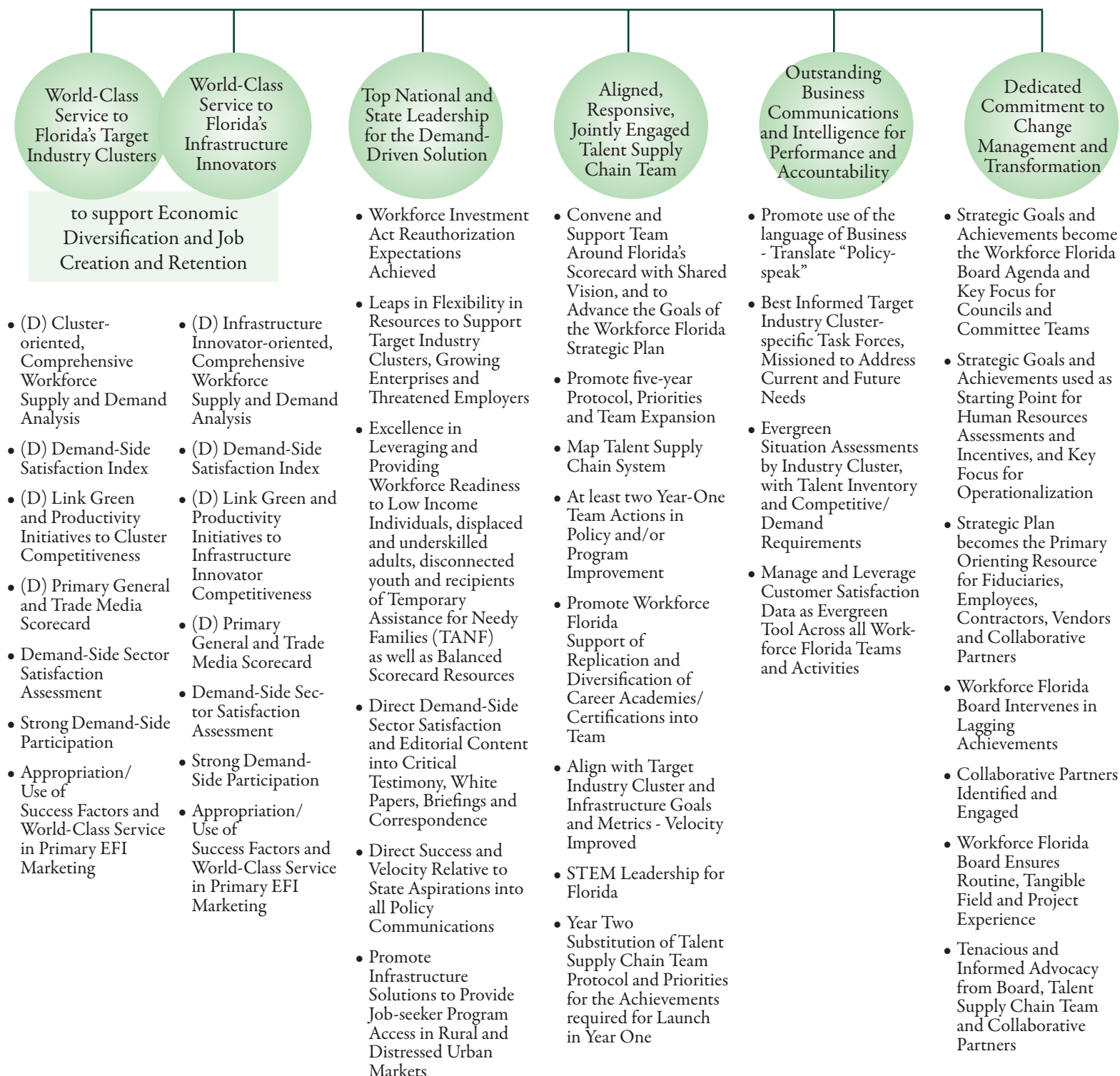
- Ensure value of greener talent is extended to the benefit of leaner and more productive companies in Florida.
- Establish a board **culture of intervention and celebration**.
- Join with collaborative partners in addressing issues of and innovations for **aging**, aging in place (knowledge retention), the boomer phenomenon and working later in life.
- Join with collaborative partners in addressing **multi-cultural** phenomena and language as enablers and barriers to careers and business development.
- Work with collaborative partners to address the global quality and character of a **Florida high school diploma**.
- Create pathways for fiduciaries and state leaders to have **tangible experiences** with programs, people and pilots that advance strategic goals. Orient leaders to real businesses, real delivery systems and real impacts rather than theories, titles and reports. Workforce Florida works in the field and the field includes One-Stop Centers, Talent Supply Chain Team meetings and hearing rooms.
- **Welcome collaborative partners** to the board table on a mutual, on-demand basis.
- Consider and leverage the **unique assets of Florida** in all we do. Florida's people, geography, natural systems, legacy clusters and infrastructure require custom policies and practices, at times, to be sustained and enhanced.

3 Jaber, Lila. "Defining Green Jobs for Florida." 30. 26 May 2009 (Draft). Web. 23 November 2009. < http://www.workforceflorida.com/news/docs/GreenJobsReport_FINALDRAFT_05-26-09.pdf >

Master Framework



Strategic Goals











(D) denotes due diligence and/or research is required

Strategic Goal

World-Class
Service to
Florida's
Target Industry
Clusters

Focus on industry clusters that matter most to Florida's future and anticipate the competitive talent needs of business.

Achievements Required to be "World-Class"

-  (D) Completion of Cluster-oriented Comprehensive **Workforce Supply and Demand Analysis**; Including Occupational and Skill Assessment System by 1st quarter 2011
-  (D) Development of **Demand-Side Satisfaction Index** with Focus on Target Industry Clusters
-  (D) Linkage of **Green and Productivity Initiatives** to Cluster and Global Competitiveness
-  (D) Design and Implementation of a Primary General, Trade and New **Media Scorecard** with Confirmation of Measures/Benchmarking of "World-Class" + Baseline, Target Setting and Implementation by 4th quarter 2010
-  Approval and Piloting of a Demand-Side Target Industry Cluster **Satisfaction Assessment** by Workforce Florida Board by 2nd quarter 2011
-  Establishment of Strong **Demand-Side Participation** in New Customer Satisfaction Assessment
-  Use of Demand-Side **Successes in Primary Florida Marketing**, Especially in Partnership with Enterprise Florida Inc.
-  Provision of **Real-Time Resources, Trends and Counsel** to Florida's Science and Technology Advisory Committee as they Explore New Industry Niches, Commercial Applications and New Ventures (see *Roadmap to Florida's Future*)








(D) denotes due diligence and/or research is required

Strategic Goal

World-Class
Service to
Florida's
Infrastructure
Innovators

In Florida, "Infrastructure Innovators" include agencies and enterprises concerned with the design, deployment, maintenance, preservation and transformation of water, transportation, community, energy, healthcare, telecommunications and natural systems. These enterprises should be destinations for outstanding, creative people; and providers of significant scale of career paths.

Achievements Required to be "World-Class"

-  (D) Completion of Cluster-oriented Comprehensive **Workforce Supply and Demand Analysis**; Including Occupational and Skill Assessment System by 1st quarter 2011
-  (D) Development of **Demand-Side Satisfaction Index** with Focus on Infrastructure Innovators
-  (D) Linkage of **Green and Productivity Initiatives** to Infrastructure Innovator and Global Competitiveness
-  (D) Design and Implementation of Primary General, Trade and New **Media Scorecard** with Confirmation of Measures/Benchmarking of "World-Class" + Baseline, Target Setting and Implementation by 4th quarter 2010
-  Approval and Piloting of Demand-Side Infrastructure Innovator **Satisfaction Assessment** by Workforce Florida Board by 2nd quarter 2011
-  Establishment of Strong **Demand-Side Participation** in New Customer Satisfaction Assessment Expected at Launch
-  Use of Demand-Side **Successes in Primary Florida Marketing**, Especially in Partnership with Enterprise Florida Inc.

(D) denotes due diligence and/or research is required

Strategic Goals

World-Class
Service to
Florida's Target
Industry
Clusters

World-Class
Service to
Florida's
Infrastructure
Innovators

PURSUE EXPANSION/TRANSFORMATION IN FOUNDATIONAL CLUSTERS

- Advanced Manufacturing
- Agriculture
- Construction
- Marine
- Space
- Tourism

EXPAND LEADERSHIP IN INDUSTRY CLUSTERS

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

ANTICIPATE THE EMERGENCE OF NEW CLUSTERS

- Creative Industries
- Global Logistics
- Breakthrough Technologies

Roadmap to Florida's Future, 2010-2015 Strategic Plan for Economic Development

NOTES ON STRATEGIC GOALS AND ACHIEVEMENTS

In Florida, "Industry Clusters" include the dynamics and disciplines of entrepreneurship, manufacturing, supply chain management, vendor access, productivity, new ventures and research and development. Florida's reputation as a magnet for and provider of outstanding customer service for target clusters (and their resident industries) rests on a commitment to cluster management and knowledge about the complex up and down-stream relationships employers require to grow and hire.

By adopting the target industry clusters articulated in the *Roadmap for Florida's Future*, Workforce Florida honors the due diligence of Enterprise Florida and indicates its desire to take teamwork in economic development, workforce and education to the next level. These targets will inform the Talent Supply Chain Team and allow Workforce Florida and its collaborative partners to focus on the most promising opportunities for Floridians. They will guide where research is conducted, and how task forces are formed. Workforce Florida's adoption of Enterprise Florida's targeted industry

clusters does not preclude Workforce Florida's ability to address workforce needs in industry sectors not identified or defined by the *Roadmap*. The Workforce Florida Board anticipates and expects that achievements connected to research for and formation of a customer satisfaction assessment system will be replaced in due course with a fully functional assessment system. The supply and demand analyses, also an achievement, raise a number of policy, funding and value issues. Operation planning should consider cost/benefit analyses, best practices using proxies and steps required to ensure Florida is providing the best supply and demand resources relative to competitors. An occupational skill and assessment system is called for in the *Roadmap*, and operation planning should focus on a high-confidence, high-value system that confronts the realities of actual demand versus theory. Workforce Florida recognizes that occupational codes are standardized, and in some cases underdeveloped within emerging industries and expanding clusters. As the economy goes through structural change, mapping of skills portable into target industry clusters may provide advantages to Floridians transitioning from jobs that may not return in

post-recession conditions. As Florida builds its reputation for customer service in emerging clusters, some attention will be needed for occupational and skill assessment, and customer service in near-term employment situations of small to moderate scale. Workforce Florida needs to move forward with confidence in these situations (drawing on Talent Supply Chain Team and collaborative partner resources) that smaller, near-term projects promise higher wages and more jobs for tomorrow's talent. Operation planning should look forward to making the green jobs and green industries agenda a marketable, productivity value for businesses, especially those in target industry clusters. Collaborative partners are likely to include centers of excellence on productivity and productivity measures. Operation planning should focus on global "through-put" of messages, alignment with the Satisfaction Index, and positioning of Florida as a magnet for target industry clusters as driven by the quality of the Talent Supply Chain. It is important to assume that the nuances of decision makers and analytical systems in targets are varied and potentially independent. Proof of "World-Class" should begin to be positioned with confidence in 2011. Customer satisfaction targets and progress reports must be integrated into Workforce Florida Board meetings and become part of the orientation process for fiduciaries and staff alike. Enterprise Florida is the lead economic development marketer for the state. As a primary collaborative partner with Enterprise Florida, Workforce Florida intends to provide data that is backed up by satisfied customers and trusted by marketing targets around the globe.

An industry cluster is a group of firms, related economic actors, and institutions that are located near one another and that draw productive advantage from their mutual proximity and connections. It is the key to understanding the performance of regional economies and the competitiveness of individual firms.

National Governors Association. *Innovation America: Cluster-Based Strategies for Growing State Economies*. Competitiveness Council. Washington, D.C., February 2007.

Strategic Goal

Top National
and State
Leadership for
the Demand-
Driven
Solution

The benefits of a demand-driven solution must apply to all Floridians. Demand-side data must be used to guide federal and state resources.

Achievements Required to be "Top"



Gains in all **Workforce Investment Act Reauthorization Expectations** for Federal Workforce Investment Act, including:

- Sufficient funding for workforce system
- Strong state business-led policy and oversight and strong local business-led model of service delivery
- Simplify training provider provisions
- Governor's flexibility in designing the state workforce system
- Reform sequence of services
- Latitude to Allocate Funding in Support of Strategic Goals and Guiding Principles



Ensure **Leaps in Flexibility** of Resources to Support Target Industry Clusters, Growing Enterprises and Threatened Employers

- Recurring fund strategy (by 1st quarter 2011)
- Sufficient funding enables greater flexibility with fund usage, which is essential as workforce needs change over time and demand different priorities. Program continues to be flexible and adaptive to the marketplace.
- Design, support and implement flexible programs, with consideration to sending workers overseas to train on unique equipment, retraining on a short-term basis, use of simulators at other locations, consumables



Excellence in Leveraging and Providing **Workforce Readiness** to Low-Income Individuals, Displaced and Underskilled Adults, Disconnected Youth and Recipients of Temporary Assistance for Needy Families (TANF) as well as Balanced Scorecard Results, including:

- Effective assessment, collaboration and handoff of customers to the workforce service delivery system
- Effective social safety net and poverty mitigation efforts to include relevant performance measures
- Innovative and effective re-employment and re-deployment strategies toward increased workforce through-put
- Exceptional performance regarding the federal Common Measures and negotiated targets
- Focused initiatives for literacy and numeracy gains and readiness skills for disconnected youth
- Preserve the gains of welfare transition made in Florida over the last decade (Benchmark Success)
- Introduce adaptive and innovative programs during period of high unemployment to keep focus on work including subsidized employment and training cap waivers
- Build more effective partnerships with other TANF stakeholders (e.g., Department of Children and Families and Department of Health) to ensure effective engagement and leverage of resources
- Prepare a meaningful outlook of workforce customers at risk of poverty (by 3rd quarter 2010) and take steps to mitigate increases in welfare rolls (launch with targets 1st quarter 2010)
- Cultivate effective third-party relationships to support triage efforts and maximize resources that contribute to employment and workforce goals

Strategic Goal (continued)

Top National
and State
Leadership for
the Demand-
Driven
Solution

The benefits of a demand-driven solution must apply to all Floridians. Demand-side data must be used to guide federal and state resources.

Achievements Required to be "Top"



Advancement of **Demand-Side Sector Satisfaction and Editorial Content** into Critical Testimony, White Papers, Briefings and Correspondence



Advancement of **Successes and Velocity of Change** in Florida Relative to Shared Scorecard, Talent Supply Chain Team and Strategic Goals into all Policy Communications and Advocacy



Promotion of **Infrastructure Solutions** to Provide Job-seeker Program Access in Rural and Distressed Urban Markets, including Broadband, Transit and More Choices in Training Programs through Increased Percentage of Virtual/Distance Learning Content

Strategic Goal

Top National
and State
Leadership for
the Demand-
Driven
Solution

NOTES ON STRATEGIC GOALS AND ACHIEVEMENTS

The business of Workforce Florida Inc. must include designing and implementing strategies that help Floridians enter, remain and advance in the workforce, becoming more highly skilled and successful, benefitting Florida business and the entire state. The best and most reliable source of information on jobs of today and tomorrow is the demand side. In Florida, the demand-side solution means programs to advance the workforce are derived from employer data. Workforce Florida is governed by a 47-member, business-led Board, appointed by Governor










Charlie Crist, with the House Speaker and Senate President also each appointing two of their chambers' members to serve. The Board, which seeks to design strategies to develop Florida's talent and respond to workforce demands and challenges, both today and on the horizon, is chaired by Belinda Keiser, Vice Chancellor of Community Relations & Student Advancement of Keiser University. As required by federal and state law, the Board must comprise representation from a majority of private-sector business. This ensures that business influences workforce policy and investment to drive employment, training and economic development. It is important to ensure that businesses, as ultimate customers of the workforce system, are integral participants in developing and implementing policies and programs of that system, and that the workforce system is designed with the needs of employers, as well as employees, in mind. Workforce Florida oversees about \$307 million in federal workforce funds (2009-2010 Fiscal Year), most of which are distributed to the 24 regional workforce boards throughout the state, to meet regional employment needs. Florida's demand-side solution must be enhanced and defended with sound data, including Customer Satisfaction Assessments in Florida's Target Industry Clusters at a national and state level. The Workforce Investment Act of 1998 (WIA) is in a reauthorization period, so Workforce Florida is ensuring that critical expectations and values of reauthorization, as well as mandated measures (common measures) are "front and center" for the Workforce Florida Board. WIA not only impacts the flow of critical dollars to Florida and its regions, but it articulates expectations for operational infrastructure such as One-Stop Centers, common measures of performance, approaches to identification and qualification of training providers and the specifics of Workforce Florida Board appointments and composition. The Workforce Florida Board believes a rigorous communications agenda is also required to place before decision makers, researchers and collaborative partners the benefits/results of the demand-side solution, and Florida's leadership in using the solution to build an innovation economy.

Strategic Goal

Aligned,
Responsive,
Jointly
Engaged Talent
Supply Chain
Team

Leaders of education, training and standards in all sectors map the talent delivery system and take decisive and informed action to advance the talent reputation of Florida.

Achievements Required to be “Aligned, Responsive, Jointly Engaged”

-  **Convening and Supporting of Team and Provision of Leadership** Around Florida's Emerging Scorecard and to Advance Strategic Goals of the Workforce Florida Strategic Plan
-  Promotion of five-year **Protocol, Priorities and Team Expansion** (Protocol in Place by 3rd quarter 2010)
-  Creation of Updatable, Flexible and Thorough **Talent Supply Chain System Map** (Mapping Complete by 4th quarter 2010)
-  At least two **Year-One Team Actions** in Policy and/or Program Improvement
-  Promotion of Workforce Florida **Support of Replication and Diversification** of Career Academies/Certification into Team
-  **Alignment** with Target Industry Clusters and Infrastructure Innovators
-  **STEM Leadership** for Florida
 - Ensuring a business-led initiative that will result in the alignment of all program activities
 - PreK-20+ STEM education programs, activities and research will be aligned to workforce expectations
 - An organizational environment will be created such that all STEM initiatives in Florida successfully connect, align and cooperate to achieve the common goal of improving talent production in the STEM areas
 - Define and ensure sustainability of STEM Leadership
-  Year Two Substitution of Talent Supply Chain Team's **Protocol and Priorities** for the Achievements Required for Launch in Year One
-  Use of Talent Supply Chain Team's **Collective Resources** to Advance Public, Family and Educator Awareness of the Job and Career Values Associated with Florida's Target Industry Clusters

Strategic Goal

Aligned,
Responsive,
Jointly
Engaged Talent
Supply Chain
Team

NOTES ON STRATEGIC GOALS AND ACHIEVEMENTS

The Talent Supply Chain Team is needed to map all aspects of Florida's talent delivery system or pipeline and, with that living resource, place member agencies and enterprises in a position to prioritize projects and reforms. This will not happen without the convening and operational support of Workforce Florida. Many year-one achievements are tactical, but the convening of the Talent Supply Chain Team around the consensus-based definition of Talent Supply Chain enables the creation of a protocol for engagement of multiple organizations and a platform for decisive action. The Workforce Florida commitments to formation, support and participation are made and overseen from the Board level. The Workforce Florida Board believes that convening the Talent Supply Chain Team must begin with senior officials with decision-making responsibilities from at least eight diverse state or regionally scaled providers of educational training, demand-side alignment, articulation and certification resources. They should convene in the spirit of including, over time, all elements of lifelong learning and participation of Floridians in the economy of the future. The Workforce Florida Board has intentionally utilized the language of supply chain managers to promote excellence in data-driven decision making and business intelligence. The Workforce Florida Board recognizes that it has a responsibility to be the year-one convening agent, providing operational support and resources to advance a meaningful protocol and platform for action.

Strategic Goal

Outstanding
Business
Communications
and Intelligence for
Performance and
Accountability

Equip Florida's leaders and the Workforce Florida Board with real-time data and industry expertise. Florida is better informed on target industry cluster needs than all others.

Achievements Required to be "Outstanding"



Promotion of the **language of Business** - Translate "Policyspeak"



Formation and Growth of Best Informed **Target Industry Cluster-specific Task Forces**, Missioned to Address Current and Future Needs (50% of Task Forces in Place by 4th quarter 2010; 50% in Place by 4th quarter 2011)



Real-Time Situation Assessments by Industry Cluster, with Talent Inventory and Competitive/Demand Requirements



Management and Use of **Customer Satisfaction Data** as Primary Resource Across all Workforce Florida Teams and Activities

Strategic Goal

Outstanding
Business
Communications
and Intelligence for
Performance and
Accountability

NOTES ON STRATEGIC GOALS AND ACHIEVEMENTS









The Workforce Florida Board recognizes that the formation of cluster-specific task forces is challenging and requires careful staging. Because of the potential interface with decision makers in the targets, operation planning should deliver a task force approach that assures readiness, well-informed participants and alignment with the strategic plan. The use of the term "Best Informed" for these task forces is intentional and should also guide operation planning. The emerging Customer Satisfaction Assessments will become part of the Workforce Florida and partner cultures thanks to these task forces. The desire to use the "language of business" is not just a soft, cultural objective, but must: draw on the counsel of the emerging task forces; leverage close working relationships with collaborative partners (for instance consider the shared versus niche technical and business communication characteristics of organizations like Space Florida, Manufacturers Association of Florida and the Homeland Security and Defense Business Council); and became embedded in Workforce Florida's routine and thorough evaluations of customer satisfaction. A demand-side system requires demand-side communications.

Strategic Goal

Dedicated
Commitment to
Change
Management and
Transformation

The opportunity to leap into global talent leadership is not left to chance. Workforce Florida's Board is accountable and committed to achieving the plan.

Achievements Required to be "Dedicated"

-  Strategic Goals and Achievements must become the **Workforce Florida Board Agenda and Key Focus** for Councils and Committee Teams
-  Strategic Goals and Achievements must be used as **Starting Point** for Human Resources Assessments and Incentives, and Key Focus for Operating Plans
-  Strategic Plan must become the **Primary Orienting Resource** for Fiduciaries, Employees, Contractors, Vendors and Collaborative Partners
-  **Workforce Florida Interventions** in Lagging Achievements with Operating Plans in place for Diagnostics and Action
-  Identification and Engagement of **Collaborative Partners**; with Clear Recurring Sessions (Collaborative Partners Council) to Check Progress and Ensure all Available Resources are being Used to Advance this Strategic Plan
-  Workforce Florida Board Engages **Routine, Tangible Field and Project Experience**
-  **Tenacious and Informed Advocacy** from Board, Talent Supply Chain Team and Collaborative Partners
-  Extension of **Successful/Proven Compliance and Management Systems** in Support of Strategic Plan

Strategic Goal

Dedicated
Commitment to
Change
Management and
Transformation

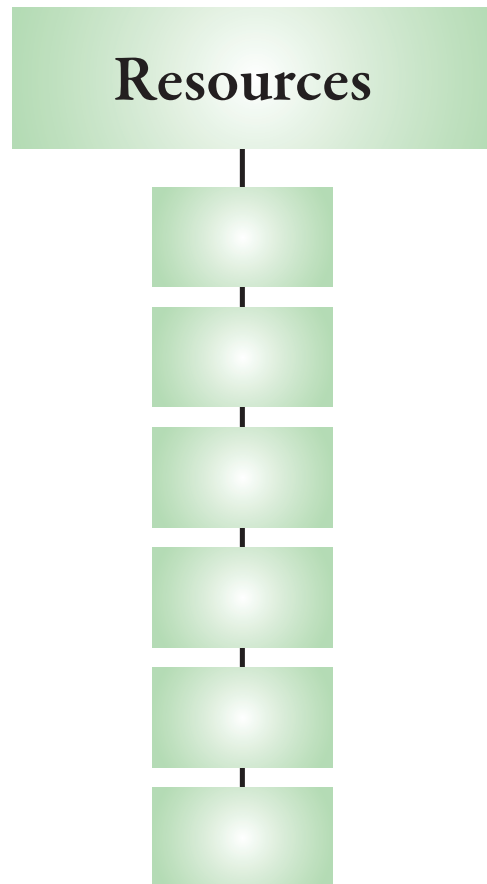
NOTES ON STRATEGIC GOALS AND ACHIEVEMENTS

The Workforce Florida Board desires a complete integration of strategy with Board agendas, operating plans that are clearly linked to strategic goals and achievements and a lasting commitment to build the profile of collaborative partners, perhaps through strategic or tactical memoranda of understanding. The strategic plan should ensure that Board members are continuously oriented to the progress of the plan, and provided access to critical regional and field systems and infrastructure. Access to the field could include, but is not limited to, site visits. An

approach to board agenda alignment is found in Appendix B, page 61. This approach is designed to send a signal that the Workforce Florida Board desires to manage to strategic goals through: an updated, orienting balanced scorecard; clear indicators of where intervention on lagging achievements should be considered; and identification strong performances with potential for replication.

Resources/Infrastructure

Workforce Florida resources include but are not limited to: buildings; compliance systems and contract management; information technology; budget; human resources/staff; environmental systems; vendors and consultants; and the overall capabilities and infrastructure of the Employ Florida delivery system. The Workforce Florida Board desires that resources be inventoried and utilized in support of the strategic goals and achievements (and related operating plans). The Workforce Florida Board believes that resources should be staged and budgeted with knowledge of and partnership in all operating plans, confidence that candor regarding fiscal limitations and barriers promotes reform, and a commitment to innovation. Moving resources from top-line items in the strategic plan to a position where the entire operational playing field can be viewed prior to deployment of resources should result in new efficiencies, empowered resource managers, and a clearer picture of where reform is needed. The commencement of year-one operations planning is a signal to managers of resources to consider an inventory and prepare to respond to plans.



Emerging Florida Scorecard/Aspirations



Emerging Florida Scorecard/Aspirations

Workforce Florida Policy Statement on Emerging Florida Scorecard/Aspirations

During the planning process for Workforce Florida's five-year strategy (3rd and 4th quarters 2009), it became clear that the opportunity to inform and support an emerging, shared statewide scorecard, and resulting shared targets, is of vital importance to Florida's competitiveness. Many of the assumptions and aspirations that drove the formation of the strategic plan require the efficiencies, leverage and teamwork promoted through a shared statewide scorecard (and targets). Our aspirations for Florida, where Workforce

Florida plays a leading role, include: **a diversified economy based on confident, satisfied and thriving enterprises in our legacy and target industry clusters (and resulting value job creation); an innovation and knowledge-based economy; and a top-notch, global reputation for talent.** Workforce Florida is committed to do its part in providing resources for a shared scorecard in the areas where we are accountable and equipped to help, and support collaboration in areas where others must lead.

Operations

Operations planning commences with the filing of the strategic plan with Governor Charlie Crist. It is the intent of the Workforce Florida Board that a thorough and fast-paced operations planning process be piloted in year one of the plan, with a full integration of strategic plan elements and all operating plans no later than May 2010. The staff team, at the direction of the Workforce Florida President, may stage operations planning in any manner that helps pilot and refine this new approach, and ensure that foundational plans required to support other plans (such as Board orientation and agenda management) are prioritized. The Workforce Florida Board wants to ensure Workforce Florida staff and any other Resource managers or collaborative partners involved in operations planning are empowered to continuously improve the approach. A full integration of strategic plan and all operating plans will allow the Workforce Florida Board fast and efficient fact finding, establish clear lines of accountability and ownership, and promote teamwork. Where a strategic goal may lag or move off target over time, full integration will allow informed and positive interventions. Where a strategic goal leaps forward with success, full integration will allow rapid assessment of the best practices that led to the success and, potentially, faster replication of great projects.

A graphic consisting of eight horizontal green bars of varying shades, creating a layered effect. The text "Operating Plans" is centered within the bars.

Operating Plans

2009 Strategic Planning Process and Resource Archives

The 2009 strategic planning process was designed pursuant to s. 445.006, Florida Statutes, and at the direction of the Board of Workforce Florida. On August 13, 2009, the Workforce Florida Board commissioned its Strategy Council to commence a planning process titled *Creating the Strategy for Today's Needs and Tomorrow's Talent*. The Board issued a Statement of Intent and Guiding Principles to guide the process. The economic development and public affairs firm of Fairfield Index Inc. was retained to provide program management, moderation, framework support and documentation of the process. During the five-month process, the Strategy Council engaged in multiple tiers of inquiry, including multiple face-to-face Council Sessions, virtual issues roundtables (digitally recorded for on-demand service), integration into related events and symposia, virtual Web streamed interviews and feedback roundtables in support of the drafting of the plan. The Board was also provided with an in-depth update during its November 5, 2009, Board meeting. The strategic plan was approved by the Executive Committee of Workforce Florida on December 16, 2009. In the interest of ensuring the plan guides the work of Workforce Florida as a living document for the coming five years, the planning process title was transferred to become the plan's title.

THE STATEMENT OF INTENT FOR THE PLANNING PROCESS

More and more, Florida will compete, grow business, innovate, and create individual, family, enterprise and community wealth through TALENT. Collaboration among all partners engaged in the Talent Supply Chain is essential if we are to understand and anticipate employers' needs of today and in the new economy.

It is the intent of Workforce Florida Inc. to launch a strategic planning process through the coordination of its Strategy Council, the oversight of the Board of Directors, identification and publication of key milestones and a commitment to transparency.

During a period of approximately five months, the Strategy Council will:

- Honor, assess and carry through, as appropriate, the **values and principles of Re-iMagine**, the 2005 - 2010 Strategic Plan
- **Reach out** to experts, leaders, partners and enterprises with full Board support
- **Ask the tough questions**
- Consider and recommend the best **pathways toward raising the bar in performance** of the Florida Workforce Delivery System
- Consider and recommend **the right targets to improve overall performance** for Workforce Florida
- Encourage system **flexibility and response to changes** in technology, demand and markets
- Leverage current resources and **explore new resources** in alignment with strategic priorities
- Promote, replicate and scale **best practices**
- Ensure **leadership to strengthen Florida's Talent Supply Chain**
- **Ensure transparency** of calendars, milestones and exploration
- Test, through partner outreach, approaches to the formation and engagement of a **Talent Supply Chain Team for Florida in 2010**
- Build and recommend a **Strategic Plan for Workforce Florida Board** consideration by mid-November 2009
- Work carefully with all key partners to ensure an aligned and action-provoking submission of ideas, leadership and alignment into the **State Strategic Plan** by December 31, 2009
- Identify early stage pilots, projects and initiatives to **promote implementation and effectiveness**
- **Integrate the Strategic Plan**, as approved, as the Board's primary orienting, agenda management and tracking resource; with plans for **periodic, data-driven assessments, annual updates and continuous improvement**

The Workforce Florida Board is committed to following project milestones and removing obstacles to performance when called upon; and is especially interested in Council consideration of the following questions:

1. How do we encourage and help unify partners in and around a Talent Supply Chain Team?
2. Where should we raise the bar in the performance of our own enterprise, Workforce Florida, as well as the overall Workforce Delivery System over the next five years?
3. What are the best approaches to addressing recessionary conditions and getting Floridians back to work?
4. What are the best approaches to taking on potential structural changes in the industry demand side?
5. What is the best, Board-level, dashboard for tracking progress and success?

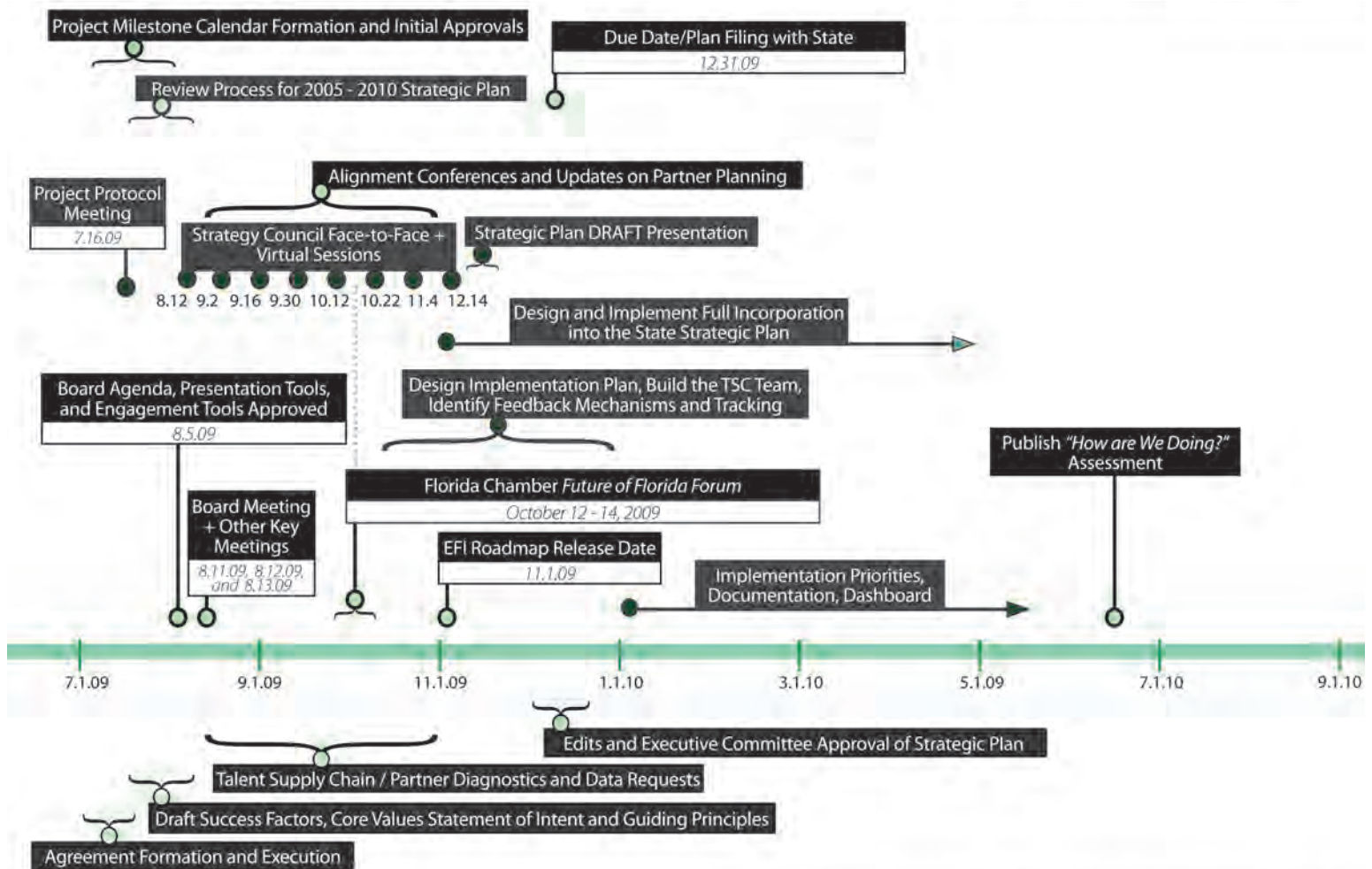
GUIDING PRINCIPLES FOR THE PLANNING PROCESS

- **Documentation.** Document Key Steps and Milestones throughout Planning Process
- **Transparency.** Ensure Documentation is in Plain View
- **Clarity.** Balance the need to Address a Complex System with Clarity, Outlines, Summaries, Assumptions and Decision Points
- **Common/Shared Language.** Define and Re-define Key Terminology such as “Demand-Driven,” “Talent Supply Chain” and “Universal Customer Access”
- **Ask the Tough Questions.** Create an Environment of Inquiry
- **Implementation.** Ensure Strategic Plan Work Product is Actionable, Measurable and Accountable
- **Theory to Action.** Encourage Testing and Piloting of New Concepts, Solutions and Partnerships
- **Collaboration.** Seek Ideas, Measures, Perspectives, Shared Accountabilities, Linkage(s) with Key Partners in Florida's Talent Supply Chain
- **New Venues and Approaches.** Go to the Source, the Experts and the Discussion on the Terms and Calendars of Partners; Broaden Information-gathering Resources
- **Respect.** Honor Opinions and Insights; Seek out Innovative Ideas; Stay on Schedule
- **Dual Approach.** Focus on Needs of Today and Economic Transformation of the Future
- **Flexibility.** Help Workforce Florida and Other Participants in Talent Supply Chain Respond to Changing Conditions and New Opportunities
- **Best Practices.** Seek out and Advance Successes
- **Unique Assets.** Understand and Promote Florida's Unique Assets and Values

PROJECT MILESTONE TIMELINE



Creating The Strategy
for Today's Needs and Tomorrow's Talent
Timeline Development Document



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Andy Perez

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Buddy Streit

Mark Wilson

Rusty Skinner, Partners Council Representative

RESOURCE ARCHIVES INDEX*

An online ToolKit was established and continuously refreshed as a resource for the Council Team and interested parties from across Florida during the planning process. This ToolKit is available online at www.WorkforceFlorida.com and points to many of the items included in the Appendix of this strategic plan.

SESSION 1

August 12, 2009 | Tallahassee, Florida

Meeting Materials

- Session Agenda + August Key Steps
- Session Notes

Archives

- Strategic Planning Launch Presentation (MS PowerPoint)

SESSION 2

September 2, 2009 | Orlando, Florida

Meeting Materials

- Session Agenda
- Session Notes
- Presentations
 - Strategy Council Session 2 Presentation
 - 2010 -2015 Enterprise Florida Inc. Strategic Plan Update

Research and Preparation Materials

- Workforce Florida Inc. (WFI)
 - *Re-iMagine*, Creating a Workforce for Florida's Future 2005 – 2010 Strategic Plan
 - Strategic Plan Update, January 1, 2009
- Enterprise Florida Inc. (EFI)
 - Florida's Industry Clusters
 - Roadmap to Florida's Future - Process
- Center for Law and Social Policy (CLASP)
 - Recommendations for Reauthorization of the Workforce Investment Act (WIA) (Title 1) Adult Program (Updated)
 - Written Comments on WIA Reauthorization Prepared for the Senate WIA Listening Session

- Florida Center for Fiscal and Economic Policy (FCFEP) | Annual Economic Review: Troubling Trends Threaten Florida's Well Being (July 2009)
- Florida Chamber Foundation's Driver on Talent/Education
- Center for American Progress | Working Learners
- Florida Workforce Development Association Draft Reauthorization Statement

Archives

- Strategy Council Session Audio Recordings
- Chair's Memorandum to the Strategy Council of August 25, 2009
- Briefing on Space Florida Inc.
 - Audio
 - Call Notes
- Briefing on Florida's Economy, Workforce and Demographic Trends
 - Audio
 - Transcript and Presentation
 - Call Notes
- Roundtable on Employ Florida Banner Centers

SESSION 3

September 16, 2009 | Orlando, Florida

Meeting Materials

- Session Agenda
- Session Notes
- Presentations
 - Strategy Council Session 3 Presentation (MS PowerPoint)
 - James Culp's Progress Energy Presentation (MS PowerPoint)

Research and Preparation Materials

- Green Videos
 - ABC News Broadcast with Martin Solar, April 24, 2009
 - Celebrating Sun Power
- Agency for Workforce Innovation (AWI)

- Florida Labor Market Conditions
- Long-term Employment Forecast to 2017 - Highlights
- Workforce Florida Defining Green Jobs for Florida | June, 2009
- Florida Office of Demographic and Economic Research, Florida Legislature
 - Workforce Estimating Conference Information
 - Florida: Long-range Financial Outlook, September 3, 2009
- Business Development Board (BDB) of Palm Beach County | Green Jobs and Green Innovation, 2009

Archives

- Strategy Council Session Audio Recordings
- Briefing on Florida's Rural Markets
 - Audio
 - Agenda
 - Guest Expert Bios
- Roundtable on Florida Energy and Climate Change Commission
 - Audio
 - Call Notes

SESSION 4

September 30, 2009 | Orlando, Florida

Meeting Materials

- Session Agenda
- Session Notes
- Session Presentation

Research and Preparation Materials

- Florida's Next Generation PreK – 20: Education Strategic Plan
- Independent Colleges and Universities of Florida (ICUF) PowerPoint

Archives

- Strategy Council Session Audio Recordings
- Chair's Memorandum – Preparing for Session 4

SESSION 5

October 12, 2009 | Orlando, Florida

Meeting Materials

- Session Agenda
- Panelist Bios
- Session Notes
- Session Presentation

Archives

- Strategy Council Session Audio Recordings (to post soon)
- Chair's Memorandum – Preparing for Session 5

SESSION 6

October 22, 2009 | Orlando, Florida

Meeting Materials

- Session Agenda
- Session Notes (to post October 29, 2009)
- Session Presentation

Archives

- Strategy Council Session Audio (to post soon)

SESSION 7

November 4, 2009 | Tallahassee, Florida

Meeting Materials

- Session Agenda

*Complete Session Notes from all Strategy Council meetings are found in Appendix D.

APPENDIX

GLOSSARY

Agency for Workforce Innovation. The Agency for Workforce Innovation (AWI) is Workforce Florida's primary state-level workforce partner. AWI is responsible for implementing the policies developed by Workforce Florida, administering federal and state funds and providing technical assistance to the 24 regional workforce boards, which primarily are responsible for delivering services to job seekers and businesses.

Balanced Scorecard. This term is used in two ways at Workforce Florida. The strategic goals of this plan represent a competitive and diversified Florida economy. The term also is used in association with the work of Workforce Readiness and Performance Council and the development of "Balanced Scorecard 2.0," an approach to tracking and managing common measures associated with Temporary Assistance to Needy Families (TANF).

Career Academies. In Florida, career academies are established by s. 1003.493, Florida Statutes, as research-based programs charged with integrating "a rigorous academic curriculum with an industry-specific curriculum aligned directly to priority workforce needs established by the regional workforce board." Students completing career academy programs receive a standard Florida high school diploma, industry certification at the highest available level, and may also gain opportunities to earn postsecondary credit. Goals of a career academy are mandated to include increased student achievement and graduation rates through integrated academic and career curricula; preparation of graduating high school students to make appropriate choices pertaining to work and education; career preparation through academic rigor and industry certification; relevant coursework to raise student aspiration and academic commitment. Career Academies are also mandated by Florida Statute to support the state's economy through attending to industry needs for skilled high-demand-occupation workers.

Common Measures. Common Measures are integrated into Workforce Florida's Balanced Scorecard. They focus on the core purposes of the workforce system, including employment for adults and skill gains for youth. They are intended to dissolve barriers to integration resulting from disparate definitions, data and reports for unique workforce programs. Common Measures preempt and respond to questions surrounding the consistency and reliability of data.

Creating the Strategy for Today's Needs and Tomorrow's Talent. The working title of the process through which the Workforce Florida Board of Directors and its Strategy Council developed a five-year strategic plan for workforce development in Florida. The title considers the urgency faced by Florida's businesses, individuals, and families amid a record-setting global economic crisis and the responsiveness demanded of Workforce Florida immediately. It also considers the need to ensure a long-term perspective on how workforce development supports Florida's ability to grow value, economic prosperity, and diversification for the businesses, residents, and families who call the state "home."

Demand Driven. In workforce systems, demand driven represents the dominant measurer, influencer and driver (talent requirements and outlooks of employer businesses) of the policies, behaviors, products and programs of service providers in the Talent Supply Chain. Demand driven requires strength in business intelligence, communications and occupational and skills data. It customarily requires performance and customer satisfaction indexing to align programs with employer needs. The approach is used because alignment of programs and talent to business needs improves Florida's talent pipeline and Floridians' opportunities to find employment, build careers, establish wealth and prepare for changing markets. Demand driven is associated with the related term, "demand-side."

Employ Florida Banner Centers. With the first center designated in 2006, Banner Centers are charged with becoming a statewide, go-to resource for cutting-edge training for entry-level and experienced workers who need to upgrade their skills in high-value sectors such as biotechnology, homeland security and defense, manufacturing, energy, alternative energy, logistics and distribution, aviation/aerospace, digital media, construction, agriscience and water resources. Each Banner Center is led by a Florida community college, university or industry organization, which serves as the home base.

Banner Centers partner with industry in targeted sectors to identify training needs and, among other things, create new curricula. A key objective is to create timely and relevant training that can be shared across multiple educational institutions for access by businesses in other areas of the state, thus reducing duplication. In other words, you can create it in one place and use it in another without another institution having to start from the beginning to address identical industry training needs in its community.

In October 2008, the International Economic Development Council (IEDC) presented Workforce Florida with an Excellence Award for partnership with educational institutions for the Banner Centers initiative.

Employ Florida Network of Workforce Resources & the Employ Florida Marketplace. Employ Florida links all of Florida's state and local workforce services and resources. The state partners are Workforce Florida, the policy and oversight board, and the Agency for Workforce Innovation, which administers workforce funds. At the local level, there are 24 regional workforce boards that administer more than 90 "One-Stop Centers." The Employ Florida toll free number is 1-866-FLA-2345.

Enterprise Florida Inc. As a public-private partnership serving as Florida's primary organization devoted to statewide economic development, Enterprise Florida is missioned to diversify Florida's economy and create better-paying jobs for its citizens by supporting, attracting and helping to create businesses in innovative, high-growth industries. In collaboration with a statewide network of regional and local economic development organizations, Enterprise Florida works to bolster the state's business climate and to ensure the global competitiveness of Florida.

Entrepreneurship. Entrepreneurship is a way of thinking, a way of feeling, and a way of acting. Entrepreneurs see opportunities and seek solutions. Entrepreneurs are passionate in making what is possible a reality. Entrepreneurs grasp the impacts of a business or an innovation, not just the parts; are focused in their commitment and immediate in their actions. (Center for Entrepreneurship, Crummer Graduate School of Business at Rollins College; in collaboration with Central Florida Partnership. "Think Tank Reunion Outcomes: The Best Regional Entrepreneurship System in the Americas - Defining the term "Entrepreneur": Exploring Consensus, Taking Action." August 2008.)

Framework for Planning. The structure around and into which the Strategy Council developed priorities and aspirations for a strategic plan for workforce development. This framework evolved throughout the planning process as the team considered data, indicators, discussions of collaborative partners and the needs of the workforce and Florida's employers and target employers. This evolution was published throughout the planning process through Session Notes documentation warehoused at www.WorkforceFlorida.com.

Green Jobs and Green Industries. A green job increases the conservation and sustainability of natural resources for the benefit of Floridians. This includes jobs that reduce energy usage or lower carbon emissions, and protect Florida's natural resources. Green jobs should provide worker-friendly conditions, pay a living wage and offer opportunities for continued skill training and career growth.

Infrastructure Innovators. In Florida, Infrastructure Innovators include agencies and enterprises concerned with the design, deployment, maintenance, preservation and transformation of water, transportation, community, energy, telecommunications and natural systems.

Occupational Codes. Occupational Codes are used to classify workers into categories of occupations. This enables the collection, calculation, trending and dissemination of data and information in recognizable and standard terms.

One-Stop Centers. Workforce development services in Florida are available primarily through a system of nearly 90 One-Stop Centers designed to provide easy access to diverse services including job placement and training, temporary cash assistance and special support services such as subsidized childcare and transportation.

Florida's One-Stop Center network was established to bring workforce and welfare transition programs together under one physical or "virtual" roof to simplify and improve access for employers seeking qualified workers or training programs for their existing employees and job seekers.

Today, there are nearly 100 One-Stop Centers across Florida managed at the local level by regional workforce boards. Some are full-service centers providing direct access to a comprehensive array of programs at a single location, while others are satellite facilities capable of providing referrals or electronic access. Florida's One-Stops are affiliated statewide through the Employ Florida brand.

Operation Plans/Operation Planning. Approval of the strategic plan requires operational response. Projects, task forces, teams, councils, initiatives, departments and staff members must identify the leaders, resources and tactical steps required to make strategic goals and achievements possible. Once aligned with the framework, plans allow for creative Board interventions, reform and analysis.

Regional Workforce Boards. While Workforce Florida provides policy, planning and oversight at the state level, 24 regional workforce boards with significant representation from the business community are largely responsible for designing and implementing programs in their communities. Each regional board has performance measures and contracts to provide accountability, however, the choice of initiatives and programs it implements are under the local board's control. This allows for programs to reflect the economic development, business and workforce needs of each particular region of the state.

Roadmap to Florida's Future. The economic strategy for the state of Florida developed and updated by Enterprise Florida Inc., pursuant to s. 288.901(5) Florida Statutes. The *Roadmap to Florida's Future* is a five-year statewide strategic plan for economic development. Created through broad, grassroots outreach and expert input, the Roadmap identifies key priorities and specific action recommendations to diversify Florida's economy for global competitiveness. Workforce Florida's strategic plan, written during a period overlapping the development of Florida's *Roadmap*, integrates the *Roadmap's* core concept of target industry clusters.

Rural Areas of Critical Economic Concern (RACECs). Three regions of Florida, each comprised of rural communities, have been designated as Rural Areas of Critical Economic Concern (RACECs). These regions have faced adverse impact from exceptional economic or natural events. RACEC designation of these communities permits them provisions for economic development initiatives, including waived requirements and criteria. The RACEC communities are also eligible for the provision of funding for economic research, marketing and site selection, especially to catalyze economic prosperity and designate a target catalyst site within each region.

Science, Technology, Engineering and Math (STEM). Competency in STEM education and training is considered critical to growing Florida's advantage in the global competition for world-class talent. In June 2009, Workforce Florida, in partnership with Enterprise Florida, announced the creation of the Florida STEM Council to strengthen the STEM skills of Florida's students as a way to address the increasing demand for jobs requiring strong foundations in these areas. Industries identified as targets for the STEM Council include life sciences, aerospace, energy, manufacturing, information technology and homeland security and defense, as well as others.

Talent Supply Chain. Florida's Talent Supply Chain is a system of resources and infrastructure that prepares people, on a lifelong basis, to advance the needs of enterprises of all scales, sizes and sectors. Like other supply chains, excellence is achieved through customer satisfaction, on-time delivery, reliability, foresight and seamless coordination and process improvement among and between all participants in the chain. In Florida, people are participant-owners in the chain, by exerting their own transformative abilities to learn, apply knowledge and create wealth.

Talent Supply Chain Team. A cross-cutting team of collaborative partners guided by the definition of Talent Supply Chain Team adopted through the Workforce Florida strategic plan. The Talent Supply Chain Team is a strategic goal of Workforce Florida, and is noted as "Aligned, Responsive and Jointly Engaged Talent Supply Chain Team." A top achievement set forth for Workforce Florida through this strategic goal is to convene and support this team around Florida's Shared Scorecard with a shared vision.

Target Industry Clusters. In Florida, target industry clusters include the dynamics and disciplines of entrepreneurship, manufacturing, supply chain management, vendor access, productivity, new ventures and research and development. Florida's reputation as a magnet for and provider of outstanding customer service for target clusters (and their industries) rests on a commitment to cluster management and knowledge about the complex up and down-stream relationships customer targets require to grow and hire.

Temporary Assistance to Needy Families (TANF). Created in the 1996 federal welfare reform law, the TANF block grant program is best recognized as a significant source of cash welfare funding for families in need. TANF serves to provide states funding for a wide range of benefits and initiatives.

Workforce Florida Policy Councils. Directing Florida's workforce-development strategy is accomplished through four policy councils of the Board: Business Competitiveness, Finance and Administration, Strategy, and Workforce Readiness and Performance.

Workforce Florida Inc. Created in 2000, Workforce Florida Inc. serves as the principal workforce policy organization for the state, and is a catalyst for creating and nurturing world-class talent. Its mission is to design and implement strategies that help Floridians enter, remain in, and advance in the workplace, becoming more highly skilled and successful, benefiting these Floridians, Florida businesses, and the entire state, and to assist in developing the state's business climate. Workforce Florida is governed by a 47-member, business-led Board of Directors, largely appointed by Governor Charlie Crist, with the House Speaker and Senate President also each appointing two of their chambers' members to serve. The Board, which seeks to design strategies to develop Florida's world-class talent and respond to workforce demands and challenges, both today and on the horizon, is chaired by Belinda Keiser, Vice Chancellor of Community Relations & Student Advancement of Keiser University. As required by federal and state law, the Board of Directors must comprise representation from a majority of private-sector business. This ensures that business influences workforce policy and investment to drive employment, training and economic development. It is important to ensure that businesses, as ultimate customers of the workforce system, are integral participants in developing and implementing policies and programs of that system, and that the workforce system is designed with the needs of employers, as well as employees, in mind.

The Agency for Workforce Innovation (AWI) is Workforce Florida's primary state-level workforce partner. AWI is responsible for implementing the policy developed by Workforce Florida, administering federal and state funds and providing technical assistance to the 24 regional workforce boards, which primarily are responsible for delivering services to job seekers and businesses. Other state agencies serving on the business-led Workforce Florida Board of Directors are: the Department of Education, the Department of Children and Families, the Department of Elder Affairs, the Agency for Persons with Disabilities, the Department of Community Affairs and the Department of Juvenile Justice. Additionally, Workforce Florida works closely with other vital statewide organizations such as Enterprise Florida, Space Florida, the Florida Chamber of Commerce and the Florida Economic Development Council, among many others.

Workforce Investment Act (WIA). The Workforce Investment Act of 1998 serves as a training and employment program constructed to provide services to increase the skills of youths and adults, and ultimately result in increased earnings. Education and career training initiatives provided through WIA are intended to help overcome employment barriers faced by workers and youths.

Workforce Readiness. Workforce Florida works towards readiness of all Floridians to help the state, communities, individuals and families achieve their goals. To achieve the promise of a demand-driven agenda and focus critical resources on the target industry clusters that matter most for jobs, higher wages and career paths, Workforce Florida will promote, advocate and assist with the alignment of the social safety net and resources for disadvantaged Floridians to the strategic objectives of this plan.

Approach to Workforce Florida Board Agenda Alignment: The Recurring Board Agenda Pursuant to the Strategic Goal of Dedicated Commitment to Change Management and Transformation

The following schedule was developed as a starting point for orienting the Workforce Florida Board to the strategic plan on a continuous basis. The schedule uses topical “filters” as column headings. These “filters” help officers and meeting planners place fiduciaries in a position to address lagging projects, pull out successes for best practice review and replication and review a balanced scorecard.

	General Status/ Achievements to Goal (a Comprehensive Balanced Scorecard)	Lagging Projects and Possible Interventions	Successes	Topical or Project Orientation	Field Orientation	Other
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						
Outstanding Business Communications and Intelligence for Performance and Accountability						
Dedicated Commitment to Change Management and Transformation						

Operating Plans/Alignment

Workforce Florida would like for year-one operating plans to include, as a pilot, the following criteria:

- A graphic and descriptive representation of the strategic goal(s) and achievement(s) advanced by the operating plan
- The name and contact information of the point manager/project lead
- A simple statement of the mission of the operating plan or program enabled by the plan
- Identification of current and/or desired collaborative partners
- Top-line activities or milestones required to claim achievement, which are natural points for status review by the Workforce Florida Board
- Identification of resource requirements in sufficient detail to support a resource/budget analysis
- Identification of barriers, regulations, cultural issues, or other conflicts that slow or restrict progress + suggestions for year-two reform (this is a living request, giving teams the opportunity to surface unexpected, off-cycle opportunities)

Strategy Council's Session Notes

These Session Notes serve as the primary source of documentation from the Strategy Council's work in 2009 *Creating the Strategy for Today's Needs and Tomorrow's Talent*. In addition to online archives of these Notes, they are included here in full as attachments.

Session Notes

An Initiative of the Strategy Council of Workforce Florida, Inc.

September 2009

Strategy Council Session 1 | August 12, 2009 | Doubletree Hotel | Tallahassee, Florida

PROJECT AND SESSION SUMMARY

Workforce Florida, Inc. (WFI) launched its strategic planning process during a regularly scheduled Board meeting in Tallahassee on August 13, 2009. As a part of this launch, WFI's Strategy Council was commissioned to guide the process, following a Statement of Intent and Guiding Principles. To make this launch possible, the Strategy Council held preliminary, formative discussions, which are summarized in these notes as Session 1 of the process. Session 1 recommendations were used in the design and formatting of both the *Statement of Intent* and *Guiding Principles* resources, and drawn from preliminary issues diagnostics of the consultant team for the strategic planning process (Fairfield Index, Inc.). An August 11 meeting of the Partners Council, convened at Tallahassee Community College's Capitol Center, also was used to gather ideas and counsel from local workforce boards, agencies and additional experts. The August 13 Board meeting was also used by the Strategy Council as an opportunity to gather leadership perceptions through real-time electronic polling on trends in Florida, engagement in the planning process and definitions of key terminology. With the encouragement of Lt. Governor Jeff Kottkamp and WFI Chair Belinda Keiser at the Board meeting, the Strategy Council, led by its Chair, David Armstrong, moved forward into an inclusive, transparent and aggressive planning process. Though these Session Notes are designed to document the August 12 meeting of the Strategy Council, some highlights of Board polling are included because of their instructive value. Three items were recurring themes or recommendations in Strategy Council, Partners Council and Board sessions: the timing of this planning process is excellent because a number of key organizations and agencies are in their own planning cycles, with special focus on Enterprise Florida, Inc. and the *Roadmap to Florida's Future*. Outreach to educational partners, with special focus on Science, Technology, Engineering and Math (STEM) is vital; and green jobs and industries must be a part of the research and outcomes.

SESSION 1 AGENDA

Doubletree Hotel | Tallahassee, Florida
August 12, 2009 | 8:30 a.m. - 12:00 p.m. ET

- **WELCOME**
Belinda Keiser, Chair - Workforce Florida, Inc.
David Armstrong, Chair - Workforce Strategy Council
- **DRAFT MILESTONE CALENDAR TIMELINE AND PREPARATION FOR EXTENDED MEETING**
Don Upton, President - Fairfield Index, Inc.
- **DRAFT STATEMENT OF INTENT**
Team + Upton
- **GUIDING PRINCIPLES**
Team + Upton
- **APPROACHES TO TEAM ENGAGEMENT/ SUBJECT MATTER/STAGING**
Team
- **PRESIDENT'S PERSPECTIVES**
Chris Hart, President - Workforce Florida, Inc.
- **NEXT STEPS AND TRANSITION TO EXTENDED MEETING**
Armstrong

STATEMENT OF INTENT

The *Statement of Intent* was designed to clearly communicate the nature of the planning and commissioning of the Strategy Council, and key deadlines and deliverables. The resources were reviewed and improved at the Partners Council, Strategy Council and Board sessions. It will be a visible resource to WFI and all stakeholders.

The Workforce Florida Board of Directors

Statement of Intent Five-year Strategic Plan

More and more, Florida will compete, grow business, innovate, and create individual, family, enterprise and community wealth through TALENT. Collaboration among all partners engaged in the talent supply chain is essential if we are to understand and anticipate employers' needs of today and in the new economy.

It is the intent of Workforce Florida, Inc. to launch a strategic planning process through the coordination of its Strategy Council, the oversight of the Board of Directors, identification and publication of key milestones and a commitment to transparency.

During a period of approximately 5 months, the Strategy Council will:

- Honor, assess and carry through, as appropriate, the values and principles of Re-iMagine, the 2005 - 2010 Strategic Plan
- Reach out to experts, leaders, partners and enterprises with full Board support
- Ask the tough questions
- Consider and recommend the best pathways toward raising the bar in performance of the Florida Workforce Delivery System
- Consider and recommend the right targets to improve overall performance for Workforce Florida
- Encourage system flexibility and response to changes in technology, demand and markets
- Leverage current resources and explore new resources in alignment with strategic priorities
- Promote, replicate and scale best practices
- Ensure leadership to strengthen Florida's talent supply chain
- Ensure transparency of calendars, milestones and exploration
- Test, through partner outreach, approaches to the formation and engagement of a Talent Supply Chain Team for Florida in 2010
- Build and recommend a Strategic Plan for Workforce Florida Board consideration by mid-November 2009
- Work carefully with all key partners to ensure an aligned and action-provoking submission of ideas, leadership and alignment into the State Strategic Plan by December 31, 2009
- Identify early stage pilots, projects and initiatives to promote implementation and effectiveness
- Integrate the Strategic Plan, as approved, as the Board's primary orienting, agenda management and tracking resource; with plans for periodic, data-driven assessments, annual updates and continuous improvement

The Workforce Florida Board is committed to following project milestones and removing obstacles to performance when called upon; and is especially interested in Council consideration of the following questions:

1. How do we encourage and help unify partners in and around a Talent Supply Chain Team?
2. Where should we raise the bar in the performance of our own enterprise, Workforce Florida, as well as the overall Workforce Delivery System over the next five years?
3. What are the best approaches to addressing recessionary conditions and getting Floridians back to work?
4. What are the best approaches to taking on potential structural changes in the industry demand side?
5. What is the best, Board-level, dashboard for tracking progress and success?

GUIDING PRINCIPLES

The Guiding Principles also were reviewed and improved at Partners Council, Strategy Council and Board sessions. The Council Team was especially interested in preparing a plan that could be directly integrated into, if not reform or update, Board agendas and scorecard systems. Transparency matters most. The unique strengths and assets of Florida need to be leveraged and respected. Even at the launch stage, Team Members wanted to ensure that WFI was anticipating implementation, accountabilities and new approaches to market data and measurement. The Team was encouraged to think constructively about how to recommend 2010 pilots for new ideas and concepts; and reach out to other organizations, work in new venues and post breakthrough conversations and breaking news. As a results, 14 Guiding Principles were recommended to and approved by the WFI Board.

14 Guiding Principles

- **Documentation** – Document Key Steps and Milestones throughout Planning Process
- **Transparency** – Ensure Documentation is in Plain View
- **Clarity** – Balance the Need to Address a Complex System with Clarity, Outlines, Summaries, Assumptions and Decision Points
- **Common/Shared Language** – Define and Re-define Key Terminology such as “Demand-Driven,” Talent Supply Chain” and “Universal Customer Access”
- **Ask the Tough Questions** – Create an Environment of Inquiry
- **Implementation** – Ensure Strategic Plan Work Product is Actionable, Measurable and Accountable
- **Theory to Action** – Encourage Testing and Piloting of New Concepts, Solutions and Partnerships
- **Collaboration** – Seek Ideas, Measures, Perspectives, Shared Accountabilities, Linkage(s) with Key Partners in Florida’s Talent Supply Chain
- **New Venues and Approaches** – Go to the Source, the Experts and the Discussion on the Terms and Calendars of Partners; Broaden Information Gathering Resources
- **Respect** – Honor Opinions and Insights; Seek out Innovative Ideas; Stay on Schedule
- **Dual Approach** – Focus on Needs of Today and Economic Transformation of the Future
- **Flexibility** – Help Workforce Florida and Other Participants in Talent Supply Chain Respond to Changing Conditions and New

Opportunities

- **Best Practices** – Seek out and Advance Successes
- **Unique Assets** – Understand and Promote Florida’s Unique Assets and Values

COMMUNICATIONS AND STAGING

The Strategy Council will be using the WorkforceFlorida.com Web site as the primary, one-stop location to ensure transparency, effective documentation, context and a sense of progress. Key resources, with special focus on an online ToolKit, will be organized in the context of Strategy Council Sessions, with the Team anticipating approximately seven face-to-face and virtual meetings. Other Tiers of work will be required, including web-streamed phone briefings, participation in the forums and roundtables of other organizations and on-demand phone interviews. The following resource/web map will be utilized to guide placement and organization of resources. A location central to Florida, probably Orlando, will be used to encourage face-to-face participation. Session Notes will be the primary resource for assessment of progress and documentation of Council insights. See Attachment A. - Web Map for a formative visual guide to the staging and mapping of online documents and dialogue.

PROJECT IDENTITY

The identity for the planning project reflects some primary messages in the Statement of Intent. WFI must be mindful of the need to

PROJECT IDENTITY (CONT.)

get Floridians back to work, while looking forward to the talent requirements of tomorrow. When placed as a tile on the WFI home page, the identity will also indicate a one-click step to all calendars, Session Notes, and ToolKit resources being utilized by the Strategy Council. It will also be the gateway to a Drop Box for inquiries and postings of critical research, white papers, links and insights of key partners and experts.

IDENTITY TILE FOR WFI HOMEPAGE:

*Creating The Strategy
for Today's Needs and Tomorrow's Talent*

MILESTONE TIMELINE

The Council Team used a draft Milestone Timeline (Attachment B) to review the general staging of Sessions relative to other activities and deadlines.

LAUNCHING THE PROCESS AND COMMISSIONING THE STRATEGY COUNCIL

The WFI Board, on a motion by Council Chair Armstrong, accepted the overall staging of the process, Statement of Intent, and Guiding Principles. WFI Chair Keiser set the expectations for the process:

"I want to honor this work today by launching the strategic planning process as a Board, and commissioning the Strategy Council to move forward within the process. I want our partners and stakeholders to see our clear intent for this process ... and make sure this intent is in "plain view" before we go into another week. I want the Council to move with confidence, with our support.

"With the help of staff, our consultant team, partners and other stakeholders, I understand we have several key items ready for Board review and approval:

- *A Statement of Intent from this Board that commissions the work of the Strategy Council and commits this Board team to ownership of the process ... and*
- *Guiding Principles of the planning process that will guide behaviors through the year*

"In the spirit of transparency and engagement, I'm also looking forward to an outline of how we will place milestones and work product in "plan view" through our web site.

"Before I ask Don Upton to moderate these discussions, I want to make a special note of the timing of this process.

"Never before has there been a call for a Talent Supply Chain Team like we have today ... We are following the summer work of Enterprise Florida's Roadmap for Florida's Future, and can draw on their good work and leadership ... leadership teams are taking on issues of talent, it seems, on a daily basis, and I'm thinking about the Florida Chamber's Talent Caucus and upcoming Summit ... the people who call Florida "home" want to get to work and advance their careers ... and our demand side customers, Florida's businesses, want confidence that they can sustain, and grow, and innovate. I am encouraging the Strategy Council to not only meet as a team within the process, but to venture out to other summits and workshops, meeting our partners and other agencies on their terms too."

All Board members were invited and encouraged to follow the process and engage in Strategy Council discussions.

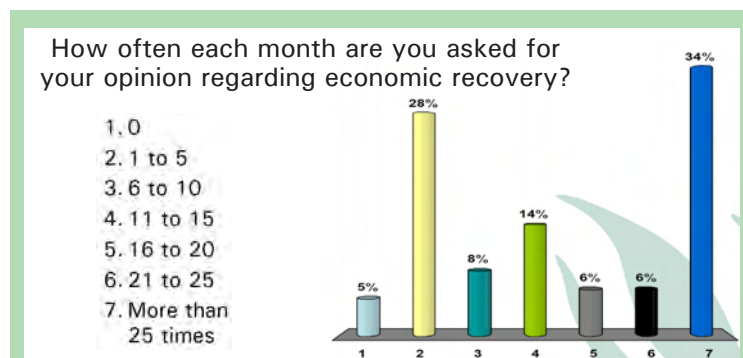
BOARD PERSPECTIVES

The Strategy Council made electronic polling (Fairfield Index's Catalytic Engagements) available during the August 13 meeting. A number of important perspectives and insights were discussed. For instance, 59% of Board participants also have served on an economic development organization/corporation board, a potential value as the planning process includes consideration of the connections between economic development and workforce initiatives. As the Strategy Council reaches out to leaders in education, it is important to note that 63% of Board members have served on an educational enterprise board/board of education.

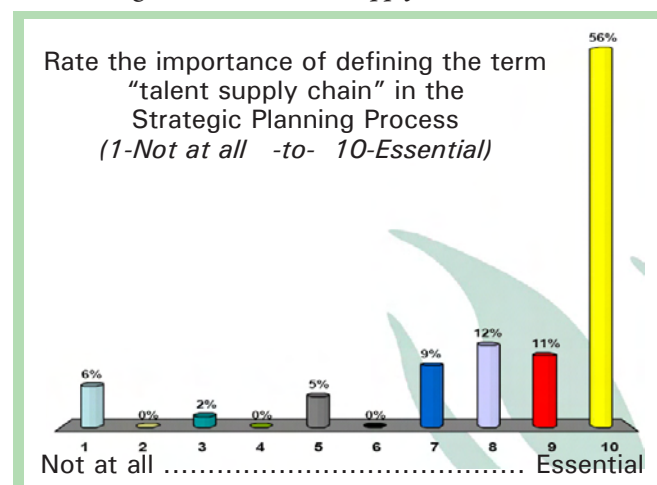
When considering the use of the term collaboration in the Guiding Principles, Board members provided the following guidance on the best definition:



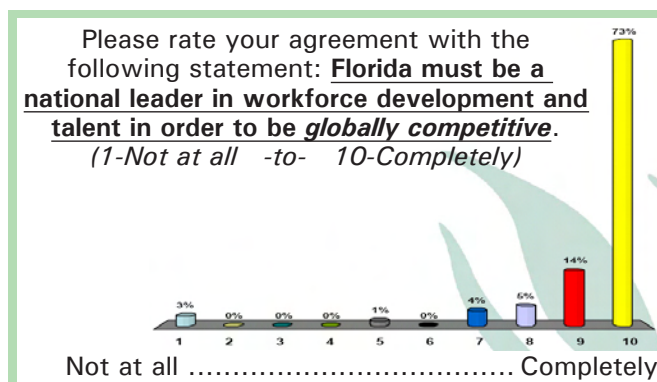
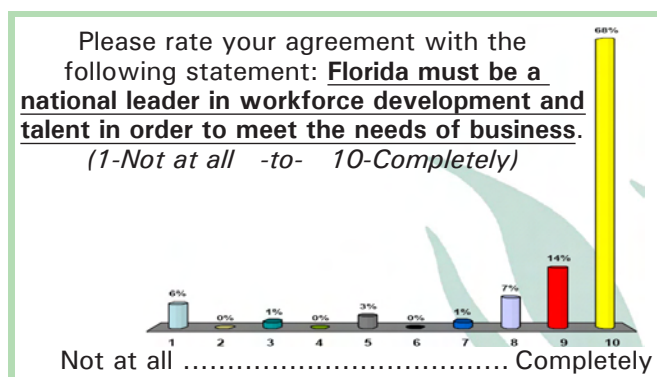
Recessionary conditions in the economy tend to prompt outreach to Board members about recovery, perhaps creating a platform for communications about the future strategy.



The Strategy Council must give serious consideration to defining the term *Talent Supply Chain*.

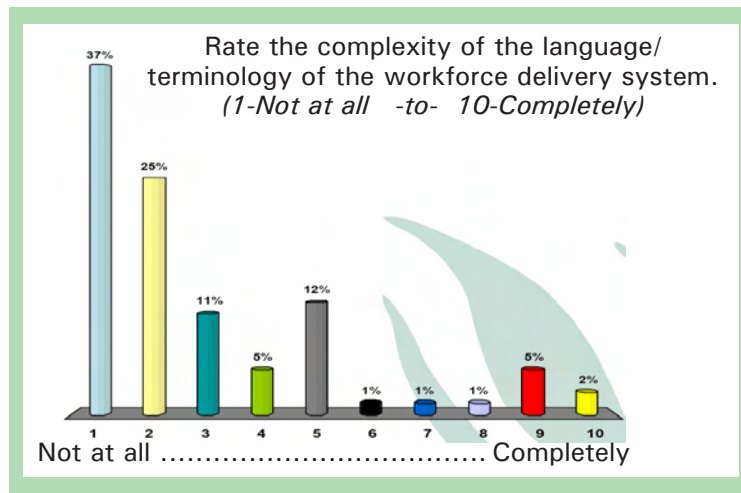


Because of the complexity, overall resources and overall national competitiveness associated with domestic and federal policies, the Board provided a strong indication that Florida must be a national leader in workforce development and talent.



BOARD PERSPECTIVES (CONT.)

As a reminder to focus on the common language principle in the launch documents, the Board rated the complexity of the language in of the workforce delivery system.



NEXT STEPS

In the coming weeks, the Strategy Council will set a firm schedule and location plan for sessions, and draw from the consultant team's preliminary scan of topics (Attachment C) to ensure the right subject matter is considered in the most appropriate venues. The WFI staff team will have the web framework, tile and all documents associated with the launch of the process published in place within 48 hours.

For more information, or to access the Strategy Council Session ToolKit pages, visit:

www.WorkforceFlorida.com/strategy/index.htm

LEADERSHIP AND KEY CONTACTS

Workforce Florida, Inc.
Belinda Keiser, Chair

Strategy Council
David Armstrong, Chair

Workforce Florida, Inc.
Chris Hart, President

PROJECT CONTACTS

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Workforce Florida, Inc. Home Page

Creating The Strategy
for Today's Needs and Tomorrow's Talent

Strategic Planning
General Forum
Page

Statement
of Intent

Guiding
Principles

Session
ToolKits

Effort
Calendar

Drop Box
(comment
forum)

Q & A

ToolKit
Pages

Session Number:

I

II

III

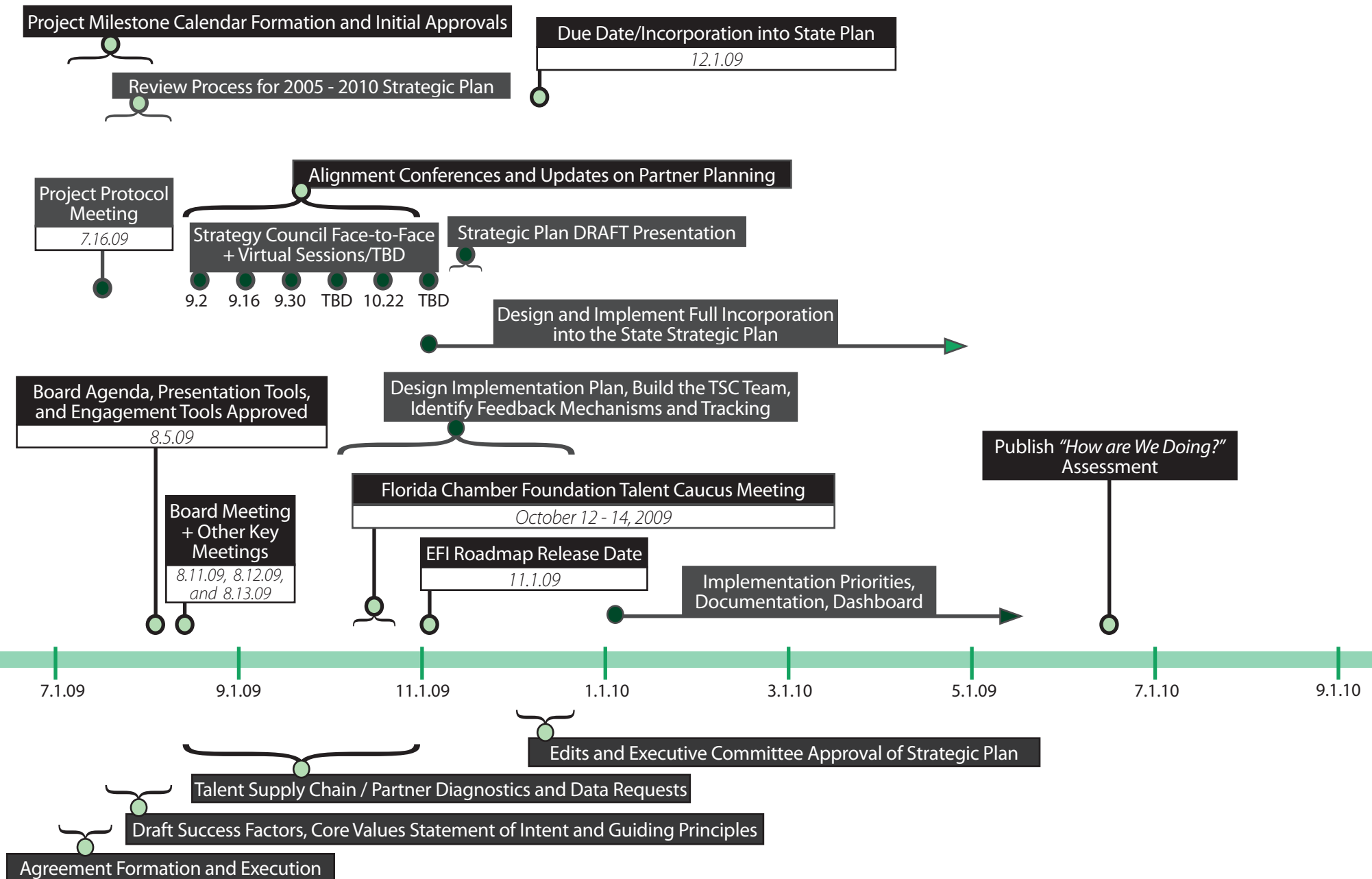
IV

Session Agenda

Session Notes

Research and Preparation Materials

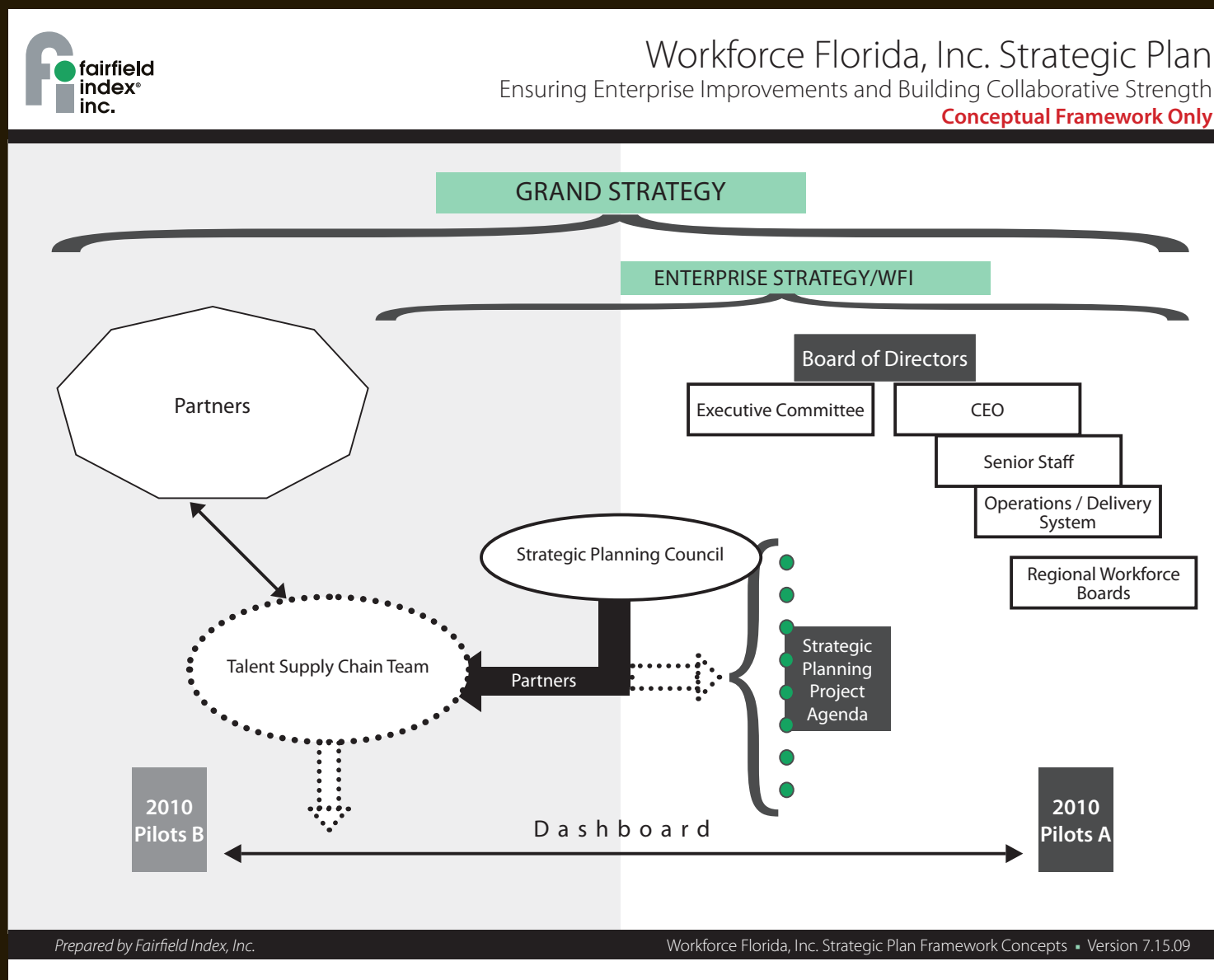
Archives



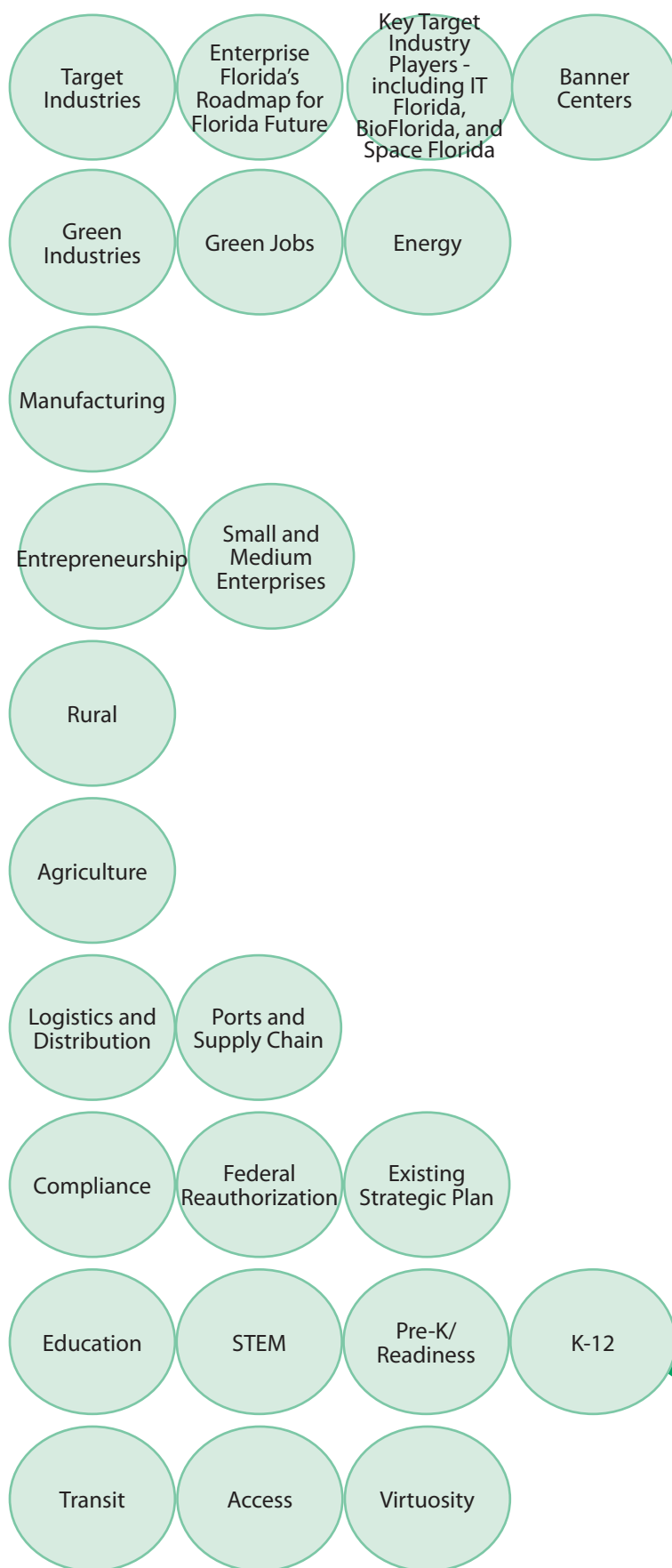
GRAPHIC DISCUSSION TOOL CONCERNING OUTCOMES AND EXPECTATIONS IN WORKFORCE FLORIDA (ENTERPRISE) AND FOR FLORIDA (GLOBAL)

The Discussion tool helps Workforce Florida and its Strategy Council focus on raising-the-bar on excellence in the enterprise itself while anticipating the formation of a Talent Supply Chain Team and global solutions over time.

The use of the term, "Grand Strategy," was applied by Fairfield Index and not the client. It was utilized to promote discussion and examinations of the differences in expectations, products, and participation when considering a high performance enterprise v. a more competitive Florida.



STRATEGY COUNCIL AGENDA SCRATCHPAD



Session Notes

An Initiative of the Strategy Council of Workforce Florida, Inc.

September 2009

Strategy Council Session 2 | September 2, 2009 | Hyatt Orlando International Airport | 10:30 a.m. to 2:30 p.m.

PROJECT AND SESSION SUMMARY

The Strategy Council of Workforce Florida, Inc. (WFI) convened on September 2 at the Hyatt Orlando International Airport for Session 2 of strategic planning. The four-hour session focused on Enterprise Florida's *Roadmap to Florida's Future* and Target Industries, perspectives on existing board tools and plans, and a primer on the pending reauthorization of Federal Workforce Investment Act (WIA). The strategic planning process, titled *Creating the Strategy for Today's Needs and Tomorrow's Talent*, was launched and commended to the Strategy Council's attention on August 13 during a WFI Board Session in Tallahassee. During pre-launch due diligence and Strategy Council Session 1, approaches to discussion, inquiry and Council Team participation were created. It includes four Tiers of activities that balance the need for face-to-face discussions with the need to access experts and trends through virtual tools. Critical areas of focus and key topics are distributed through these various Tiers. During the Session 2 discussion, the Council team identified: an additional area for attention (Health care / Health Sciences); an opportunity to expand an existing topic (Entrepreneurship); and the need to elaborate on the topic of Rapid Response. The Tiers of work will be adjusted to include the Council Team's improvements.

Session 2 discussions included: interest in participation in the design, adoption and implementation of a shared, Florida strategic plan; consideration of how best to support Florida's Target Industries while ensuring expanded WFI emphasis on key, essential infrastructure like water, health care, education and logistics and distribution; a desire to stay as close as possible to the next stages in the writing of the *Roadmap*; a continued recognition that the reauthorization of WIA could influence WFI/partner abilities to innovate, invest and respond to changing conditions with flexibility; consideration of how to align and even unify a number of orienting, planning, agenda and measurement tools and resources already in existence at WFI; extension and improvement of assumptions and imperatives in the current WFI Strategic Plan; and a call to action for Council Team members to engage in multiple Tiers of discussions and research.

Many of the assumptions utilized in the formation of the existing, pre-recessionary Strategic Plan have seen moderate to radical change in just a few years, so the Council Team made a special note of the need to produce a flexible, "living" planning tool in the future.

SESSION 2 AGENDA

Hyatt Orlando International Airport

September 2, 2009 | 10:30 a.m. - 2:30 p.m. ET

- **WELCOME**
Belinda Keiser, Chair - Workforce Florida, Inc.
David Armstrong, Chair - Workforce Strategy Council
- **INTRODUCTIONS**
Don Upton, President - Fairfield Index, Inc.
- **BUSINESS OF THE DAY**
Upton
- **PROCESS TOOLS, MILESTONE TIMELINE, DOCUMENTATION OF PROJECT AND BUILDING CONSENSUS**
Armstrong, Team and Upton
- **DISCUSSION A - ENTERPRISE FLORIDA'S ROADMAP TO FLORIDA'S FUTURE**
- **DISCUSSION B - FLORIDA'S TARGET INDUSTRIES**
- **DISCUSSION C - EXISTING STRATEGIC PLAN - ORGANIZATION, IMPLEMENTATION AND RESULTS**
- **DISCUSSION D - COMPLIANCE AND FEDERAL REAUTHORIZATION - A PRIMER**
- **PREPARATION FOR INTERIM BRIEFINGS, EVENTS AND ROUNDTABLES - KEY QUESTIONS AND INQUIRIES**
Upton and Team
- **KEY INSIGHTS AND NEXT STEPS**
Keiser, Armstrong, Team and Upton

RECURRING QUESTIONS FOR GUEST LEADERS & EXPERTS

What are Your Strategic Imperatives?
What are Your Critical Workforce Needs?
Where Should this Process Help?
How Should Your Enterprise Engage in the Performance of Florida's Talent Supply Chain?

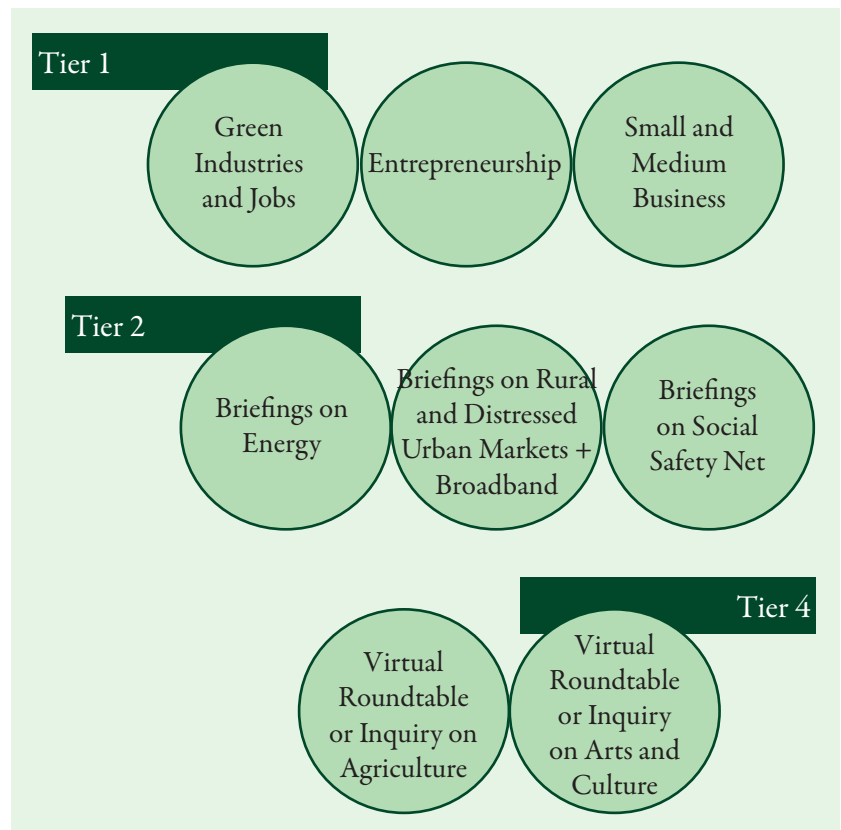
PROCESS TOOLS, MILESTONE TIMELINE, DOCUMENTATION OF PROJECT AND BUILDING CONSENSUS

The Council Team reviewed the general organization of session notes, an approach that is reflected for the first time in these Session 2 Notes, and reviewed and improved on the staging and identification of issues and topics throughout the planning process. Improvements included: the addition of Health care/Health Sciences program of work; expansion of the Rapid Response topic to include retention, expansion and location services and outplacement services; and the inclusion of incubation and start-ups in Entrepreneurship. Workforce Florida, Inc. Chair Belinda Keiser reminded the Council Team about the importance of utilizing the Board's *Statement of Intent* and *Guiding Principles*, and Strategy Council Chair David Armstrong called for member engagement in multiple Tiers of work.

Primary milestones and the use of Tiers were reviewed, including:

- Rudder Team Sessions - Face-to-Face and Virtual Meetings (*Tier 1 Activities*)
- Phone Briefings with Experts and Leaders (*Tier 2 Activities*)
- Participation in Partner and Stakeholder Events (*Tier 3 Activities*)
- Commissioned Interviews, Follow-ups (*Tier 4 Activities*)
- Strategic Plan Recommendations to Executive Committee in December
- Submission of the Strategic Plan no Later than December 31st

All staging and Tiers of work were reviewed with the upcoming Session 3 (September 16) work set out below:



Despite the detailed and niche topics, it is vital that the Council Team remain faithful to recurring, overarching discussion items including:

OVERARCHING DISCUSSION ITEMS FOR ALL SESSIONS

Framework for Strategic Plan
Priorities for Strategic Plan
Measurement/Targets - Enterprise
Operationalization and Testing Ideas
Innovation
Creation of a Talent Supply Chain Team
Measurement/Targets - Global

DISCUSSION A - ENTERPRISE FLORIDA'S ROADMAP TO FLORIDA'S FUTURE

John A. Adams, Jr., President and CEO of Enterprise Florida, Inc. (EFI), provided an update on the planning process for the 2010 - 2015 Statewide Strategic Plan for Economic Development, *The Roadmap to Florida's Future*. EFI is mandated by statute to update the five-year plan on a routine basis. As a part of the process, 10 Forums were held in Florida's regions throughout the summer. Over 1,500 leaders participated in the forums, an online polling tool was utilized, and organizations were invited to submit comments and plans. The EFI Board of Directors also held its own roundtable just days prior to the WFI Strategy Council Session. As the *Roadmap* process enters into a period of drafting and updates, Adams was in a position to share an outline of results with the Council Team.

The 2007 - 2012 Priority Recommendations of the *Roadmap* were:

- World Class Talent
- Business Climate Competitiveness
- Sustainable Development and Quality of Life
- Innovation Economy
- Pre-eminent Global Hub
- Accelerate Diversification

These top-line recommendations may remain in the new Strategic Plan, but leaders are now guiding Florida and its regions into the details of reform, competitiveness, and priorities. For the priority of World Class Talent, leaders are seeking even more focus on **seamless education that is world class at all levels; enhancement of the workforce supply chain and dedication to the niche areas of science, technology, engineering and mathematics (STEM)**. Considering the priority of Innovation, leaders want even more focus on **diversification and future growth, entrepreneurship, linkage of higher education to economic development and exploration of an expanded incentive toolkit for innovation**. When it comes to the Global Economy topic, leaders want to understand **the changing global competitive landscape; expand focus to new emerging markets like Brazil, Russia, India and China (BRIC); and enhance essential foundations for competition like multimodal infrastructure and language skills**. For Business Climate, leaders care about **predictable business costs, a streamlined regulatory environment and dedication to the promise of small business**. Sustainable Development continues to be a top interest for leaders, but

the area appears to be moving into a **broader, more collaborative topic of Growth Leadership, which concerns the linkage and value of amenities**. Diversification requires **continued investments in clusters and persistence, a commitment to understanding emerging technologies, and a commitment to regionalism and mega-regionalism**.

Throughout Session 2 the Council Team was especially interested in keeping up with the next steps in *Roadmap* development, the growing strength of Florida in global trade and taking advantage of the obvious connections between EFI and WFI plans. Throughout the Session, the Council Team emphasized the importance of focusing on broadband infrastructure, access to online tools and portability of educational content. EFI Board review and approval is scheduled for November 2009 and, like WFI, delivery to the Governor and legislative leaders takes place by the end of the year.

DISCUSSION B - TARGETED INDUSTRIES

John Adams also provided an update on Florida's nine Targeted Industries. They include:

- Aviation/Aerospace
- Clean Energy
- Emerging Technologies
- Financial Professional Services
- Headquarters
- Homeland Security/Defense
- Information Technology
- Life Sciences
- Manufacturing

Adams also highlighted the apparent support (focused talent development) and endorsement of the targets by WFI through the establishment and alignment of Employ Florida Banner Centers in fields like Energy, Biotechnology, and

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Homeland Security and Defense. [Moderator's Note: Banner Centers will be the focus of an upcoming Strategy Council Tier of work.] He also provided the Council Team with EFI's view of the top competitive challenges faced by Florida, in priority order:

1. Availability of Workforce - Talent (Trained with Specific Skill Sets)
2. Access to Capital
3. Incentives
4. Electrical Costs
5. Insurance

Highlighting behaviors and assets in multiple states and regions, Adams referred to the March 2009 Site Selection Factors list from *Area Development Magazine* where the availability of skilled labor ranks number 6 of 10. [Moderator's Note: The recent EFI Board roundtable on the Roadmap included an electronic polling question regarding the best definition of Talent. Upon review of the results of Session 2, the perspective of this strategic partner board is valuable and the results are included as EFI Attachment A - Definition of Talent.]

The Council Team is especially interested in advancing or exploring the following ideas:

Ensure the Target Industries are clearly adopted and weighted by WFI.

Clearly articulate WFI's additional focus on the underlying infrastructure needs, qualities and challenges to compete globally. These include: Water; Health Care; Logistics and Distribution; Multi-modal Transportation; and Seamless, World-Class Education.

The Florida Chamber's *Drivers* are a good example of how subject matter may be ordered to set priorities. A link to these *Drivers* is in the Council's online ToolKit.

As WFI considers the definition and collaborative management of a high-performance Talent Supply Chain, and formation of a Talent Supply Chain Team, it is important to reach out to other leadership organizations considering target industry adoption in their own strategic planning processes.

Consider the power and accountabilities that could be gained from supporting a single, overarching strategic plan for Florida.

Session 4, which focuses on topics like STEM and seamless education, appears to be especially important in the WFI Strategic Planning Process.

Florida's Department of Education is also in a strategic planning process. Comparisons, alignment and discussions are in order.

STRATEGIC PLAN - ORGANIZATION, IMPLEMENTATION AND RESULTS

The Project Consultant Team, Fairfield Index, Inc., reviewed the existing strategic plan and other WFI resources and presented the following nine components for consideration, integration and alignment.

Re-iMagine: *Creating a Workforce for Florida's Future*; 2005 - 2010 Strategic Plan

Strategic Plan Update: January 2009

Agendas and Minutes of Workforce Florida Board Meetings

Workforce Florida Balanced Scorecard

Director Orientation Process and Tools

Key Initiatives

Creation of New WFI Councils/Council Roles

24 Regional Workforce Boards

Employ Florida Service Delivery System

The Council Team was challenged to consider integration in the interest of a comprehensive, high-performance Board agenda and measurement system. WFI staff leaders have made it clear that the WFI Balanced Scorecard, despite its early stage focus on Federal standards, is expandable to serve the full array of Council and Board interests.

The Guiding Principles of the existing strategic plan were also provided for potential revisions and updates.

- One Workforce System - Shared Vision
- Demand Driven Business Model
- Local Market Control
- Private Sector Leadership
- Universal Customer Access
- Strategic Partnerships
- Bias Towards Action
- Individual Performance Accountability
- Innovation

As the Council Team prepared to conduct a virtual, Tier 2 Roundtable on economic and demographic trends, they reviewed the key assumptions (Existing Trends) from the current strategic plan. Council Chair Armstrong used this review as an opportunity to drive the need for a flexible, evergreen approach to the new plan and its underlying assumptions. Structural changes in the economy, global trade, unforeseen crises and new opportunities are much too fluid to base Board oversight and operations on static data. *[Moderator's Note: Thinking back to Session 1 discussions, this may result in a change in the role and work product of the Strategy Council over time.]* A summary of the assumptions from the existing strategic plan are included as Attachment B. In many areas noted in the current plan, significant shifts took place or are taking place. For example, the following areas have changed: 800 new residents per-day growth for Florida; and nationwide leadership in job growth. The Scripps-only approach to biotech would, today, show success through evaluations of spin-offs and new initiatives such as Burnham, Torrey Pines, Max Plank and SRI. Productivity, the knowledge-based economy and the dynamics of global wages and incentives would remain areas of high interest.

Strategic Imperatives in the existing plan posed several challenges to the Council Team. For the new plan, there is a desire to set meaningful measures or targets to supplement the outlined vision and goals. The changes will encourage changes in operational plans and behaviors and inspire other organizations to participate in incremental improvements and potential leaps in quality. Current Strategic Imperatives include:

- Partner with Business to Employ a Demand Driven Workforce System
- Support Training and Development of Florida's Talent Pipeline
- Leverage Technology to Enhance Florida's Talent Pipeline
- Strengthen Florida's Rural Workforce System
- Strengthen Partnership with Workforce Education
- Marketing: Strengthen Awareness, Education and Image of Workforce System
- Identify Entrepreneurial Opportunities to Deliver Flexible Earned Income Streams

If the Balanced Scorecard (2.0 Concept) were expanded to support all priorities of the WFI enterprise, then the Council Team could consider the mission statement itself and four areas where Board-level measures or targets are strongly implied.

The mission of the Workforce Florida Board of Directors states that Florida will **develop** the state business climate by **designing** and **implementing** strategies that help Floridians **enter, remain** and **advance** in the workforce, becoming more **highly skilled** and **successful**, benefiting **Florida businesses** and the **entire state**.

KEY

- process metrics/time, place and quality
- career metrics/traditional core evaluation of effectiveness
- value oriented economy
- demand side/competitiveness and State as marketplace

DISCUSSION D - COMPLIANCE AND FEDERAL REAUTHORIZATION - A PRIMER

Workforce Florida President and CEO Chris Hart led the Council Team in an overview of the Federal Reauthorization of WIA. He noted that a number of position papers, recommendations and commentaries will be posted in the Council's online ToolKit as a resource for future discussion. Florida's workforce delivery system is consistently ranked at or near the top in the U.S., and its ability to take on near-term challenges and plan for long-term competitiveness has been based on **flexibility, business driven/demand side intelligence and leadership residing with the Governor**.

Considering the EFI Roadmap and Florida's Target Industries, Florida needs to take the next steps in alignment of strategies, organizational accountabilities and shared targets. This requires flexibility. The *Roadmap* summary

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highlights a new emphasis on regionalism and mega-regionalism, and there is a general assumption that **regional economics and regional competitiveness requires state-level leadership.**

Hart asked the Council Team to consider key points in the Policy Position of the National Governors Association, ECW-01, *Governors' Principles to Ensure Workforce Excellence*, including key recommendations on: **a Governor-led, Business-Guided Workforce System; Globally Competitive State-led Regional Economies; Responsive Assistance for Businesses in Transition and Affected Workers; Increased and Agile Funding; Accountability and Reporting; and the Vital Role of Community and Technical Colleges.** This Policy Position is included, in full, in the Council's online ToolKit. Hart also asked the Council Team to consider the companion position of the National Association of State Workforce Board Chairs as outline in a May 2008 position letter which states, in part, that WIA must be structured to:

Provide governors and their state workforce boards with the flexibility to configure workforce systems to meet the unique needs of their states and communities on a timely basis. (See full letter in online Strategy Council ToolKit.)

The reauthorization process and related research will be ongoing during the WFI Strategic Planning Process. As a result, the Council Team will **include updates on WIA in all Sessions going forward.** WIA influences the structure of in-state engagement, measures of success, business-driven activities and responsiveness. Despite the tactical elements of the reauthorization process, WIA must be a part of the Council's work.

For more information, or to access the Strategy Council Session ToolKit pages, visit:

www.WorkforceFlorida.com/strategy/index.htm

PREPARATION FOR INTERIM BRIEFINGS, EVENTS AND ROUNDTABLES, AND FOLLOW-UPS

Session 3 will also be held at the Hyatt Orlando International Airport.

The Council Team will provide preparatory questions for expert guests in the interim.

Commitment to digital recording and documentation continues.

The online ToolKit will be continuously updated

Session 3 focuses on Green Jobs and Industries, Entrepreneurship, Small and Medium Business and includes a WIA update.

Council Team members are responsible for filing their definitions of the term Talent Supply Chain prior to Session 3 to the Consultant Team or via the Online Drop Box.

LEADERSHIP AND KEY CONTACTS

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David Armstrong, Chair
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Session Notes

An Initiative of the Strategy Council of Workforce Florida, Inc.

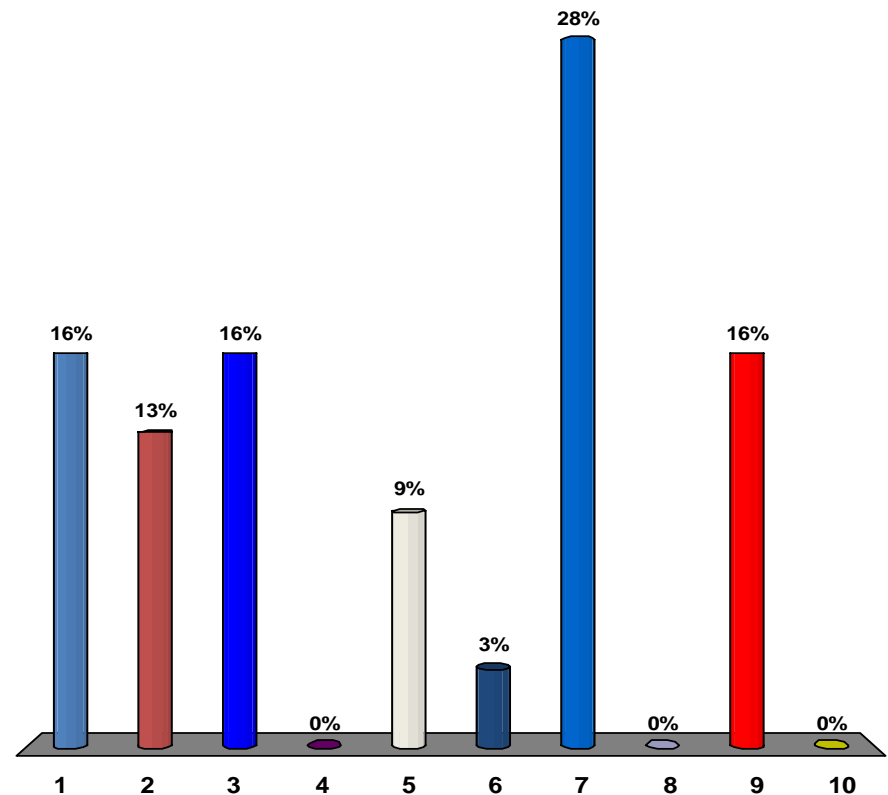
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Attachment A

What is the best definition of “talent”? *(pick 2)*

1. People’s Skills and Competencies
2. Readiness to Provide Skills and Competencies for Business
3. The Transformative Power of Individuals to Learn and Apply Knowledge
4. Lifelong Education
5. Adaptability of Individuals in Current and Future Jobs
6. Adaptability of Education Curriculum
7. People Engaged or Ready to Engage in Successful Employment
8. People Ready to Work or Advance in Employment
9. Natural Ability or Aptitude
10. Other





Session Notes

An Initiative of the Strategy Council of Workforce Florida, Inc.

September 2009

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Attachment B

Workforce Trends

Demographic Shifts

- Although Florida gains approximately 800 new residents each day, the maturing of the Baby Boomers have made “finding qualified workers” a top concern for 64 percent of businesses.
- The aging of the workforce is expected to drive an impending talent shortage, by 2010. It is estimated that fifteen of every 100 white collar jobs will be left unfilled. Prepared or not, the impending labor shortage will require businesses to address workforce challenges associated with generational and ethnic differences.
- According to a report prepared by the U. S. General Accounting Office, older workers play a key role in the labor market and their importance will only grow in the years to come. Other studies report that 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 them to remain in the workforce.
- Racial and ethnic changes due to “new immigrants” are taking shape faster than expected—by 2050, minority groups will represent 49.9 percent of the total U.S. population. Cultural differences aside, the level of diversity is expected to have a profound effect on the nation's economy in the decades to come.
- The Latino population is the fastest growing segment in the United States—by 2050 the Latino population will increase 188 percent to 103 million. Employment has surged 27 percent since 1999. Latinos constitute 12 percent of today's workforce and in two decades Latinos are projected to be 25 percent of the total workforce.

Education

- Concern remains over Florida's low graduation rates and the lag in educational attainment of minorities. Lack of a solid educational foundation, regardless of race, will relegate a significant segment of the talent pipeline to low-wage jobs—negatively impacting the state's global competitiveness.
- 65 of every 100 future jobs will require less than a four year degree but training beyond high school.
- Although there's a continued negative association with technical/vocational training as career options versus college, seven of the 11 fastest growing occupations in Florida require a vocational certificate for entry into the workforce.

Re-iMagine: Creating a Workforce for Florida's Future

Education ✿ Employment ✿ Economic Development

- The explosive growth of online education and training is expected to continue, transforming how students learn and access workforce preparedness courses.
- A shortage of math and science teachers within the state may negatively impact Florida's ability to keep up with the demand for first time workers entering into the knowledge-based economy.

Technological Revolution

- The Internet and other advances in information technology have driven and will continue to drive, the pace of change—workers will be under continuous pressure to learn new skills.
- Technology is enabling employers to sustain higher levels of productivity—such as improved inventory management systems and wireless computers.
- Although statistics indicate the access gap to the Internet is rapidly narrowing —a digital divide remains driven by income, education, lack of access and training.

Knowledge-Based Economy

- Florida continues to lead the nation in job growth and an emphasis on better-educated and higher-skilled workers will intensify as the labor market continues to become more knowledge-based versus production-based.
- The 2004 Annual Economic Development Rankings places Florida among the Top 10 in several knowledge based/targeted industry sectors such as Biomedical/ Pharmaceutical, Medical Devices, Aviation, Telecommunications and High Tech.
Source: Enterprise Florida, Inc. Website: Data compiled by BizMiner is based on leading states for start-up and branch activity in a variety of industries.
- The fact that 79 percent of all jobs in the U.S. require less than a bachelor's degree can be deceiving—by 2020, it is estimated that 60 percent of the workforce skills required will be held by only 20 percent of the people.

Increased Productivity

- Productivity has increased by 3.55 percent from 2000 to 2003—greater than the average for any decade in the past 50 years.

Globalization/Offshoring

- Offshoring is not a new trend as U.S. manufacturing employment has been offshored to Mexico and the Pacific Rim since the 80's.

Re-iMagine: Creating a Workforce for Florida's Future
Education ✿ Employment ✿ Economic Development

- Offshoring practices are increasing the demand for “soft skills” in U.S. employees.
- It is estimated the offshore job shifts exceed 400,000 to date but the figure is expected to reach 1.1 million by 2008. For the first quarter of 2004, approximately one U.S. layoff in 40 was attributed to overseas relocation.
- As the search for low cost labor continues, the fear is more U.S. start up companies may seek offshoring as a first choice.
- Although there is an expectation that offshoring will harm U.S. workers, the long term impact, especially as it relates to the globalization of wages is undetermined.

Unique Florida Opportunities – Biotechnology

- The Scripps Research Institute (TSRI) is one of the country's largest private, non-profit research organizations. Founded in 1961, it has since earned acclaim through research in immunology, cardiovascular disorders, molecular biology, synthetic vaccine development, autoimmune diseases, neurosciences, and virology.
- The State of Florida gave Scripps \$369 million (\$310 million plus \$59 million in interest.) Scripps is required to repay Florida up to \$155-million into the state's Biomedical Research Trust Fund and give Florida 15% of royalties on patented investments within the first 20 years and 15% from income gained from the sale of naming rights. Palm Beach County is providing the land (purchased from Mecca Farms for \$60 million) and investing some \$500 million to build.
- The Scripps Florida Funding Corporation is a non-profit organization formed to receive, hold, invest, and distribute funds appropriated by the Legislature for the Institute.
- In its 30-year contract with the Business Development Board (BDB) in Palm Beach, Scripps promised the county 545 jobs at an average salary of \$41,000 in its first seven years. Scripps also agreed to keep at least 70% of its Florida Scripps employees in Palm Beach. The contract also ensures that Scripps will timely establish its graduate program and involve teachers and local students in its programs.
- A study by the Washington Economics Group shows that Scripps should create 6,500 jobs, generate \$1.6 billion in additional income and boost the state's GDP by \$3.2 billion over the next 15 years. Approximately 40,000 jobs (paying 50,000 + annually) will stem from industry surrounding Scripps
- The NIH (National Institutes of Health) has recently awarded the institute \$10.4 million to accelerate the application of medical advancements.

Session Notes

An Initiative of the Strategy Council of Workforce Florida, Inc.

September 2009

Strategy Council Session 3 | September 16, 2009 | Hyatt Orlando International Airport | 10:30 a.m. to 2:30 p.m.

PROJECT AND SESSION SUMMARY

Workforce Florida, Inc. (WFI) continued its strategic planning process by convening its Strategy Council at the Hyatt Orlando International Airport on September 16. Session 3 included four hours of briefings and discussions on green jobs and green industries, entrepreneurship and small/medium business. Perspectives and briefings on the green economy were provided by experts from a private sector law firm/volunteer WFI committee chair, a public utility (energy) and a large economic development organization. The entrepreneurship and small/medium business conversations were jump-started by leaders in university and research-based economic development, high-tech regional collaboration, "economic gardening" and business incubation.

The Council Team looked forward to a milestone Session 4 agenda that will include education leaders from around Florida, and was reminded of the ever-deepening resources in their online toolkit.

Session 3 discussions included: interest in learning how to measure green jobs and industries despite the complexities of activities that cut across industry sectors; consideration of how to integrate *Defining Green Jobs for Florida* (a 2009 report of the Sustainability/Infrastructure Committee of WFI) into the strategic plan; supporting partner organizations as they seek green job training stimulus funds; methods to follow-up on ways to restate or merge green agendas with traditional concepts of efficiency and productivity; desire for further evaluation of Florida's water issues and supporting infrastructure; commitment to continued evaluation of how WFI should support entrepreneurial agendas across Florida; recognition that Science, Technology, Engineering and Mathematics (STEM) programs are a dominant issue thus far in the planning process; continued commitment to consensus target industries; interest in further extension and alignment of the Employ Florida Banner Centers relative to critical infrastructure and target industries and consideration of the role of Banner Centers in "economic gardening" and support of entrepreneurs. Small Business Development Center (SBDC) representatives participated in the discussion and reminded the Strategy Council about the large and important role of small businesses throughout Florida in terms of providing a wide range of products and services, and employment opportunities. Key small business data will be shared and posted in the online toolkit.

SESSION 3 AGENDA

Hyatt Orlando International Airport
September 16, 2009 | 10:30 a.m. - 2:30 p.m. ET

- **WELCOME**
Belinda Keiser, Chair - Workforce Florida, Inc.
David Armstrong, Chair - Workforce Strategy Council
- **INTRODUCTIONS**
Don Upton, President - Fairfield Index, Inc.
- **BUSINESS OF THE DAY**
Upton
- **MILESTONE TIMELINE - ARE WE ON SCHEDULE?**
Armstrong, Team and Upton
- **DISCUSSION A - GREEN INDUSTRIES AND GREEN JOBS**
- **DISCUSSION B - ENTREPRENEURSHIP**
- **DISCUSSION C - SMALL AND MEDIUM BUSINESS**
- **STRATEGY FRAMEWORK - OVERARCHING QUESTIONS**
Upton and Team
- **PREPARATION FOR INTERIM BRIEFINGS, EVENTS AND ROUNDTABLES - KEY QUESTIONS AND INQUIRIES**
Upton and Team
- **KEY INSIGHTS AND NEXT STEPS**
Keiser, Armstrong, Team and Upton

RECURRING QUESTIONS FOR GUEST LEADERS & EXPERTS

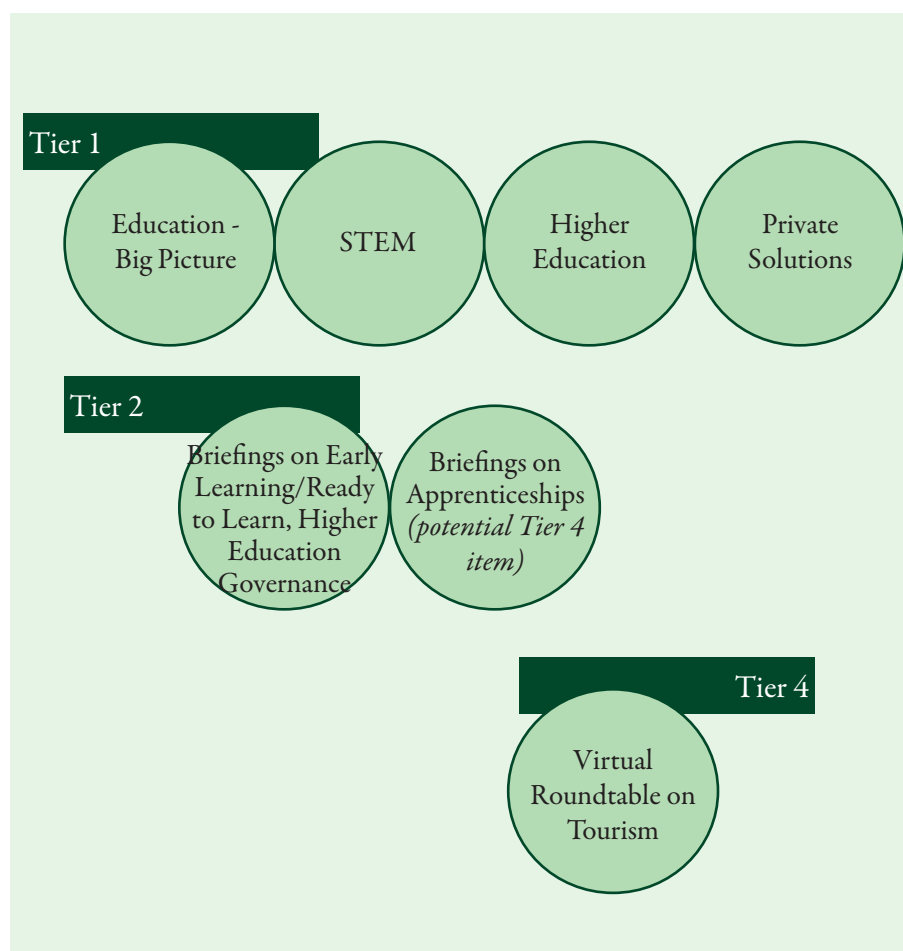
What are Your Strategic Imperatives?
What are Your Critical Workforce Needs?
Where Should this Process Help?
How Should Your Enterprise Engage in the Performance of Florida's Talent Supply Chain?

Strategy Council Session 3 | September 16, 2009 | Hyatt Orlando International Airport | 10:30 a.m. to 2:30 p.m.

PROCESS TOOLS, MILESTONE TIMELINE, DOCUMENTATION OF PROJECT AND BUILDING CONSENSUS

Strategy Council Chair David Armstrong indicated that the Council Team is making good progress thus far and encouraged use of the online toolkit. The planning process is on time. He also asked the team to consider the strengths of and critical insights in each Session, through utilization of Session Notes, in order to prepare for a move into a more structural planning stage in October. Phone briefings (*Tier 2 Activities*) and Commissioned Interviews (*Tier 4 Activities*) are being scheduled and two key briefings have already been posted for on-demand streaming.

The upcoming Session 4 (*September 30*) and related *Tier Activities* are set out below:



DISCUSSION A - GREEN INDUSTRIES AND GREEN JOBS

Lila Jaber, Shareholder at Akerman Senterfitt, has been on-point as WFI's Sustainability/Infrastructure Committee Chair. She provided the Council Team with an overview of the Committee's *Defining Green Jobs for Florida* report, and a status report on WFI's role in green jobs and industries. Both the report and her presentation may be found in the online toolkit. She emphasized the need to define green jobs now because: alignment of goals among all jurisdictions promotes success in Florida, leadership is needed to form a common definition at the state and federal levels and the field should be connected to economic rejuvenation. WFI is empowered by the Florida Legislature to support emerging and existing industries, and this topic impacts both. Jaber indicated elements of a definition of a green job had to be broad for inclusiveness, flexible for adaptability, consensus-based for buy-in and aligned with economic development priorities. WFI's resulting definition is:

"A green job increases the conservation and sustainability of natural resources for the benefit of Floridians. This includes jobs that reduce energy usage or lower carbon emissions, and protect Florida's natural resources. Green jobs should provide worker-friendly conditions, pay sustainable wages and offer opportunities for continued skill training and career growth."

DISCUSSION A - GREEN INDUSTRIES AND GREEN JOBS (CONT.)

Key recommendations in the report include special industry surveys to understand the magnitude of green jobs and related training activities, an action plan that ensures capacity for effective programs, and alignment with key economic developers relative to attracting and growing green businesses. Recovery Act discretionary funds are in-play on this subject and partners need support in their applications.

Jaber commended three key unanswered questions to the attention of the Strategy Council:

- ➔ What skills does the green workforce need now and what skills will it need in the future?
- ➔ How are other entities preparing for the green economy?
- ➔ How do we increase alignment to benefit Floridians and solidify Florida's place as a national and global leader in the green economy?

James Culp, Lead Alternative Energy Strategist for Progress Energy Florida, briefed the Council Team on the potential connections research, testing and deployment of new technologies have to value jobs and Florida's leadership position in green industries. He focused on the need for definition and measurement of green jobs, reminding Team members of the cross-cutting nature of these careers. As Progress Energy promotes its *Balanced Solution* to meet consumer, industrial and commercial needs of Floridians, Culp sees a wide range of scale in innovative companies and products. For example, the proposed carbon-free nuclear facility in Levy County would drive approximately 3,300 construction jobs, 800 high-value operations jobs, and 1,200 indirect jobs. On a different level, Progress Energy's work on small scale wind power and methods to serve a growing share of plug-in hybrid electric vehicles (PHEVs) shows the promise of taking new products and solutions to market first in Florida. The Council Team was particularly interested in learning more about solutions in the automotive industry, Smart Grid and the top-value skills required to test, deploy and manage new technologies. Culp believes the talent imperatives in the broad field of work include: intensity and urgency; flexibility; project management and strategic thinking and problem-solving. He believes a strong, long-term commitment to STEM is a necessity. His comments played an important role in drawing Council and audience members into a discussion about the relationship between green jobs and traditional efficiency and

productivity agendas. The Council Team considered the working assumption that it is easier to find an efficient model than to create alternative models, and results could be faster, cheaper and just as powerful. They also were interested in following up on advancing the position that a *green employee* may be a person who understands and seeks out breakthroughs in productivity and energy saving. [*Moderator's Note: Culp's presentation is warehoused in the online toolkit.*]

Gary Hines, Senior Vice President of the Business Development Board (BDB) of Palm Beach County, staffs the Green Energy Cluster Council for his market. The Cluster Council's new approach to developing green industries and taking global leadership in green solutions has been placed in the online toolkit. Hines, like other experts, confirmed the cross-cutting nature of green jobs and described the need to form alliances with a diversified portfolio of legacy industries such as agriculture, aerospace, energy and life sciences. He indicated his county charged the BDB with the task of forming a *green energy cluster*. However, the use of the term *cluster* in this case does not necessarily connect to traditional economic development recruitment and industry targeting. He championed a math and science agenda in education and felt that STEM should be a national call-to-action, especially given the market opportunities, climate challenges and the need to diversify energy resources. He said that the strength of collaboration among all elements of the Palm Beach educational system has made a difference in his community's competitiveness. The BDB is focusing on developing a cross-industry reputation for success in green solutions, and this allows them to leverage stories about efficiency in large companies, alternative fuels in

DISCUSSION A - GREEN INDUSTRIES AND GREEN JOBS (CONT.)

agriculture and research in higher education (such as Gulf Stream turbine power generation studies at Florida Atlantic University). Hines drew from a recent BDB *Encompass Innovation* Forum where the strategic imperatives included: consideration that the window of opportunity to take a global leadership position in new solutions, products and industries is only 12 to 18 months.

The Council Team raised four related issues during this part of the agenda, both requiring follow-up in later *Tiers* of work.

How do water resources fit into the work of WFI, green industries and green jobs, and jobs of the future?

When discussing Career Academies in the future, be sure to connect to green industries and green jobs.

Ensure STEM is a dominant subject in Session 4.

Explore how to reinforce work in productivity, efficiency, workplace culture and lean companies with the green jobs agenda.

DISCUSSIONS B AND C - ENTREPRENEURSHIP + SMALL/MEDIUM BUSINESS

This conversation was jump-started by a panelist team made up of: Ed Schons, Director of Economic Development for the University of Central Florida; Stephen Quello, President of CEO Nexus (participating by phone as an expert on *economic gardening*); Tom O'Neal, Chief Executive Officer of the University of Central Florida Technology Incubator; and Randy Berridge, President of the Florida High Tech Corridor Council. These experts struck a balance between the uniqueness and niche requirements of each entrepreneur, and the real wealth and jobs potential of start-ups and small enterprise. Entrepreneurs may have specialized questions for their companies, products and services, but there is a shared need for real-time, responsive training, and support for opening and accessing new markets for these enterprises. O'Neal indicated the average salary coming out of incubators exceeds \$60,000. Labor remains the

dominant cost for these businesses, so speed in training and excellence in the delivery of products and solutions matter most. Quello indicated that economic gardening is about growing resident companies into long-term, sustainable enterprises with value jobs. Florida should improve its ability to evaluate companies that show potential for second-stage growth, with such interventions setting the stage for new economic engines for job growth. Quello indicated that second-stage companies fall in the 10 to 99 employee category, with Florida tending to reclassify second stage towards a lower end of 10 to 49 employees and company revenues of \$1 to \$25 million. With proof that enterprises prosper and grow when supported from stage-to-stage of development (*a continuum of entrepreneurship*), the experts advanced the need for incubation and support to be organized in Florida across the continuum in a seamless fashion. [*Moderator's Note: Resources and links on incubation and economic gardening are being posted and updated in the online toolkit.*]

Schons said that, as global economies go through restructuring, Florida needs to shift from focus on cost to making entrepreneurship and innovation the drivers of the economy. The natural outcomes and benefits come in the form of value jobs. People become the capital. Talent matters most. Berridge concentrated on first and second stage success stories, noting a top-notch success rate at the UCF incubator of 8 out of 10 companies versus peer rates as low as 1 out of 10, and the personal, high-value mentorship that can be provided by successful entrepreneurs. According to Quello, this mentorship is part of a *real-time, ongoing, trusted interaction with a second stage group*.

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DISCUSSIONS B AND C - ENTREPRENEURSHIP + SMALL/MEDIUM BUSINESS (CONT.)

A number of ideas and potential follow-ups were of special interest to the Council Team, including the following.

The role WFI could play in promoting a quick response to the needs of growing companies among all stages of development.

A proposal that a Banner Center or Centers be created to support the talent and training needs of entrepreneurs.

The long-term job value of replication of incubators and incubation best practices.

The role of *economic gardening* in economic diversification and the creation of value jobs.

PREPARATION FOR INTERIM BRIEFINGS, EVENTS AND ROUNDTABLES

Session 4 promises to be a milestone event as a number of Florida's leaders in education will spend four hours with the Council Team to discuss their strategic imperatives. This Session will also be held at the Hyatt Orlando International Airport.

Session 4 focuses on Education - Big Picture, STEM, Higher Education and Private Solutions.

The Council Team is looking forward to a Tier 3 engagement with the Florida Chamber of Commerce's Future of Florida Forum, scheduled for October 12 - 14. A two-hour Council Session (Session 5) will take place at the event site at 10 a.m. ET on October 12. The Session will focus on Manufacturing and Economic and Workforce Development.

The online toolkit continues to be stocked with Tier 2 and Tier 4 interviews and briefings, and Council members were encouraged to host or participate in at least one Tier 2 call.

Commitment to transparency including digital recording and documentation continues.

LEADERSHIP AND KEY CONTACTS

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*For more information, or to access the Strategy Council
Session ToolKit pages, visit:*

www.WorkforceFlorida.com/strategy/index.htm

Session Notes

An Initiative of the Strategy Council of Workforce Florida, Inc.

September 2009

Strategy Council Session 4 | September 30, 2009 | Hyatt Orlando International Airport | 10:30 a.m. to 2:30 p.m.

PROJECT AND SESSION SUMMARY

The Strategy Council of Workforce Florida, Inc. (WFI) hosted a milestone discussion on education at the Hyatt Orlando International Airport on September 30. The four-hour session included some of Florida's top expert leaders and had been placed, with intent, near the mid-point of the Strategic Planning Process. Because of the decision to place the education discussions near mid-point, the Council Team was in a position to draw on dominant concerns and opportunities, including: the Science, Technology, Engineering and Math (STEM) effort; green industries and green jobs; entrepreneurship and target industries. The Strategy Council continued to operate as a Rudder Team, guiding both the process and substantive conversations.

Session 4 discussions included: interest in taking on opportunities associated with ongoing strategic planning in key agencies and industry groups, including alignment of partner goals; exploration of approaches to a Florida plan that includes all aspects of higher education and a vision for 2030; a comprehensive, long-term commitment to economy; an approach to high school graduation requirements that ensure readiness for the workplace and next steps in education; positioning of vital curricula at earlier grade levels; and continuation of the career academy movement as a comprehensive, widely replicated competitive technical training strategy. The Council Team explored areas in which specific or direct WFI leadership may be required as top-line elements in the strategic plan. Some of these areas are: STEM; Banner Centers; advancement of new approaches to employer and industry research; and supporting and growing Florida's reputation of bolstering target industries through quick response training, workforce readiness and awareness of career opportunities in elementary and middle school.

The Council Team was provided with a first view of the working definition of Talent Supply Chain, and a summary of all postings thus far in their online ToolKit. Specific attention was called to the on-demand Web stream conversation in the online ToolKit titled *Briefing on Florida's Economy, Workforce and Demographic Trends*.

The Council Team also looked forward to Session 5 and its integration into the Florida Chamber's October 12-14 *Future of Florida Forum* in Orlando. The Forum agenda will present Council Team members with a venue for a 2 1/2 hour, October

12 Session focused on the topics of manufacturing, and WFI collaboration in retention, relocation and expansion activities. The Forum will also include a number discussions and workshops on talent and education, and begin with a plenary session featuring a WFI strategic planning update by Board Chair Belinda Keiser.

SESSION 4 AGENDA

Hyatt Orlando International Airport
September 30, 2009 | 10:30 a.m. - 2:30 p.m. ET

- **WELCOME**
Belinda Keiser, Chair - Workforce Florida, Inc.
David Armstrong, Chair - Workforce Strategy Council
- **INTRODUCTIONS**
Don Upton, President - Fairfield Index, Inc.
- **BUSINESS OF THE DAY**
Upton
- **MILESTONE TIMELINE - ARE WE ON SCHEDULE?**
Armstrong, Team and Upton
- **OVERARCHING DISCUSSION ITEM - STEM**
- **DISCUSSION A - EDUCATION: THE BIG PICTURE**
- **DISCUSSION B - PRIVATE SOLUTIONS**
- **DISCUSSION C - HIGHER EDUCATION**
- **STRATEGY FRAMEWORK - OVERARCHING QUESTIONS**
Upton and Team
- **PREPARATION FOR INTERIM BRIEFINGS, EVENTS AND ROUNDTABLES - KEY QUESTIONS AND INQUIRIES**
Upton and Team
- **KEY INSIGHTS AND NEXT STEPS**
Keiser, Armstrong, Team and Upton

RECURRING QUESTIONS FOR GUEST LEADERS & EXPERTS

- What are Your Strategic Imperatives?
- What are Your Critical Workforce Needs?
- Where Should this Process Help?
- How Should Your Enterprise Engage in the Performance of Florida's Talent Supply Chain?

PROCESS TOOLS, MILESTONE TIMELINE, DOCUMENTATION OF PROJECT AND BUILDING CONSENSUS

WFI Chair Keiser marked an important milestone by recognizing the selection of a Florida organization (the Consortium of Florida Education Foundations) that will lead efforts to create a Florida STEM Council aimed at advancing a sustained STEM agenda for the entire state. A news release outlining the initial announcement of this initiative is included in these Session Notes as an attachment. STEM was also identified as an overarching discussion item for the Session 5 agenda.

David Armstrong, Strategy Council Chair, noted the planning process is on time and in-depth, and recognized the mid-point milestone in the process. The Council Team will begin shifting time and resources from issues and inquiries to designing a framework for the strategic plan. The online ToolKit was a part of Armstrong's *in-depth* assessment, with tiers of on-demand Web stream content, reports and plans now available to all. The Florida Chamber's upcoming *Future of Florida Forum* will include a Strategy Council Session, an opportunity for formal and informal discussions of the Council Team's progress and a pathway to test the working definition of *Talent Supply Chain*. A Banner Centers Workshop (a Tier 3 opportunity for WFI planning on October 1 in Orlando following Session 4) included a briefing on the strategic planning process and provided another opportunity to gather perspectives on the plan from higher education partners and industry leaders.

Development of the definition of *Talent Supply Chain* is an important part of the planning process because it will shape the form and roles of *Florida's Talent Supply Chain Team*. Leaders across Florida, including the Council Team, have been asked about the definition and a number of characteristics have emerged:

- ➔ Readiness
- ➔ Seamlessness
- ➔ Anticipatory
- ➔ Reliable
- ➔ Flexible
- ➔ Responsive
- ➔ Lifelong
- ➔ Coordinated

The working definition is:

Florida's *Talent Supply Chain* is a system of resources and infrastructure that prepares people, on a lifelong basis, to advance the needs of enterprises of all scales, sizes and sectors. Like other supply chains, excellence is achieved through customer satisfaction, on-time delivery, reliability, foresight and seamless coordination and process improvement among and between all participants in the chain. In Florida, people are participant-owners in the chain, by exerting their own transformative abilities to learn, apply knowledge and create wealth.

DISCUSSION A EDUCATION: THE BIG PICTURE

DISCUSSION B PRIVATE SOLUTIONS

DISCUSSION C HIGHER EDUCATION

Dr. Eric Smith, Commissioner of Education, Florida Department of Education (DOE), was in the midst of planning in his own agency. He provided a *big picture*, multi-generational perspective and linked his remarks to a number of strategic imperatives. An iteration of the DOE strategic plan may be found in the online ToolKit. He described Florida's K-12 progress as working *from the floor to ceiling*, with the *race to the top* requiring a commitment to quality teachers and a strong commitment to the areas of industry certifications, innovation and

creativity. Florida has been a national leader in reform but the next steps must include: ability to benchmark against and respond to national and international measures for college readiness; expansion of the career academy movement and industry certification; and curricula alignment with what Florida needs to compete and grow target industries. In just one year, industry certifications have doubled, and the number of career and professional academies have increased by hundreds of percentage points to 833. School cultures exhibiting high expectations are vital to site, class and student success. If funding is lean, then Florida must perform great due diligence in the selection of strategies that work. Smith indicated high schools must be aligned with what is required for college, STEM allows communities to provide target industries with their talent needs over time, and global competition is a game changing phenomenon for K-12. Seamlessness is a strategic imperative; and access to excellent teachers, classes and programs must be improved across communities, despite sizes and wealth.

Dr. Edwin Massey, President of Indian River State College and Chair of the Workforce Subcommittee of the Florida Association of Community Colleges, said that all key players must rally the state and get behind DOE. During recessionary conditions, higher education has added new students at the level of adding an additional major university to Florida. He indicated the STEM movement is vital and on-target for the state, and encouraged leaders to focus on the sectors that matter most to Florida's competitiveness and value jobs. Access to post-secondary education (including quality labs, tools and programs) is a major issue, because Florida needs 800,000 more baccalaureate degrees. Sustainable funding matters. The Banner Center model is important because of its linkage to the most promising sectors, and the higher education partnership with WFI is fantastic with *better alignment than ever*. Massey identified agendas that must be shared by colleges and WFI: staying demand driven in customer service, research and measurement; promoting the value and necessity of curricula alignment; and readiness to provide quick response training to businesses. He challenged the Council Team to help raise a question for all students - ARE YOU TRANSDISCIPLINARY? He also indicated that articulation is a primary issue for Florida's communities, families and students, because the mobile environment and changing economy requires the confidence that students can transfer anywhere. The 2+2 programs are working, creating a region-level articulation structure and promoting increasing numbers of students engaged in common accreditation and technical certification with university acceptance, without question, in their junior year of work.

Dr. Art Keiser, Chancellor of Keiser University and Former

President of the Florida Association of Postsecondary Schools and Colleges, addressed the career schools sector, roles of career colleges in Florida and the current and future scale of private solutions. With no financial resources required outside of tuition, students in this sector have an expectation that there is a demand-side connection to curriculum, which is demonstrated with real jobs and meaningful career advancement. He provided examples of scale in the medical sciences and culinary fields of work. Schools in this sector are highly diversified, with some operating as proprietary enterprises, others part of large, publicly traded corporations and some operating as not for profit career colleges. Their operations are regulated by the United States Department of Education. Keiser emphasized the important role of industry advisory committees and the need to stay abreast of industry trends and job requirements. Florida is a center for institutional leadership with regional or national headquarters in the sector positioned in the state. The sector has shown strength in placing coursework in the communities where it is needed and has been willing to invest in portability and virtuosity. All of this represents significant hard and intellectual infrastructure available to WFI and Florida's communities, with an annual economic impact of \$450 million. Keiser's presentation, titled *Florida's Career Colleges: Keys to Building World Class Talent*, is available in the online ToolKit.

Dr. Ed Moore, President of the Independent Colleges and Universities of Florida (ICUF), reminded the Council Team that there are 28 ICUF institutions around the state and emphasized the need for long-term, collaborative planning among all sectors to determine what they want Florida to become. Approximately 40 percent of the state's masters, doctoral and professional degrees are

produced in ICUF institutions. He emphasized that a school cannot be separated from the community around it because it reflects and impacts the demographic and economic systems. As a strategic imperative, Moore asked WFI to play a role in getting an assessment of what is in the state's pipeline of available students. Like all guest experts in Session 5, he emphasized the importance of a demand-driven system, consistent accreditation and articulation agreements that promote seamless, confident transferability. Moore also urged the Council Team to take action on their emerging strategic plan rather than just completing the planning cycle and putting the work product *on the shelf*. Florida, according to Moore, has a problem because leaders tend to jump into a problem solving role instead of assessing, through an inventory, the state's most meaningful assets. The Talent Supply Chain Team could change this tendency. Moore committed to delivering customized presentation on ICUF for posting in the online ToolKit.

A number of overlapping ideas and potential follow-ups were of special interest to the Council Team, including the following:

Transformation of Florida's education system into a RELIABLE ASSET, driven by high-confidence industry and economic forecasts

A focus on funding, both sustainable funding for long-term achievement and sufficient funding for strategic imperatives like career academies, technical certifications, market intelligence and global benchmarks and access

A strategic plan with all aspects of higher education and driving to a vision for 2030

STEM

Consideration of goals of all partners and strategic alignment

Access to post-secondary training

Shared agenda to build a knowledge and innovation economy

High school requirements for graduation are connected to Florida's competitiveness, target industries and global benchmarks

Addressing career connections and foundational skills at earlier grade levels

A competitive, well-connected tech strategy that leverages all assets and institutions

PREPARATION FOR INTERIM BRIEFINGS, EVENTS AND ROUNDTABLES

Session 6 will take place in cooperation with the Florida Chamber's Future of Florida Forum, with focus on manufacturing and WFI's collaborative roles in relocation, retention and expansion of companies. WFI will provide a primer on the ToolKit used for relocation, retention and expansion, and a number of case studies will be brought forward.

The online ToolKit continues to be stocked with presentations and data.

Commitment to transparency including digital recording and documentation continues.

Council Members should consider the working definition of *Talent Supply Chain* and forward insights and questions to the project consultant team.

LEADERSHIP AND KEY CONTACTS

Workforce Florida, Inc.
Belinda Keiser, Chair

Strategy Council
David Armstrong, Chair

Workforce Florida, Inc.
Chris Hart, President

PROJECT CONTACTS

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FOR IMMEDIATE RELEASE

June 11, 2009

CONTACT:

Alyssa Brown, Workforce Florida, Inc., 850.414.8301

Stuart W. Doyle, Enterprise Florida, Inc., 407.956.5689

New Council to Focus on STEM Education and Skill Development to Bolster Florida Business and Career Opportunities

ORLANDO — Workforce Florida and Enterprise Florida today announced the creation of a statewide council to strengthen the science, technology, engineering and math (STEM) skills of Florida's students as a way to address the increasing demand for jobs requiring strong foundations in these areas. The Florida STEM Council, funded by a \$580,000 grant from Workforce Florida, will connect education, workforce, business and economic development leaders to identify opportunities to build and measure the state's supply of workers with skills and knowledge in these fields to support innovation in existing and emerging industries.

"The STEM Council is going to be an important asset in our ongoing efforts to maximize resources and collaboration in Florida to cultivate industries such as life sciences, aerospace and alternative energy, among others, that strengthen and diversify our state economy," said Workforce Florida Chair Belinda Keiser. "By fostering these skills, which are demanded by today's marketplace as well as tomorrow's, we are helping to grow our state's advantage in the global competition for world-class talent."

The U.S. Department of Labor projects that by 2014, 15 of the 20 fastest growing jobs will require substantial math or science preparation. The Florida STEM Council aims to increase the level and quality of STEM education and training by offering opportunities to learn the latest technologies and applications of these disciplines within high-value, targeted industries in the state.

The grant will be used to conduct a series of regional forums to engage stakeholders and better align and coordinate STEM education efforts across Florida. It will also provide for externships for teachers and professors giving them opportunities to learn more about how to apply STEM curriculum that prepares students with relevant skills to meet business needs. Internships also will be available to students studying STEM disciplines to introduce them to career opportunities and bolster efforts to retain such talent in

-more-

Florida. Also participating on the council will be the Florida Chamber of Commerce, Florida Council of 100 and Florida education leaders K-20, including representatives from the Department of Education as well as public and private colleges and universities, among others. The idea for the STEM Council was originated by Enterprise Florida in response to gaps identified by Florida businesses in the Roapmap to Florida's Future, the state economic development plan. Today's announcement was made during the quarterly Enterprise Florida Board of Directors meeting.

"This collaboration is the right opportunity at the right time for Florida," said Allan Bense, Vice Chairman of Enterprise Florida. "Florida's success in the 21st Century economy will depend greatly on our ability to train, retain and retrain a ready workforce of problem solvers and innovators who are well skilled in STEM fields."

Industries that already have been identified as targets for the STEM Council include life sciences, aerospace, energy, manufacturing, information technology and homeland security and defense, among others. The STEM Council seeks to create a stronger and more dynamic workforce that will drive productivity in such industries, creating high-skill, high-wage employment opportunities for Floridians.

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About Workforce Florida

Workforce Florida, Inc. (WFI) is the statewide workforce investment board led by leaders in business and government and charged with overseeing Florida's workforce system, which includes 24 regional workforce boards and nearly 90 One-Stop Centers. Its mission is to develop strategies that help Floridians advance in the workforce while supporting economic development priorities and strengthening the state's business climate. Learn more about Florida's workforce resources and solutions at www.EmployFlorida.com.

About Enterprise Florida

Enterprise Florida, Inc. (EFI) is a partnership between Florida's business and government leaders and is the principal economic development organization for the State of Florida. Headquartered in Orlando, EFI's mission is to create and retain quality jobs and increase economic opportunities for Floridians by supporting strong and growing businesses and positioning Florida as a globally competitive business location. In pursuit of its mission, EFI works closely with a statewide network of economic development partners and is funded both by the State of Florida and by private-sector businesses.



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Session Notes

An Initiative of the Strategy Council of Workforce Florida, Inc.

October 2009

Strategy Council Session 5 | October 12, 2009 | *Future of Florida Forum* at Disney's Yacht & Beach Club Resort | 9 a.m. to 11:30 a.m.

PROJECT AND SESSION SUMMARY

Following the Workforce Florida, Inc. (WFI) Board of Directors' instruction to conduct strategic planning in collaboration with key organizations and partners, the Strategy Council hosted its Session 5 discussion during the Florida Chamber of Commerce's *Future of Florida Forum* in Orlando. The Session was focused on the topics of manufacturing, and workforce and economic development collaboration on recruitment, retention and expansion activities. Both WFI Chair Belinda Keiser and Strategy Council Chair David Armstrong expressed their appreciation to the Chamber for their assistance with the coordination of location, logistics and agendas. The Florida Chamber Foundation was also active in the Forum, releasing its proposed Florida Scorecard as a way to align all Florida leaders around shared strategic agendas. The Council Team will discuss this as resources during Session 6 on October 22. The Forum agenda lasted three days, allowing for WFI to conduct two breakout sessions on Florida's *Talent Supply Chain* and alignment of talent, economic development and education activities and plans. Because the breakout workshops were coordinated in the context of the Council Team's work at the Forum, consensus outcomes and insights from those discussions will be posted in the online ToolKit and discussed during Session 6. The complete Forum agenda is found in Attachment A, and the Florida Scorecard is found at www.TheFloridaScorecard.com.

Session 5 discussions lasted 2 1/2 hours and included: a briefing on manufacturing in the U.S. and Florida; talent imperatives in the manufacturing sector; perspectives on supply chain and extension of the manufacturing definition and impact; the need to open new markets for manufacturers; recognition that certification and Career Academies are vital to sector competitiveness; a primer on resources available and at-risk for participation in relocation, retention and expansion activities; the long-term value of Science, Technology, Engineering and Math (STEM); a case study on successful collaboration in one Florida market; recognition that early and detailed understanding of employers helps professional teams respond to crises and growth opportunities; and discussions on how other domestic markets may be taking major leaps in how their employer customers and potential business investors are served.

The Council Team was provided with their second view of the working definition of Talent Supply Chain, and encouraged to participate in and take notes on other activities in the three-day Forum.

The Council Team also looked forward to Session 6 in Orlando when a framework for planning will be discussed.

SESSION 4 AGENDA

Future of Florida Forum at Disney's Yacht & Beach Club Resort | October 12, 2009 | 9 - 11:30 a.m. ET

- **WELCOME**
Belinda Keiser, Chair - Workforce Florida, Inc.
David Armstrong, Chair - Workforce Strategy Council
- **INTRODUCTIONS**
Don Upton, President - Fairfield Index, Inc.
- **BUSINESS OF THE DAY**
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- **MILESTONE TIMELINE - ARE WE ON SCHEDULE?**
Armstrong, Team and Upton
- **DISCUSSION A - MANUFACTURING**
- **DISCUSSION B - RECRUITMENT, RETENTION AND EXPANSION**
- **STRATEGY FRAMEWORK - OVERARCHING QUESTIONS**
Upton and Team
- **PREPARATION FOR INTERIM BRIEFINGS, EVENTS AND ROUNDTABLES - KEY QUESTIONS AND INQUIRIES**
Upton and Team
- **KEY INSIGHTS AND NEXT STEPS**
Keiser, Armstrong, Team and Upton

RECURRING QUESTIONS FOR GUEST LEADERS & EXPERTS

What are Your Strategic Imperatives?

What are Your Critical Workforce Needs?

Where Should this Process Help?

How Should Your Enterprise Engage in the Performance of Florida's Talent Supply Chain?

PROCESS TOOLS, MILESTONE TIMELINE, DOCUMENTATION OF PROJECT AND BUILDING CONSENSUS

Because Session 5 was integrated into the Forum proceedings, standard updates and status information was limited. However, the planning process remains on time with an ever-diversifying online ToolKit of resources. The Council Team was challenged to engage in as many Forum activities as possible, share information about the work of the Strategy Council, and take notes. Belinda Keiser reminded the team that, during the first plenary session of the Forum, she would provide all 350 participants an update on the planning process.

David Armstrong called for strong participation in Session 6 in Orlando when the Council Team will take on the challenges of creating a framework for planning and identifying strategic imperatives. Also, as a part of the Forum, the consultant team of Fairfield Index would be testing the working definition of *Talent Supply Chain*.

The working definition is:

Florida's *Talent Supply Chain* is a system of resources and infrastructure that prepares people, on a lifelong basis, to advance the needs of enterprises of all scales, sizes and sectors. Like other supply chains, excellence is achieved through customer satisfaction, on-time delivery, reliability, foresight and seamless coordination and process improvement among and between all participants in the chain. In Florida, people are participant-owners in the chain, by exerting their own transformative abilities to learn, apply knowledge and create wealth.

DISCUSSION A EDUCATION: THE BIG PICTURE

Al Stimac, President and CEO of Metal Essence, Inc., teamed up with Nancy Stephens, President of Nancy D. Stephens & Associates, LLC, and Don Gugliuzza, Managing Director of Mileo and Associated, Inc. (briefing team), to update the Council Team on key trends in the industry.

Stimac emphasized that the U.S. remains the largest manufacturing economy on the globe, and drew from his recent briefings with the National Association of Manufacturers in Washington, D.C. Details from his presentation,

including source work from NAM, the United Nations, the National Science Foundation and the U.S. Department of Commerce are found in the Session 5 briefing documents in the online ToolKit. Manufacturing's contribution to GDP growth in the U.S. remains in the top spot relative to other sectors, and the multiplier effect of economic activity in the sector is strongest among all. Due to the complex relationships and supply chain requirements, manufacturing's impact on jobs in other sectors is especially prominent. Stimac noted that nearly 50% of U.S. research and development falls within the sector and increases in productivity are up 424% since 1950. He linked higher productivity to higher pay.

Connecting to prior Council Team discussions, Stimac emphasized the dominant role manufacturing plays in U.S. exports, the key ports and geographic positioning for Florida and the need to assist manufacturers in diversifying their international markets. Touching on an issue that was restated in a following discussion on retention, relocation and expansion, he highlighted the importance of understanding and supporting supply chain issues for Florida companies.

For Florida, the briefing team emphasized manufacturing's contribution to Florida's economy, in fifth position as a contributor after real estate, retail trade, information and professional services. Serious consideration to diversification of international markets was supported by the share of manufacturing in overall Florida exports (91%). Non-sector

DISCUSSION A

EDUCATION: THE BIG PICTURE (CONT.)

workers supported by manufacturing exports are more than 2:1 when compared to workers in manufacturing.

The Stimac, Stephens and Gugliuzza team suggested that the state of manufacturing in the U.S. should be considered in the context of 2/3 of exports and being the top driver of net wealth creation. Florida will play a role in realizing the NAM prediction of 1 million new manufacturing jobs by 2014. With the potential of over 3% growth in the world economy in 2010, Florida should position itself to play a role in U.S. competitiveness. One of the reasons Florida could improve is the high ranking of its business climate and ability to rebrand career opportunities in the sector. Manufacturing does not rank as a top career choice despite value jobs and advancement opportunities. Stephens noted that the sector represents 4.8% of the employment mix in Florida, but this number is better understood in the context of the sector's responsibility for 93% of Florida's exports, 329,000 sector employees and vast and complex supply chain networks. The reality of the recession includes the loss of 45,000 Florida jobs in the sector last year.

The briefing team suggested the Council Team assume the recession lasts in Florida until the spring of 2010, the same period when Florida population begins growing again. Manufacturing jobs in the state should be positive in 2011. It is useful to assume, once recovery starts, that it will be faster than normal. The primary issue, indicating a possible role for WFI, is the misalignment of job skills and the likelihood of real shortages in highly skilled areas. For the long-term, this is related to STEM, but the primary agenda items appear to be: skills certification; alignment to near and long-term employer needs; career academies; and re-branding of manufacturing careers. Another key assumption concerns productivity as the right response to demographic indicators that suggest the ratio of workers to retirees in 2030 will be 2:1. More than 70% of the current labor force will still be in the state's workforce in 2020. NAM is calling for promotion of lifelong learning. The briefing team agreed and produced the following manufacturers' needs for today:

- Values, work ethic and integrity
- Computer literacy for every job

- Super multi-tasking
- Cooperative learning, willingness to change and adapt
- Technical certifications
- Providing value to new generation of employees, with different work habits and approaches than the existing workforce

Gugliuzza indicated the briefing team is in support of the working definition of Talent Supply Chain, and highlighted the strong connection to other supply chain management systems. When thinking about customer satisfaction, on-time delivery, foresight and other elements of the definition, he said the next steps must include answering the questions, "how do we define, measure and improve?"

The briefing team pointed out that many employers have abandoned once-common workplace education programs, increasing the responsibility of individuals to acquire their job-related skills. Heightening the challenge, they pointed out that many individuals lack the capital to invest in their own development and the foresight to know which skills will have the highest payoff. They commended the NAM Competency Model to the attention of the Council Team as a representation of a system that builds skills and knowledge from basic employability through specific occupation competencies.

The briefing team also responded to the Council Team's request for talent imperatives by providing the following elements:

1. Workforce Investment Act (WIA) Reauthorization
2. Improve coordination between Regional Workforce Boards (RWB),

DISCUSSION A EDUCATION: THE BIG PICTURE (CONT.)

Economic Development and Florida Department of Education (DOE) - Career & Adult Education in manufacturing, STEM and other strategic industry clusters

- Stronger integration between WFI and DOE
- Make the existing Banner Centers' curricula available on all RWB-approved training curricula lists and vendor lists

3. Meet employee education and training needs by:

- Expanding and improving customized training
- Developing more workplace based learning and flexible methods of education delivery, such as online courses
- Creation of "gold standard career pathways" - statewide articulation agreements aligned with training needs and industry certifications

4. Increase the skilled workers businesses need by boosting capacity at community and state colleges, technical centers, private career schools, secondary career academies and apprenticeship programs (example: the discontinued SUCCEED grant program)

5. Boost the employability of workers through programs that roll basic skills, English language instruction and job skills into one complete package

The Employ Florida Banner Center for Manufacturing provided stakeholder feedback ("What do our Florida Manufacturers Need?"), which is found in the Session 5 briefing documents in the online ToolKit.

A number of overlapping ideas and potential follow-ups were of special interest to the Council Team, including the following:

The role of productivity and innovation in taking on the future 2:1 ratio of worker to retiree

The need to re-brand careers and wage opportunities in manufacturing

STEM

Excellence in industry alignment and certification

Better extension of career academies into the manufacturing sector

Developing the knowledge and skills in order to intervene in manufacturing supply chains, including improvements in infrastructure, supplier access and an innovative workforce

Addressing the need to help manufacturers (and other Florida businesses) diversify their international markets

Anticipating real velocity of growth in the sector in 2011

WIA reauthorization is a top issue with manufacturers

The working definition of Talent Supply Chain was supported

DISCUSSION B RECRUITMENT, RETENTION AND EXPANSION - *ECONOMIC DEVELOPMENT AND WORKFORCE COLLABORATION*

Debbie McMullian, Quick Response Training Program Manager at WFI, set the stage for the recruitment, retention and expansion discussion by presenting a primer on the resources and tools currently available in Florida. Because of the value of the presentation, McMullian's presentation is incorporated, in full, into these Session Notes as Attachment B. In this document she provides detailed analyses and comparisons of the Incumbent Worker Training Program and Quick Response Training (QRT); and provides an outline of the most pressing economic development challenges. Because of the federal limitations on most of Florida's workforce system funds, QRT dollars need special attention because of flexibility in their use for generations of employment for economic development purposes, support of

DISCUSSION B RECRUITMENT, RETENTION AND EXPANSION - ECONOMIC DEVELOPMENT AND WORKFORCE COLLABORATION (CONT.)

relocation to Florida and utilization in workforce initiatives outside of traditional training grants and programs. QRT has been successful because of this flexibility and its ability to customize for industry needs. The state funds are non-recurring and at-risk in the current economic downturn. A 34% reduction took place in 2009. McMullian's presentation also included an assessment of domestic competition, with Florida not placing in the top 10 in overall economic development funding. For instance, Texas allocates more than 12 times the level of Florida's customized training funding, and much smaller South Carolina allocates 17% more.

Margaret Spontak, Senior Vice President of CLM Workforce Connection (serving Citrus, Levy and Marion counties), joined with Pete Tesch, President/CEO of the Ocala/Marion County Economic Development Corporation (EDC), to discuss collaboration on recruitment, retention and expansion projects. Tesch indicated that the best response to chronically under funded economic development and workforce initiatives is to ensure a deep and knowledge-based partnership with the local workforce board. His market hosts a number of manufacturing interests and is experiencing some of Florida's highest unemployment rates. He indicated that, over time, projects will be smaller with fewer employees, but promising if there is focus on technology-enabled companies. He used the expansion of Lockheed Martin as a case where high wage, high skill employees could be anticipated and provided in the short and long-term through partnership with CLM Workforce Connection, the private sector, the school district and the community college. Tesch said the partnership was clear to the community because the Enterprise Center at Central Florida Community College was built for economic development and to house the EDC. As a part of a market-based collaborative, he indicated that he must consistently ask three primary questions:

1. What is our strategy to put Florida back to work?
2. What is our current economic condition/Do we understand the underlying issues and challenges?
3. What is our competitive business position in the state regarding workforce, infrastructure, existing business clusters and collaboration?

Spontak used an example of a small scale enterprise, a manufacturer with green jobs. For a start-up company, workforce and economic development partners may be called on to help by entrepreneurs with little or no experience in compliance, training, human resources, permitting and real estate. It is important to see the promise of a company and its place in an existing or emerging cluster. She believes the partnership in Marion County works well because they start early on customer relationships and industry analyses. When a business seeks counsel on new opportunities, expansions or even threats to sustaining the workforce, the team is ready to intervene. At times, the workforce and economic development partners may have a clearer vision of how an enterprise grows and impacts the larger economy than the customer. Both Spontak and Tesch emphasized the need to protect existing resources like QRT, and provide for better customer service through sustainable funding solutions.

Andra Cornelius, Vice President of Business and Workforce Development Opportunities at WFI, provided a summary of recent best practice assessments, which include a recent, on-site look at Alabama's workforce strategy. She saw their work as an indicator of future leaps in service and customer service among domestic markets. These leaps appear to include: one-stop relationships to all customers; clear hand-offs of issues within a comprehensively managed matrix; clarity of roles among governments, economic developers, higher education and workforce professionals; a commitment to customized relationships and solutions; speed of response; and workforce funding in both quick response settings and long-term, generational pipelines for talent.

A number of overlapping ideas and potential

October 2009

Strategy Council Session 5 | October 12, 2009 | *Future of Florida Forum* at Disney's Yacht & Beach Club Resort | 9 a.m. to 11:30 a.m.

DISCUSSION B RECRUITMENT, RETENTION AND EXPANSION - *ECONOMIC DEVELOPMENT AND WORKFORCE COLLABORATION (CONT.)*

follow-ups were of special interest to the Council Team, including the following:

Recognition that domestic competitors are stepping up funding, team-work and customer service at a significant scale

Recognition of the successes and innovations associated with QRT

Concern about the funding risks and non-recurring nature of QRT

Interest in the recurring challenges and opportunities associated with knowledge and intervention relative to supply chain

Taking the right steps to encourage and reward collaboration among local workforce boards and economic development teams

Discovering the best ways to focus on smaller ventures and start-ups which are vital to Florida's future

Consideration of local vs. state roles in understanding regional and local assets, and responding to business inquiries about growth, employment challenges and new markets

PREPARATION FOR INTERIM BRIEFINGS, EVENTS AND ROUNDTABLES

Session 6 will be in a workshop format and will concern the utilization of a framework for planning, emerging strategic imperatives and connections to the Chamber Foundation's Scorecard

Council Members are encouraged to review all Session Notes posted thus far in the process

The online ToolKit continues to be stocked with presentations and data

Commitment to transparency, including through digital recording, continues

Council Members should consider the working definition of *Talent Supply Chain* and continue to forward insights and questions to the project consultant team

LEADERSHIP AND KEY CONTACTS

Workforce Florida, Inc.
Belinda Keiser, Chair

Strategy Council
David Armstrong, Chair

Workforce Florida, Inc.
Chris Hart, President

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For more information, or to access the Strategy Council Session ToolKit pages, visit:

www.WorkforceFlorida.com/strategy/index.htm

Future of Florida Forum
October 12 - 14, 2009
Disney's Yacht & Beach Club Resorts
1700 Epcot Resorts Blvd., Orlando, FL 32830

MONDAY, OCTOBER 12, 2009

FLORIDA'S TALENT SUMMIT: IMAGINING A WORLD OF TALENT

1:00 p.m. - 3:00 p.m.

FRAMING FLORIDA'S TALENT AGENDA
Insights Into Markets and Demographics

Emerging Trends, Threats and Opportunities

Facilitated by Bruce Faulmann, Florida Trend

Understanding Florida's Human Resource Issues

Cynthia Lorenzo, Director, Florida Agency for Workforce Innovation

Commissioner Eric Smith, Florida Department of Education

Chancellor Will Holcombe, State/Community College System

Chancellor Frank Brogan, State University System of Florida

Belinda Keiser, Chair, Workforce Florida

Secretary Doug Beach, Florida Department of Elder Affairs

3:00 p.m. - 3:15 p.m.

BREAK AND EXECUTIVE NETWORKING

3:15 p.m. - 4:30 p.m.

BREAKOUT SESSIONS (Part 1)

• **Investments for Formative Years (Birth to 8)**

Alisa Ghazvini, Early Childhood Consultant

• **Redefining Talent Development (Pre-K-12 and Beyond)**

Patricia Sullivan, IBM

• **Aligning Florida's Education, Workforce and Economic Development Systems**

Don Upton, Workforce Florida, Inc.

• **Florida's STEMM Agenda (Science, Technology, Engineering, Math & Medicine)**

Laura Lang, Learning Systems Institute, Florida State University

• **Essentials for Discovery and Development**

Florida Research Consortium

4:30 p.m. - 5:30 p.m.

STRATEGIC DOING: TRANSLATING IDEAS INTO ACTION

Ed Morrison, Purdue University

5:30 p.m. - 7:00 p.m.

WELCOME RECEPTION

Future of Florida Forum
October 12 - 14, 2009
Disney's Yacht & Beach Club Resorts
1700 Epcot Resorts Blvd., Orlando, FL 32830

TUESDAY, OCTOBER 13, 2009

FLORIDA'S TALENT SUMMIT: IMAGINING A WORLD OF TALENT

7:30 a.m. - 9:00 a.m. BREAKFAST AND MORNING BRIEFING

9:00 a.m. - 10:30 a.m. BREAKOUT SESSIONS (Part 2)

- **Investments for Formative Years (Birth to 8)**
Alisa Ghazvini, Early Childhood Consultant
- **Redefining Talent Development (Grades 3 and Beyond)**
Patricia Sullivan, IBM
- **Aligning Florida's Education, Workforce and Economic Development Systems**
Don Upton, Workforce Florida, Inc.
- **Florida's STEMM Agenda (Science, Technology, Engineering, Math & Medicine)**
Laura Lang, Learning Systems Institute, Florida State University
- **Essentials for Discovery and Development**
Florida Research Consortium

10:30 a.m. - 11:00 a.m. DEBRIEF AND NEXT STEPS

Workforce Florida, Inc. Rudder Team Meeting State Training Grant Programs

October 12, 2009
Disney's Yacht & Beach Club Resort
Orlando, Florida



STATE TRAINING GRANT PROGRAMS

Incumbent Worker Training (IWT)

- Started in 2000
- Provides performance-based expense reimbursement grants to **existing, for-profit businesses** to provide skills upgrade training to **currently employed full-time workers**

Quick Response Training (QRT)

- Started in 1993; administered by Workforce Florida since 2000
- Provides performance-based expense reimbursement grants to meet **short-term, immediate, customized workforce training needs** of new or existing businesses and industries that are creating **new, full-time, permanent jobs**

SIDE-BY-SIDE COMPARISON

INCUMBENT WORKER TRAINING

Requirements

Applicants must:

- Have been in operation in Florida for at least one year prior to application date
- Have at least one full-time employee
- Demonstrate financial viability be current on all state tax obligations

QUICK RESPONSE TRAINING

Requirements

Applicants must:

- Produce an exportable good or service
- Create new, full-time, high-quality jobs
- Require customized entry-level skills training for high-skill/high-wage positions (115 percent of average county or state wage)

SIDE-BY-SIDE COMPARISON

INCUMBENT WORKER TRAINING

Funding (FY 2009-2010)

- **\$2 million** WIA (Federal)
- **\$2 million** ARRA (Federal Stimulus)

QUICK RESPONSE TRAINING

Funding (FY 2009-2010)

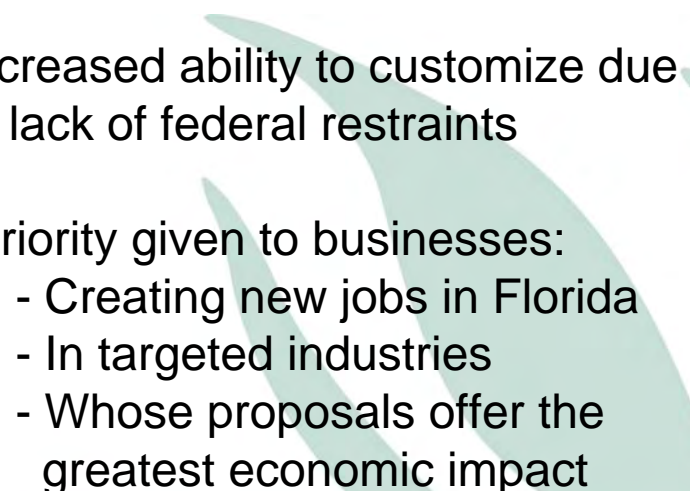
- **\$3.3 million** **Nonrecurring** annual allocation from state General Revenue funds.
(**Reduced from \$5 million**)

ECONOMIC DEVELOPMENT BENEFITS

INCUMBENT WORKER TRAINING

- 50 percent match required (75 percent match in rural areas)
- Costs reimbursed directly to company
- Priority given to businesses:
 - With less than 50 employees
 - In targeted industries
 - Who are seeking to avoid layoffs

QUICK RESPONSE TRAINING

- No required match
 - Fiscal agent (state educational entity) assists with application, reporting and check delivery
 - Increased ability to customize due to lack of federal restraints
 - Priority given to businesses:
 - Creating new jobs in Florida
 - In targeted industries
 - Whose proposals offer the greatest economic impact
- 
- A decorative graphic consisting of several overlapping, curved, light blue shapes that resemble stylized waves or leaves, located in the bottom right corner of the slide.

MOST COMMON TYPES OF TRAINING

Company always chooses training provider

INCUMBENT WORKER TRAINING

- Six Sigma – Green and Black Belt
- Lean
- AS 9000
- ISO 9001:2008
- Leadership

QUICK RESPONSE TRAINING

- Entry-level
- On-site training
- Classroom Training
- Laboratory Training

All QRT training is customized to meet the specific needs of each business

GRANT INVESTMENTS

2000-2009



INCUMBENT WORKER TRAINING

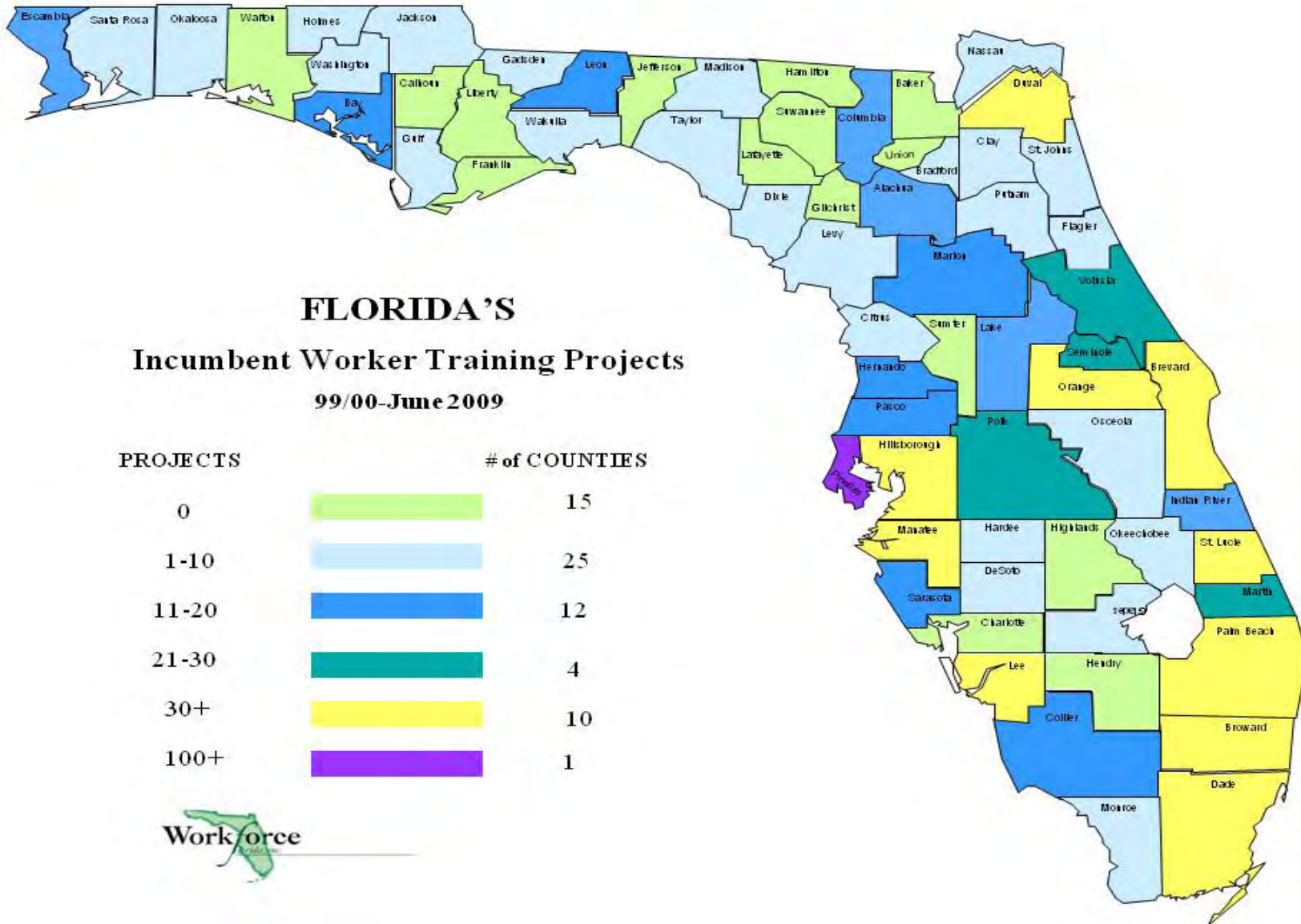
Manufacturing	\$17.8 million
Information Tech.	\$11.7 million
Wholesale Trade	\$3.6 million
Finance/Insurance	\$2.2 million
PS&T*	\$1.9 million
Management	\$1.5 million

QUICK RESPONSE TRAINING

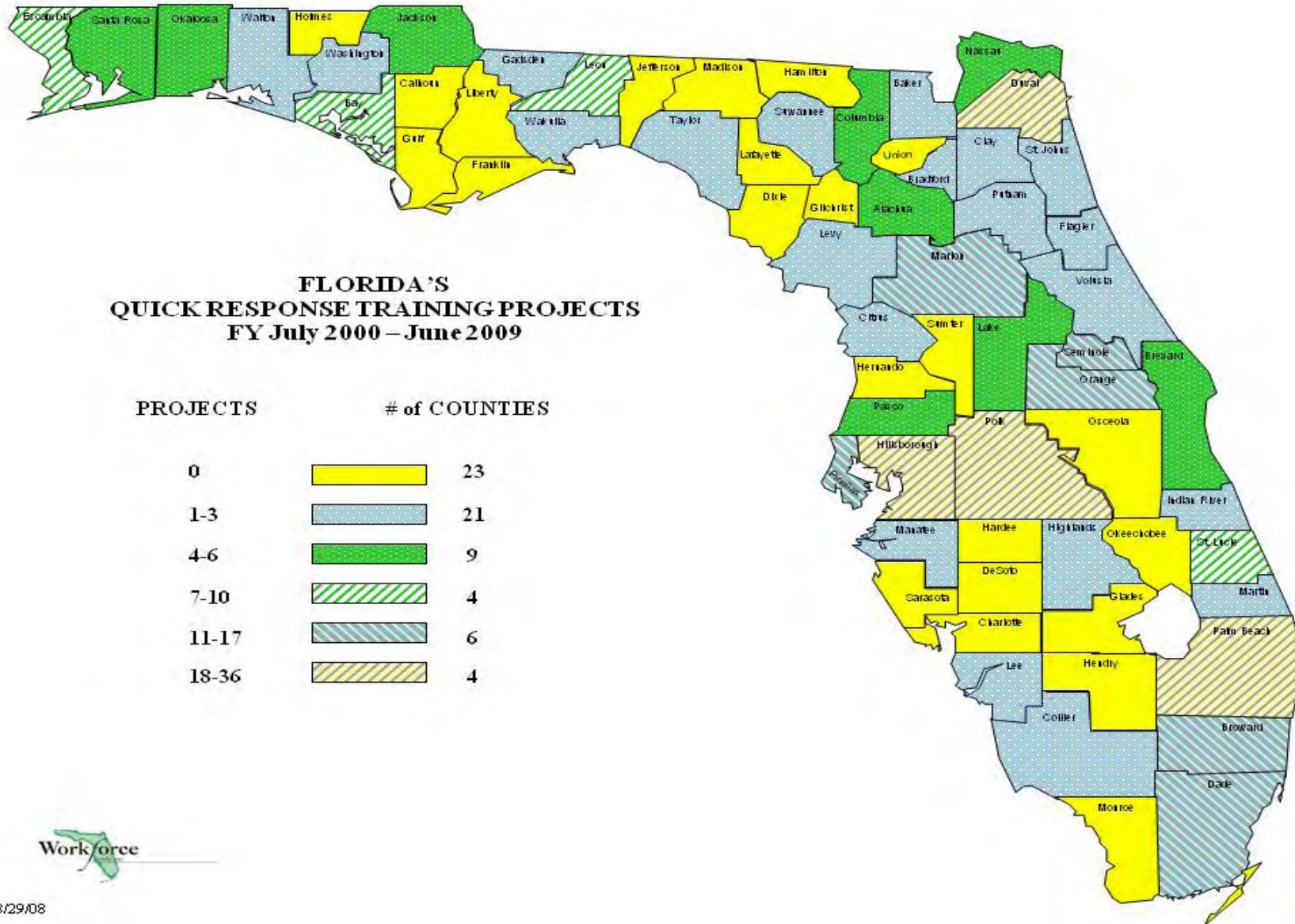
PS&T*	\$22.6 million
Business Svcs.	\$19.6 million
Wholesale Trade	\$11.1 million
Manufacturing	\$8.4 million
Information Tech.	\$6.7 million
Other	\$1.9 million
Finance/Insurance	\$1.2 million
Corporate Hdqtrs.	\$952,000

* Professional, Science & Technology

INCUMBENT WORKER TRAINING: PENETRATION



QUICK RESPONSE TRAINING PENETRATION



ECONOMIC DEVELOPMENT CHALLENGES

Most of Florida's workforce system funds are federal and subject to specific prohibitions. According to the Federal Workforce Investment Act of 1998:

- Funding **cannot be used to generate employment or for economic development purposes**
- Funding **cannot be used to encourage businesses to relocate to Florida** if the move would result in a loss of employment at the original site
- Funding **cannot be given to a relocated business until 120 days after the date of relocation** if the relocation results in a loss of employment at the original location
- Funds must be used for activity **directly related to training**

State workforce development funds – QRT dollars – provide Florida with the means to attract and retain businesses, and to meet their needs without the limitations imposed by federal funds

ECONOMIC DEVELOPMENT CHALLENGES

However:

- Despite a **75 percent disparity in the amount of funds requested vs. the amount of funds available**, QRT state funding decreased from \$6 million to \$5 million in fiscal year 2003/2004, and then remained stagnant until 2009.
- Our funding is **non-recurring** and **at risk** in the current economic downturn – in 2009, QRT funding was further reduced **34 PERCENT** from \$5 million to \$3.3 million
- QRT funds are the **only non-federal funds Florida has for business-specific, customized workforce training**

Workforce Florida's vision is to develop a globally competitive workforce.
But without QRT, the ability of Florida's workforce to compete even
domestically would be hampered.

THE COMPETITION

- | | |
|---|--------------------------------------|
| 1. <i>Georgia - \$50 Million</i> | 6. <i>Texas - \$40 Million</i> |
| 2. <i>South Carolina - \$4 Million</i> | 7. <i>Virginia - \$7 Million</i> |
| 3. <i>North Carolina - \$18 Million</i> | 8. <i>Arizona - \$15 Million</i> |
| 4. <i>Alabama - \$43 Million</i> | 9. <i>Mississippi - \$20 Million</i> |
| 5. <i>Tennessee - \$17 Million</i> | 10. <i>Oklahoma - \$5.3 Million</i> |


- Florida's population **now exceeds that of all but one state – Texas** – on the list of the top ten states in **customized training** funding
- Texas' population tops Florida's by 6 million, **roughly a third of – and not even two times – the state population**. However, Texas allocates **more than 12 times in customized training dollars** than does Florida
- Even **South Carolina**, a state with **25 percent fewer residents, allocates over 17 percent more** state dollars to customized training than Florida

QUICK RESPONSE TRAINING: FUNDING vs. DEMAND

- In 2009, QRT funds were **reduced** from \$5 million to \$3.3 million **non-recurring** General Revenue
 - Increase in number of businesses
 - Population growth
 - Challenge to keep up with demand
 - Increased focus on challenge to achieve **domestic and global** competitiveness

BUILDING OUR WAR CHEST

It's about more than money:

- Need for flexibility and agility to meet the needs of business
 - Need for consistent information/single point of contact
 - Need for certainty in funding and proven track record
- 
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Session Notes

An Initiative of the Strategy Council of Workforce Florida, Inc.

October 2009

Strategy Council Session 6 | October 22, 2009 | Hyatt Regency Orlando Regional Airport | 10:30 a.m. to 2:30 p.m.

PROJECT AND SESSION SUMMARY

The Workforce Florida, Inc. (WFI) Strategy Council convened in Orlando at the Hyatt Regency Orlando International Airport for Session 6 of the Strategic Planning Process on October 22. The four-hour session was a Special Workshop focused on exploring approaches to and building consensus on the best framework for planning, discussing policies for setting goals and promoting alignment within the WFI enterprise and among leadership organizations across Florida. The Council Team also learned more about the Florida Scorecard and Drivers from the Florida Chamber Foundation, and experimented with potential goals language and metrics.

The Council Team reached a consensus on the framework for planning, which is focused on: long-term aspirations for Florida; the business of the WFI enterprise, goals and metrics; drawing on collaborative resources of other organizations; and providing clarity to staff, partners and stakeholders. Specific expectations and opportunities included: ensuring the framework is flexible, allowing the WFI Board to insert new goals and metrics to anticipate or respond to changing conditions; clarity regarding the role of WFI fiduciaries; clear definition regarding what is meant by *WFI enterprise*; and using the framework as a living orienting tool for many stakeholders and the Board itself. Team members decided to extend the workshop approach into Session 6 on November 4 in Tallahassee with focus on setting, drafting and discussing clear goals statements and supporting metrics in small groups. The Council Team was also interested in continuing to learn about and explore alignment with the Florida Scorecard and Drivers.

SESSION 6 AGENDA

Hyatt Regency Orlando International Airport
October 22, 2009 | 10:30 - 2:30 p.m. ET

- **WELCOME**
Belinda Keiser, Chair - Workforce Florida, Inc.
David Armstrong, Chair - Workforce Strategy Council
- **INTRODUCTIONS**
Don Upton, President - Fairfield Index, Inc.
- **BUSINESS OF THE DAY - WHAT IS THE PURPOSE OF THIS SPECIAL PLANNING SESSION?**
Upton
- **MILESTONE TIMELINE - DETAILS ON THE ROAD TO A DECEMBER 31 FILING**
Team and Upton
- **CONSIDERATION OF A FRAMEWORK FOR PLANNING AND TALENT SUPPLY CHAIN**
Team and Upton
- **A GOALS POLICY?**
Team and Upton
- **STRATEGIC IMPERATIVES, DOMINANT ISSUES AND THE ROLE OF FIDUCIARIES**
Team
- **DISCUSSION A - FLORIDA'S DRIVERS AND SCORECARD ... LEADING BY EXAMPLE**
- **DISCUSSION B - GOALS**
- **DISCUSSION C - CONSENSUS ON GOALS AND IMPLICATIONS FOR METRICS**
- **DISCUSSION D - NEXT STEPS AND DATA REQUESTS**
- **KEY INSIGHTS, NEXT MEETING**
Keiser, Armstrong, Team and Upton

RECURRING QUESTIONS FOR GUEST LEADERS & EXPERTS

What are Your Strategic Imperatives?

What are Your Critical Workforce Needs?

Where Should this Process Help?

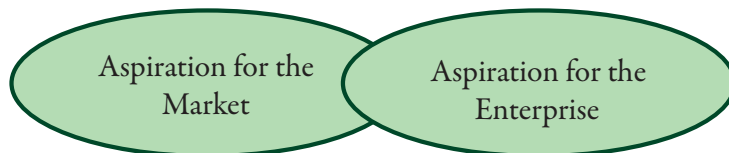
How Should Your Enterprise Engage in the Performance of Florida's Talent Supply Chain?

PROCESS TOOLS, MILESTONE TIMELINE, DOCUMENTATION OF PROJECT AND BUILDING CONSENSUS

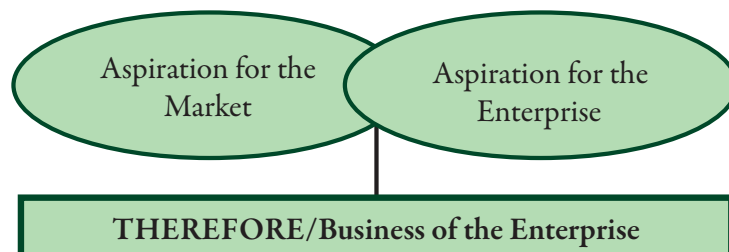
The Council Team reached a consensus on utilization of a framework for planning which draws on the Fairfield Index *Enterprise Goals System*. By doing so, WFI will be in a position to anticipate and promote the formation and management of shared **ASPIRATIONS** for Florida over time while moving forward immediately with raising the bar in performance within the WFI enterprise. WFI will be in a position to carefully and patiently form a Talent Supply Chain Team with many players while moving forward in 2010 with clear operating plans within. WFI will be able to, over time, explore overlapping agendas with other organizations while moving forward with establishing a new approach to its own infrastructure.

The framework was summarized in seven parts and will be reviewed again at Session 7.

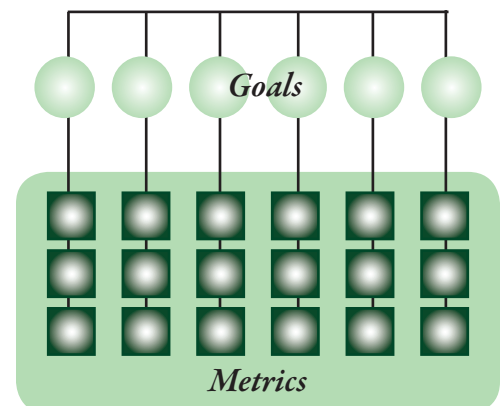
Step 1 concerns **ASPIRATIONS** for the market. In this case, they are shared aspirations for the future of Florida. They involve more than workforce and talent and require the attention of numerous organizations, leaders and systems. Council members worked on the assumption that **TALENT** is a key part of these **ASPIRATIONS**. Step 1 also concerns **ASPIRATIONS** for the enterprise. In this case and with consensus of the Council, the enterprise is a Talent Supply Chain Team that includes WFI.



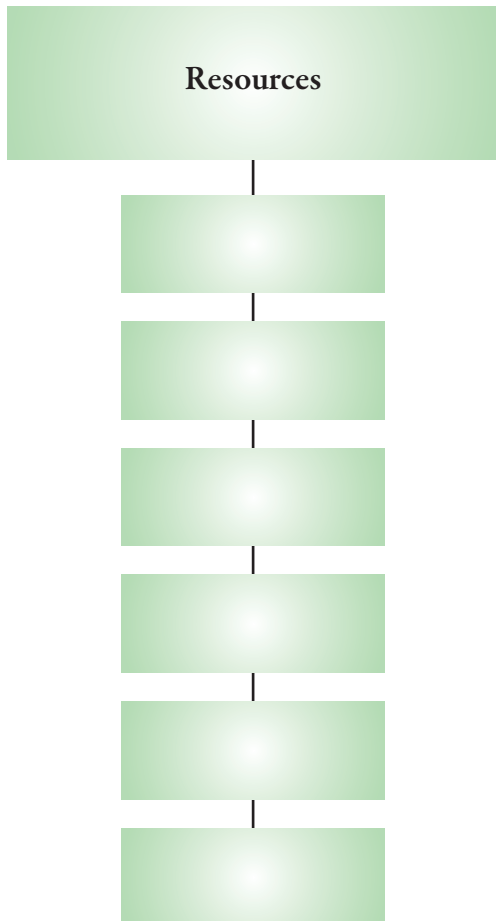
Step 2 concerns the **BUSINESS OF THE ENTERPRISE**. In this case, the Council Team responds to the **ASPIRATIONS** for the market and Talent Supply Chain Team by stating the business of WFI. In short, if we have shared **ASPIRATIONS** then what should be the business of WFI (as articulated by its fiduciaries)? The Council Team saw this step as the place where fiduciary accountability for the WFI enterprise begins.



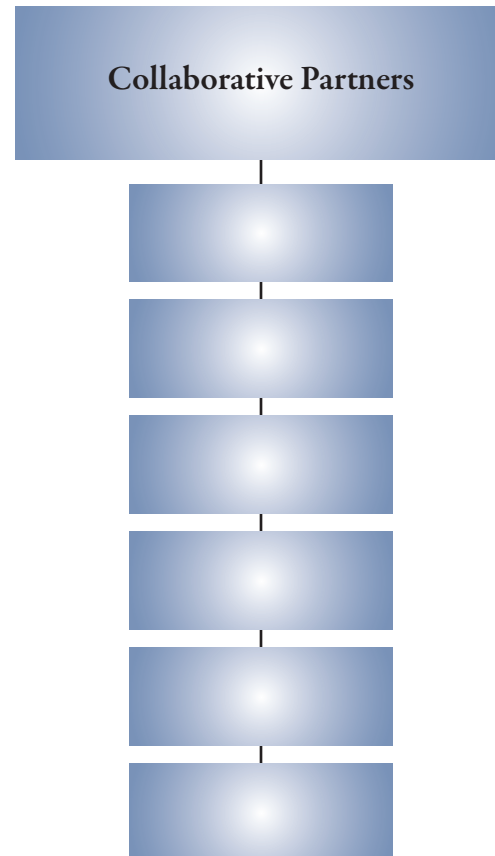
Step 3 concerns **GOALS** and **METRICS** for the WFI enterprise. The Council Team is interested in setting a goals policy that ensures goals are proposed, tested and set with the expectation that they are clear, achievable and imply metrics. Because of the Team's interest in launching and managing a living strategy, some goals could be replaced over time or new goals could be added during the 5 year term of the plan. In order to set the stage for metrics, they discussed the use of adjectives with goals language. Terms like "great," world class" and "strong" demand to be measured or backed up with clear metrics. The Council Team is interested in allowing highly tactical goals to come to the forefront when the tactics produce vital resources for Floridians and Partners. **METRICS** should be directly implied by the goals language and metrics should render obvious the language of the goal. The goals and metrics in the plan are promoted at the enterprise level and help staff craft the best possible operating plans.



Step 4 concerns **RESOURCES** and **INFRASTRUCTURE**. These items could include human resources and budgetary functions, compliance and audit, land and buildings, information technology, vendor relations and procurement. Unlike other frameworks, they are staged to be in response to and support of the goals, metrics and resulting operating plans.



Step 5 concerns **COLLABORATIVE PARTNERS** and must be staged with care over time. Based on Strategy Council sessions thus far, they are likely to be shared with other enterprises. This could promote shared resources, common metrics and teamwork.

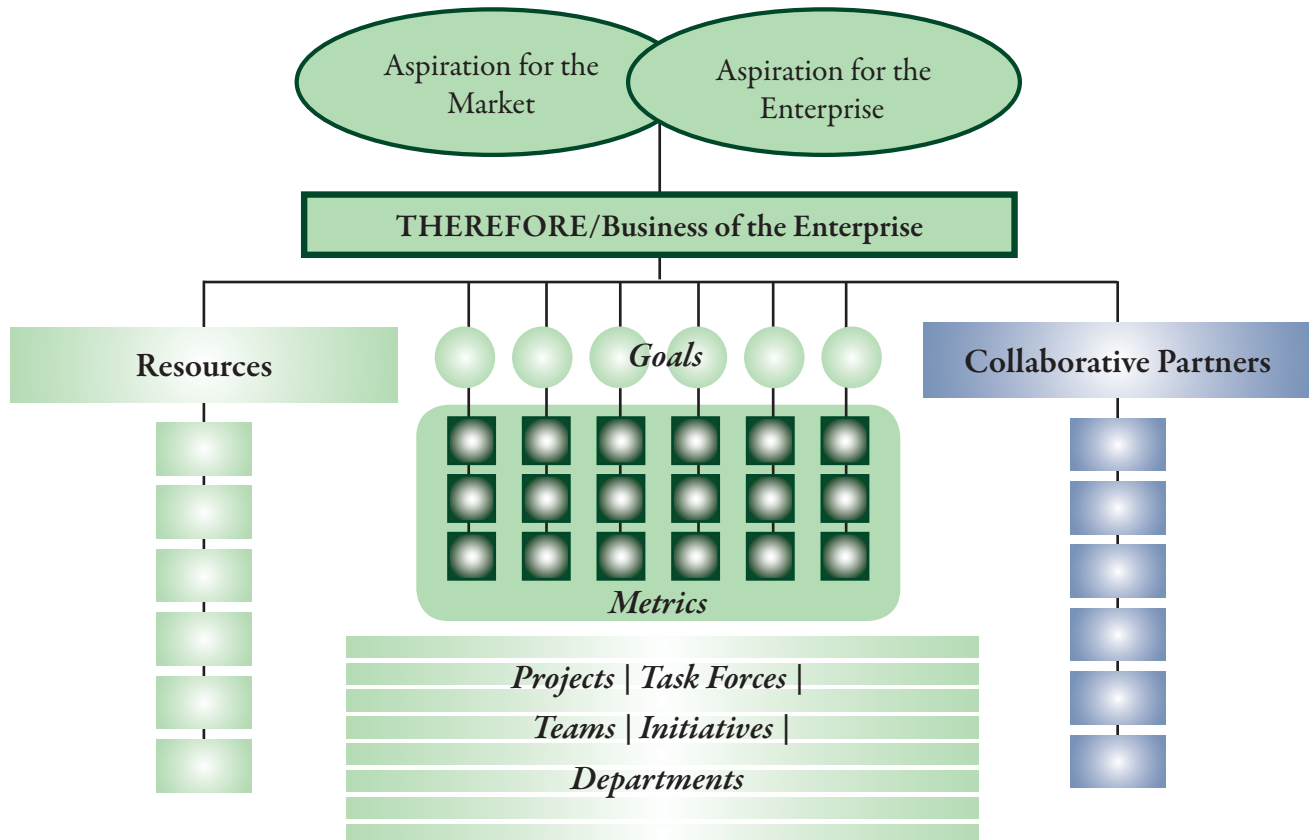


Step 6 concerns the operational elements of WFI and responsibilities to build operating plans to advance WFI's goals.



The fully assembled framework provides a number in values for the enterprise, including:

- Consistent Orientation for Board Members
- Team Alignment
- Consistent External Communications
- Simplified Approach to Comparing Goals with Collaborative Partners
- Consistent and Informed Approach to Board Agendas



FLORIDA'S DRIVERS AND SCORECARD ... LEADING BY EXAMPLE

Tony Carvajal, executive vice president of the Florida Chamber Foundation, spoke with the Council Team on current momentum in pulling Florida together around a shared strategic plan. He called for a long-term change management system for Florida that includes: long-term focus (policy over politics); one agenda (not many); metrics, transparency and accountability (measure what matters); and aligned and coordinated resources (only so much money and time). He set out the 6 Drivers of Florida's Future Economy, including TALENT, INNOVATION, INFRASTRUCTURE, BUSINESS CLIMATE, CIVIC AND GOVERNMENT SYSTEMS, AND QUALITY OF LIFE AND PLACE. He commended www.TheFloridaScorecard.com to the Team's attention and indicated that the framework being considered allowed for leaders to see the natural relationships between action in the enterprise and a shared, Florida strategy. The Team was interested in considering their framework and ultimate enterprise goals in the context of the Drivers and scorecard, and saw how the aspirations of the framework could tie directly into a Florida strategy.

KEY INSIGHTS AND CONSENSUS ITEMS

The framework is the right resource for planning

Spending time in small groups to consider goals and metrics will be a valuable step

The integrating role of the framework is very important to understand

Ensure the Council Team understands the use of the term *enterprise* and its connection to roles and responsibilities of fiduciaries

The orientation and continuous reorientation of Board members is critical. Consider well-timed field tours along with the use of the framework as a guiding, contextual tool.

NEXT STEPS

Session 7 should be focused on two items: a review or primer on the framework so all Council Team members understand its values and functionality; and a lengthy, small group workshop to consider goals policy and goals language.

For more information, or to access the Strategy Council Session ToolKit pages, visit:

www.WorkforceFlorida.com/strategy/index.htm

LEADERSHIP AND KEY CONTACTS

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Belinda Keiser, Chair

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PROJECT CONTACTS

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813.767.5782

Session Notes

An Initiative of the Strategy Council of Workforce Florida, Inc.

November 2009

Strategy Council Session 7 | November 4, 2009 | DoubleTree Hotel - Tallahassee, Florida | 8:30 a.m. to 11:15 a.m. ET

PROJECT AND SESSION SUMMARY

Workforce Florida, Inc. (WFI) moved its strategic planning process firmly into a goals-setting stage with a special Strategy Council workshop at the DoubleTree Hotel in Tallahassee. This workshop (Session 7 in the planning process) focused on review and confirmation of a framework for planning and small group discussions. The Session lasted approximately 2³/₄ hours and provided the Council Team with critical insights used to brief the full WFI Board on November 5 and advance into detailed goals-setting for the coming four weeks.

Because of the value and importance of the activities in Session 6, the Council Team asked that the framework primer and workshop activities be duplicated in Session 7. Session 6 Notes provide details on the primer. However, during the interim between Session 6 and 7, the consultant team was asked to provide examples of how the framework's goals and metrics could operate in a workforce/public-private setting. The examples are included in the workshop PowerPoint found in the online ToolKit.

Session 7 included the following milestones:

- Consensus on the framework used for planning
- Small group feedback on potential goals and metrics, including clear overlaps of priorities and general consensus on their potential inclusion in the strategic plan
- Staging of draft plans and opportunities for feedback and discussion over a four-week period (with anticipation of three drafting rounds and at least four, optional roundtable conference calls)

It is important to note that five small groups were formed, including regional workforce board directors, to support the workshop agenda. Groups were provided with the option of working together over time to compare notes and provide updates.

Details on this workshop do not necessarily reflect the final goals and metrics or the first draft of the strategic plan. The details should provide information on overlapping interests, stand-out opportunities from more than 11 weeks of Council work and common language. The workshop, in some cases, was the first opportunity for individuals to test ideas in the context of the new framework.

SESSION 7 AGENDA

DoubleTree Hotel - Tallahassee, Florida
November 4, 2009 | 8:30 a.m. - 11:15 a.m. ET

- **WELCOME AND INTRODUCTIONS**
David Armstrong, Chair - Workforce Strategy Council
- **WORKFORCE FLORIDA BOARD CHAIR REMARKS**
Belinda Keiser, Chair - Workforce Florida, Inc.
- **CREATING THE STRATEGY FOR TODAY'S NEEDS AND TOMORROW'S TALENT - FORMATIVE QUESTION**
Don Upton, President - Fairfield Index, Inc.
- **BUSINESS OF THE DAY**
Upton
- **MILESTONE TIMELINE - ARE WE ON SCHEDULE?**
Armstrong, Team and Upton
- **FRAMEWORK AND GOALS POLICY**
Team
- **STRATEGY WORKSHOP - WHAT WILL IT TAKE TO ADVANCE OUR FRAMEWORK AND PLAN TO THE EXECUTIVE BOARD?**
Team
- **PREPARATION FOR PRODUCTION, EXECUTIVE BOARD AND IMPLEMENTATION**
Upton and Team
- **NEXT STEPS - KEY INSIGHTS**
Keiser, Armstrong, Team and Upton
- **ADJOURN**
Armstrong

RECURRING QUESTIONS FOR GUEST LEADERS & EXPERTS

What are Your Strategic Imperatives?

What are Your Critical Workforce Needs?

Where Should this Process Help?

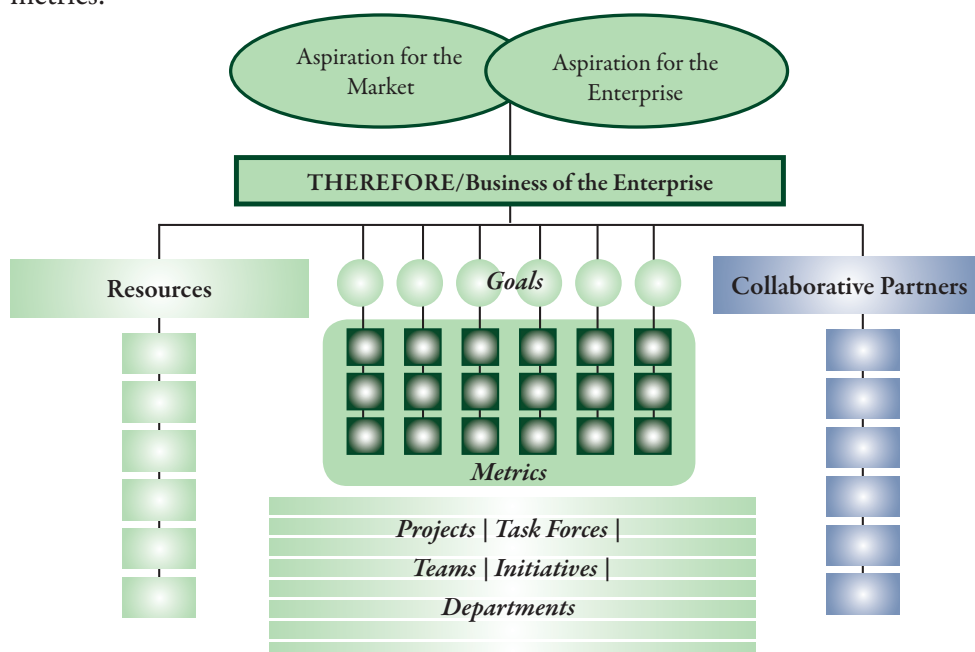
How Should Your Enterprise Engage in the Performance of Florida's Talent Supply Chain?

PROCESS TOOLS, MILESTONE TIMELINE, DOCUMENTATION OF PROJECT AND BUILDING CONSENSUS

Strategy Council Chair David Armstrong indicated that the Council Team continues to work on-time and in-depth, and reminded the group that Session 6 included a request for an additional primer on the framework and goals workshop. He made it clear that the December 16 Executive Committee meeting is a critical milestone, requiring a Council-recommended strategic plan. In the weeks leading up to December 16, there will be a series of draft plans and opportunities, through virtual roundtables, for comment and improvements. The online ToolKit will continue to be the primary resource for Council work. Armstrong also asked for consideration and support regarding the Council's status report to the WFI Board on November 5.

FRAMEWORK FOR PLANNING (SEE SESSION 6 NOTES)

Fairfield Index, Inc. provided a staged view of the framework for planning and emphasized the framework's role in: linking WFI to an emerging statewide, shared strategy; allowing WFI to take a leadership role in the formation of a Talent Supply Chain Team; ensuring fiduciaries (Board members of WFI) understand their roles and responsibilities; using a policy for goals that ensures language is clear and achievable with implicit metrics; establishing solid Board-level metrics; encouraging alignment; improving formation of operating plans; linking collaborative partners who have shared goals and interests; and placing WFI infrastructure and its management systems in the best position to respond to the new strategic plan. The Council Team was encouraged to use adjectives in the formation of goals and in support of the formation of metrics. Language such as "excellent," "best," "great" and "successful" implies or demands supporting metrics.



The Council Team was especially interested in:

The potential use of the framework as the Board agenda for years to come

The interplay between goals and metrics (i.e., how metrics prove the intent of goals language)

The recognition of the need for collaborative partners

The potential transformative impact on WFI operations

The orienting role a well-staged framework should have on orientation of current and new board members, employees, partners and stakeholders

WORKSHOP

The Council Team divided into five small groups, invited participation from regional directors and utilized a goals workbook to try out the framework. The five groups drafted goals, keeping in mind the need for clarity, achievability and adjectives. In some cases, they attempted to PROVE the goals statements with potential metrics. In every case, the entire Council Team felt that draft goals were worthy of further consideration in the drafting of the strategic plan.

Primary notes from each group follow:

Team 1**Goal 1**

Align best-in-class workforce in Florida with Targeted Industry standards/needs.

Why Top Line Board Goal?**Implied Metrics**

- Identified standards (EFI plan; by industry, educational skill requirement)
- Know our people inventory (who, where, what skills/experience)
- Engage in focused initiatives to educate our educators on Florida's talent needs - the No. 1 supplier (the Talent Supply Chain) that touches every future worker/talent
- Increased awareness by Florida's citizenry of targeted industries and talent needs, and how to engage!

Goal 2

Aligned, responsive, jointly engaged Talent Supply Chain (WFI, DOE, Board of Regents, Private Education, Regional Workforce Boards).

Why Top Line Board Goal?

- Get involved in the "manufacturing" process
- "Serious bear hug" with partners

Implied Metrics

- Number of aligned, shared goals/metrics
- Increased numbers of joint initiatives to meet shared goals and metrics
- Increased number or percentage of resources dedicated to shared initiatives (ex. Science, Technology, Engineering and Math (STEM) initiative; Ready To Work)

Goal 3

Build flexible, nimble tools "without hook!" - Talent SWAT Team and Resources. ("We see an opportunity, we strike." ... Move from "triage to proactive.")

Why Top Line Board Goal?

- Build successes that drive additional funding
- Spend minimal amount of time on compliance-related activities; maximum energy and resources to those actions that bring greatest results

Implied Metrics

- Number of successful pilot demonstrations
- ROI on funds spent on such initiatives

Team 1 (cont.)

Goal 4 Demand driven to business/economic development priorities.

Why Top Line Board Goal?

- Responsive to targeted industries and infrastructure industries

Implied Metrics

- Marketing to ensure additional resources, sustainability

Goal 5 Develop responsive, proactive workforce policies and demonstrate national leadership.

Why Top Line Board Goal?

- Lead, follow or get out of the way
- Design national policy to support Florida's needs

Implied Metrics

- Number of aligned, shared goals/metrics
- Increased numbers of joint initiatives to meet shared goals and metrics
- Increased number or percentage of resources dedicated to shared initiatives (ex. STEM initiative; Ready To Work)

Team 2

Goal 4 Funding: Create a robust portfolio of funding sources by identifying innovative diversified funding streams, leveraging aligned partners' funding resources, and growing and retaining current funding by achieving strong ROI.

Why Top Line Board Goal?

- Key resource necessary to implement everything

Implied Metrics

- Number of funding sources
- Significantly increased dollar amounts
- Did we retain funds we already have?
- Demonstrate effectiveness/permanency/ROI of programs to the Legislature/performance
- Diversified types of funding (fed, state, local, private sector, foundation, etc.)
- Define leverage from partners; documentation

Team 2 (cont.)

Goal 2 Effectively remove barriers to providing all demand driven responses (areas). Especially consider those beyond 2-year and certificate degrees.

Why Top Line Board Goal?

- To respond quickly to changing needs
- To be competitive, provide high value
- To meet the needs of your business community and changing talent market

Implied Metrics

- Numbers of high degreed graduates in employment (Baseline measurement of how many in system vs. how many become employed)
- Demonstrate the number of universities that begin to participate in the workforce system
- Demonstrate how many people placed in the four-year system (eligible training partner list) (i.e., cannot give Banner Center funding at the University of Florida; WFI overrides it)
- Legislation got changed to effectively remove those barriers
- Compete with workforce needs and funding regardless of where talent is

Goal 3 Innovate a new workforce education resource in the workforce model different from the education department brick/mortar model that is based upon employee apprenticeship, internship and mentorship.

Why Top Line Board Goal?

- Does not exist today and will capture talent not in the education system

Implied Metrics

- Development of partnerships and creation of plan
- Become a best proactive, replicated, etc.
- Number of dropouts enrolled
- Transfer of apprenticeship program to workforce system

Goal 4 Transform Temporary Assistance for Needy Families (TANF) model to pay participants after the work is performed to better align with the employer-employee relationship

Why Top Line Board Goal?

- Teaches to be work ready for effectively "real world"
- Incentives for financial stewardship
- Removes entitlement belief

Implied Metrics

- Legislation is changed if necessary (or policy)
- Lower number of sanctions (kicked off welfare, etc.)

Team 2 (cont.)

Goal 5 Create industry-specific task forces to address current and future needs in workforce-related issues.

Why Top Line Board Goal?

- Solves statewide problems and removes barriers
- Leverages other organizations' funds to achieve common goals
- Creates unified communications to legislature

Implied Metrics

- Impact legislation
- Reduce shortages in industries
- Employer satisfaction

Team 3

Goal 1 Align and calibrate supply and demand of talent to targeted industries.

Why Top Line Board Goal?

- Strengthen Florida's economy
- Position Florida globally
- Alignment and sharing of goals
- Leverage of resources

Implied Metrics

- Ratio of available talent to demand
- Number of recognized industry credentials unique to discrete sectors
- Labor market statistics to show growth of sectors/talent

Goal 2 Flex! Responsive and proactive.

Why Top Line Board Goal?

- Ability to re-employ/redeploy
- Mitigate cost of services
- Ability to move quickly to compete and to address unanticipated needs
- Flexible and nimble

Implied Metrics

- Cycle time to hire
- Response time
- ROI of initiatives

Team 3 (cont.)**Goal 3** Take advantage of Florida geography and diversity**Why Top Line Board Goal?**

- Latin American growth (Panama/Brazil)
- Florida's diversity as competitive advantage

Implied Metrics

- Net gains in Latin American commerce
- Measure of cultural/intercultural and international trade skill base

Goal 4 Capture voice of customer industry. Data?**Why Top Line Board Goal?**

- Recognized for providing value and talent
- Talk directly to business leaders

Implied Metrics

- Net promote core - willingness to recommend services
- Modified employer satisfaction/American Customer Satisfaction Index (ACSI)
- Key indicators - availability of talent

Goal 5 Cultivate Florida's creative/knowledge talent.**Why Top Line Board Goal?**

- Creative class measures
- Knowledge economy
- Key aspects for 21st century leadership

Implied Metrics

Team 4

Goal 1 Ensure talent supply in demand sectors (infrastructure).**Why Top Line Board Goal?**

- Essential to maintain aging population and growing population
- Ever-present
- Consistent job availability

Implied Metrics

- Increased achievement of certifications
- Narrowing of supply-demand gap
- Increase penetration in demand market (by number of businesses)
- Extension of work life/retention of experiential knowledge
 - Retool to new opportunity
 - Volunteerism
 - Accommodate aging in work environment

Goal 2 Central source for talent supply in Florida.**Why Top Line Board Goal?**

- Improves responsiveness to industry
- Reduce brain drain by increasing effective knowledge of Florida opportunities
- Tool for economic development commissions

Implied Metrics

- Agreement for collaboration among all talent supply sources (education system/private sector, government sector)
- System supports goal achievement of each partner
- Partners' goals support achievement of talent supply

Goal 3 Increased talent supply for target industries.**Why Top Line Board Goal?****Implied Metrics**

Team 5**Goal 1** Florida is recognized as the world leader in Talent Development and Performance.**Why Top Line Board Goal?**

- Florida is Premier Business Friendly State Globally
 - Gateway to world trade (defined growth of port areas mentioned)
 - Collaborative partnerships and alignment will drive Florida's new economy, economic development, education
 - Supply Chain readiness for targeted and existing industry
 - Job creation in an innovation economy
 - Florida is recognized as the premier model/inclusive model

Implied Metrics**Goal 2** Florida is recognized as the world leader in achieving economic prosperity through an inclusive and collaborative model.**Why Top Line Board Goal?**

- Business led and demand driven. Goal of 40 to 50% of businesses utilize workforce system for talent acquisition and development, over the next 5 years
- Define collaborative partners to include regionally led and organized (Forecast and identify industry needs, international and domestic)
 - Economic development
 - Education
 - Chambers of commerce
 - Business/industry
- National leader in crafting business friendly workforce policy
- Develop talent for significant increase in job creation in rural counties
- Workforce Florida branded as most valuable resource in business recruitment
- Increase number of STEM graduates by 20%

Implied Metrics

The Council Team was particularly interested in the recurring small group affinity for:

Focusing on Target Industries

Supporting the Cross-cutting Power of STEM

Providing National Policy Leadership for Florida's Competitive Agenda

Creating an Action-oriented Talent Supply Chain Team

Flexibility - Ending the Use of Static Plans

Collaboration - Seeking out Shared Agendas, Clarifying Roles, Investing and Measuring with Others

Making Good on the Commitment to Demand-driven Behaviors by Using the Language of Business, Improving Business Intelligence and Ensuring the Teams are In Place to Understand the Needs of Our Most Promising Targets

NEXT STEPS

Based on Council feedback, the following calendar staging was recommended and will be updated for dates and times in a forthcoming Chair's Memorandum.

- DRAFT 1 OF STRATEGIC PLAN
Two Roundtable Calls/Optional/Recorded for on-demand Web stream
- DRAFT 2 OF STRATEGIC PLAN
Two Roundtable Calls/Optional/Recorded for on-demand Web stream
- DRAFT 3 OF STRATEGIC PLAN
STRATEGY COUNCIL SESSION (*virtual*)
- EXECUTIVE BOARD REVIEW ON
DECEMBER 16
- SUBMISSION OF STATE PLAN BY
DECEMBER 31

For more information, or to access the Strategy Council Session ToolKit pages, visit:

www.WorkforceFlorida.com/strategy/index.htm

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