Board of Directors Meeting

November 7, 2013
8:30 a.m. to 12:30 p.m. ET
The Shores Resort
2637 South Atlantic Ave.
Daytona Beach Shores, FL 32118
Board of Directors Meeting Agenda
NOVEMBER 7, 2013 • 8:30 A.M. – 12:30 P.M. ET
THE SHORES RESORT & SPA
2637 SOUTH ATLANTIC AVE., DAYTONA BEACH SHORES, FL 32118

Chairman’s Welcome & Remarks

Consent Agenda

- Approval of Minutes
  
- Approval of Annual Financial Audit
  
- ITA Waiver Committee Recommendation Clarification

President’s Report

Global Talent Competitiveness Council

- WFI Strategic Plan Projects: Historical Overview
  
- Target Industry Leaders Panel
  
  - Bob Campbell – Program Director, Honeywell Technology Solutions Inc.
  
  - Duane De Freese – Senior Vice President, Chief Technology Officer, Aqua Fiber Technologies Corporation
  
  - Jane Landon, Senior Vice President, Chief Technology Officer, Web.com
  
  - Rick Matthews, Vice President, Manufacturing operations and Melbourne Site Manager, Northrop Grumman
  
  - Mike Tomas – President and CEO of Bioheart Inc.

- Overview of Good Policy Elements & Next Steps

Action Item

- Regional Targeted Occupations List Policy

CONNECT Update

Regional Workforce Board Updates

- Florida Workforce Chairs’ Alliance (FWCA)
  
- Florida Workforce Development Association (FWDA)

Chairman’s Closing Remarks

UPCOMING MEETINGS

Workforce Florida Executive Committee Meeting
January 15, 2014

Workforce Florida Board of Directors/Councils Meetings
February 19-20, 2014
Tallahassee, FL
In accordance with Article VII, Section 7.3, of the approved By-Laws, the Corporation is required to keep correct and complete books and records of account and shall keep minutes on the proceedings of the Board. Draft minutes for the August 20, 2013 Executive Committee meeting, the August 29, 2013, Board of Directors meeting and the October 17, 2013 Executive Committee meeting have been prepared for approval by the Board.

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NEEDED ACTION

To approve the draft minutes of the previous Board meetings to include any modifications or changes noted by the Board.
Call to Order

Board Chairman Dwayne Ingram called the meeting of the Workforce Florida Executive Committee to order at approximately 10 a.m. ET on August 20, 2013.

Roll Call/Quorum

A quorum was present with the following Executive Committee members in attendance:

- Chairman Dwayne Ingram
- Vice Chairman Jennifer Grove
- Mr. Kevin Doyle
- Dr. Ed H. Moore
- Mr. Ric Shriver
- Mr. Rodney Wickham

Welcome & Chairman’s Remarks

Chairman Ingram welcomed all to the meeting, noting the committee’s newest members, Dr. Moore, Mr. Moseley and Mr. Wickham. He invited Mr. Wickham, as a newly appointed board member, to introduce himself. Mr. Wickham said he is a 33-year employee of the Jacksonville Electric Authority and serves as the president and business manager of IBEW Local Union 2358.

Chairman Ingram said in addition to Mr. Wickham, there are nine new board members following appointments by Governor Rick Scott last month. These new appointments represent more than a quarter of the board membership.

He said the August board meeting will be focused on performance measures, with Performance Council Chairman Britt Sikes and his council taking the lead on recommendations to be considered by the full board. Chairman Ingram noted ongoing budget concerns, and said the board also may consider efficiency recommendations that may be brought forward by the regional workforce boards. The plan for the November board meeting is for the board to focus on strategy and policy in advance of the 2014 Legislative Session.

Chairman Ingram invited all Executive Committee members to participate in the Workforce Florida Orientation Meeting the following Wednesday, noting many new members would be present.

He said with the focus on performance and efficiency at the upcoming board meeting, he expected dialogue on strategic and workforce system goals, noting Workforce Florida President/CEO Chris Hart IV would lead the discussion. Chairman Ingram said his goal remains moving toward a One Workforce System model. He introduced Performance Council Vice Chairman Kevin Doyle to provide an overview of the agenda for the upcoming council meeting.
Performance Council Agenda and Proposals Discussion

Vice Chairman Doyle noted that as the Performance Council is the only council meeting in person during the upcoming board meeting series, all members are invited to attend and participate in its discussion Wednesday. He thanked staff at Workforce Florida and DEO for diligent efforts, under Chairman Sikes’ leadership, to draft recommendations on incentive policies for the full board’s consideration. He said they look forward to presenting ideas on employer penetration and reaching out to the business community. Mr. Doyle noted the news of the prior week that an additional 30,000 private sector jobs have been created in the state, bringing Florida to the halfway mark of the Governor’s goal.

Chairman Ingram thanked Mr. Doyle and invited President Hart to provide an update on efficiencies and strategic goals.

Strategic and Workforce System Goals Discussion

President Hart said Strategic Goals for Fiscal Year 2013-2014 are the goals identified in Workforce Florida’s strategic plan for 2010-2015, Creating the Strategy for Today’s Needs and Tomorrow’s Talent:

1. World-class Service to Florida’s Target Industry Clusters
2. World-class Service to Florida’s Infrastructure Innovators
3. Top National and State Leadership for the Demand-Driven Solution
4. Aligned, Responsive, Jointly Engaged Talent Supply Chain Team (now Talent Supply System)
5. Outstanding Business Communications and Intelligence for Performance and Accountability
6. Dedicated Commitment to Change Management and Transformation

President Hart noted that the board’s strategic goals have served as the platform in the development of Florida’s federally mandated five-year Strategic Plan to USDOL, regional workforce boards’ strategic plans and the Department of Economic Opportunity’s Statewide Strategic Plan for Economic Development. The Executive Committee is asked to reaffirm these goals for this year.

Board Vice Chairman Jennifer Grove noted that when the six strategic goals were developed, it was the first time the Workforce Florida Board had specifically formulated and approved future-focused strategic goals, working closely with strategic partners. She said at the time, these goals had seemed like very aggressive stretch goals. She says she is proud to look back now to see how well-targeted the goals were and still are in consistently focusing on service to existing industry and industries the state seeks to grow. She said while some of the goals now seem somewhat redundant, they all focus us on being smart and proactive about serving Florida’s existing business needs as well as growing the talent Florida needs to build future businesses. Ms. Grove said she is excited about where the board is going in the next year with actions to support these goals.

President Hart agreed and asked if there were other comments. Dr. Ed Moore noted that the goals also are in alignment with the efforts of Florida’s higher education delivery systems, and
continued collaboration bodes well for the future. President Hart agreed, adding that he and Dr. Moore will be working closely with the Higher Education Coordinating Council.

President Hart then outlined Workforce System Goals for Fiscal Year 2013 – 2014:

- 50,000 placements monthly
- Meet or exceed Federal Common Measures
- Double employer penetration
- Statewide implementation and public launch of the new CareerSource Florida unified brand for the Florida Workforce System

President Hart noted the 50,000 monthly placements goal was set by Governor Rick Scott at the beginning of the year. He further noted there are 12 Common Measures, negotiated with the U.S. Department of Labor and in consultation with the Governor’s Office and the regional workforce boards. He said the Performance Council will provide recommendations next week on performance incentives connected with meeting certain performance criteria attached to Common Measures. He said the goal of doubling employer penetration also was a direct request of Governor Scott, and the council is developing a performance incentive accordingly. Additionally, the council will consider proposed performance incentives for implementation and launch of the new unified brand. A total of $1 million in incentive funding would be available to regions meeting specific benchmarks as part of the brand’s implementation and launch.

President Hart then introduced the Workforce Florida Corporate Goals. He said he developed the corporate goals working with Chairman Ingram and the Compensation Review Committee:

1. Implement Organizational & Efficiency Report Recommendations
2. Statewide implementation and public launch of the new CareerSource Florida unified brand for the Florida Workforce System
3. Develop “Work First” Policy for consideration by Governor and Legislature

President Hart provided a status report on his recent appointment, under a new state law, as Chairman of the Employer-Sponsored Benefits Study Task Force. He noted the members will be appointed by the Senate President and House Speaker, and the task force must be convened in September. The task force must submit a report on recommendations to the President and Speaker by January 15.

President Hart told the Executive Committee that they would soon be receiving copies of the Monthly Report he provides to the Chairman, at the suggestion of Vice Chairman Jennifer Grove. The President’s Monthly Report covers statewide efforts, corporate goals, outcomes and updates on the workforce system and/or Workforce Florida activities as needed. Chairman Ingram said input and feedback on the monthly reports from the Executive Committee would be welcome.

**Workforce Florida Organization and Efficiency Study Update**

In providing context for the Workforce Florida Programmatic and Structure Efficiency Review being conducted by North Highland, President Hart noted that the board voted in May 2011 to be
a strategic board, focusing its time and efforts on strategy and policy to help ensure that the workforce system can put Floridians into jobs, help them advance and also meet market need for the right skills at the right time.

In order to support the board’s strategic focus, it was determined that a status quo approach using existing Workforce Florida resources and protocol is insufficient. Thus North Highland was brought in from April to June to “identify opportunities to consolidate strategic and operational job functions across the organization to increase resource capacity for strategy and policy development and build expertise in business management competencies for the administration of Workforce Florida operations.”

President Hart noted the depth and breadth of the assessment, taking into consideration Ch. 445, Florida Statutes, federal law, Governor Rick Scott’s priorities, the board’s priorities and Workforce Florida’s multiple stakeholders. President Hart said the review showed Workforce Florida operates with a high ethic of entrepreneurship, much like a start-up company. But given new demands, requirements and expectations of the new economy, board and Florida’s leaders, Workforce Florida as an organization must move to a culture of discipline. The recommendations for an organizational shift will move Workforce Florida, over the next 12-18 months, from a model through which just 15 percent of effort is devoted to strategy and policy, due to heavy involvement in administrative tasks and operations, to one through which 50 percent of effort can be devoted to strategy and policy.

President Hart said work ahead will include a more strategic governance model for the board. He added that the North Highland team is working with Workforce Florida to take the recommendations forward to implementation, incorporating transition and succession plans for the organization through 2014.

**Closing Remarks**

In closing, Chairman Ingram outlined some of the activities planned for the upcoming board meeting series. President Hart provided additional information on the upcoming meetings, thanked the participants and partners and adjourned the meeting at 10:57 a.m.

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**Board Secretary Certification**

In accordance with Article VII, Section 7.3, I hereby certify that these minutes reflect the proceedings by the Board of Directors of Workforce Florida, Inc., have been reviewed by the Board, and approved or approved with modifications which have been incorporated herein.

__________________________________________ _________________
Chris Hart IV       Date
Board Secretary
Call to Order/Chairman’s Welcome

Board Chairman Dwayne Ingram called the meeting to order at 8:30 a.m. ET. At the Chairman’s invitation, Workforce Alliance CEO/President Steve Craig led the board in the Pledge of Allegiance.

Chairman Ingram expressed his appreciation to the Workforce Alliance team for their assistance in facilitating an exceptional board and partners tour and reception the previous evening at Rybovich. He invited board members to introduce themselves, as there are 10 new members following Governor Rick Scott’s most recent appointments in July.

Roll Call/Quorum

Chairman Ingram requested a roll call. A quorum was present with the following board members in attendance:

- Mr. Dwayne Ingram, Chairman
- Ms. Jennifer Grove, Vice Chairman
- Dr. Brittany Birken
- Mr. Robert “Bob” Campbell
- Mr. Steve Capehart
- Sec. Charles Corley
- Dr. Duane De Freese
- Mr. Kevin Doyle
- Mr. Benedict Grzesik
- Ms. Elli Hurst
- Ms. Leslie Ingram
- Mr. William Johnson
- Dr. William “Bill” Law
- Mr. Rick Matthews
- Dr. Ed H. Moore
- Mr. Alex Moseley
- Exec. Dir. Jesse Panuccio
- Mr. Andy Perez
- Ms. Linda Reiter
- Ms. Maria D. Rodriguez
- Mr. Ric Shriver
- Mr. Britt Sikes
- Dr. Linda Sparks
- Mr. Rod Duckworth (for Secretary Stewart)
- Mr. Al Stimac
- Mr. Mike Tomas

Board members not in attendance were Governor Rick Scott, Mr. Matthew Falconer, Mr. Don Gugliuzza, Chancellor Randy Hanna, Secretary Esther Jacobo, Senator Bill Montford, Rep. Keith Perry, Rep. Jeannette Nunez, Mr. Steven Sonenreich, Secretary Wansley Walters, and Mr. Rodney Wickham.

Chairman Ingram thanked the following sponsors for their support: Coldwell Banker Commercial Group, Florida Chamber, Mileo Group, Morris Life, Rybovich, Viking Yachts, The Club at Admiral’s Cove, Alley, Maass, Rogers & Lindsay, BioTest, Florida High Tech Corridor Council, Gulf Power, Hollander Sleep Products, the Marine Industries Association of Palm Beach County, New Horizons, Sourcingboard; The Academy – Miami Campus, US Imaging Solutions, Dale Carnegie, Florida Power & Light and Palm Beach State College.
Consent Agenda

Chairman Ingram introduced the Consent Agenda.

CONSENT ITEM 1 – Approval of Minutes

Motion: To approve the draft minutes of the previous board meetings to include any modifications or changes noted by the board.

Additional information on this item is contained in the board meeting agenda packet.

CONSENT ITEM 2 – Approval of Waiver Review Committee Recommendation

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Additional information on this item is contained in the board meeting agenda packet.

Motion: The Workforce Florida Inc. Board approve the fourteen (14) Individual Training Account reserve waiver requests, recommended by the Waiver Review Committee, as shown in Column C of the INDIVIDUAL TRAINING ACCOUNT RESERVE WAIVER REQUESTS FOR FY 2013-2014 chart above.
CONSENT ITEM 3 – Florida Crown Workforce Board Request for Designation as a Direct Provider of WIA Core and Intensive Services

Motion: To approve the request by Florida Crown Workforce Board for designation as a direct provider of WIA core and intensive services for a three-year period beginning October 1, 2013.

Additional information on this item is contained in the board meeting agenda packet.

Chairman Ingram called for a motion for the three consent items.

Motion: Dr. Ed Moore
Second: Mr. Benedict Grzesik

The motion passed unanimously.

CHAIRMAN’S REMARKS

Chairman Ingram introduced Performance Council Chairman Britt Sikes for remarks, noting Chairman Sikes’ council spent the past few months in preparation for recommendations put forth in yesterday’s council meeting and now before the board for consideration.

Chairman Sikes said it has been a privilege to lead the Performance Council over the past year. He noted the exceptional commitment of volunteer leaders and staff at the regional board and state levels to continually strive to improve. He said the Performance Council hopes to play a role in that improvement and in funding that improvement.

He mentioned that he had attended the Polk Works Race to Place Celebration with Governor Scott the prior week. He noted the extraordinary representation of all the community and business leaders in the room, and how the event underscored the value of the work being done, both locally and by the state board.

Chairman Sikes said his council’s work on revising the performance incentive policy began in May with a review of the current policy, which included many hours of statistical analysis. He said the review process was very collaborative, and he greatly appreciated the staff’s efforts in educating and informing members as recommendations were developed.

He said there were two areas of import for the council: 1. building a foundational policy for the future that will be flexible enough to address changing needs, and 2., building a policy that was easy to understand, advanced the common good for the state, included fair measurements, and not only recognized effort but rewarded performance.

Chairman Sikes provided an overview of the board’s six strategic goals, reaffirmed during the prior week’s Executive Committee meeting, followed by the workforce system goals:

- 50,000 placements monthly
• Meet and/or exceed Federal Common Measures
• Doubling employer penetration
• Statewide implementation and public launch of the new CareerSource Florida unified brand

He noted that these goals represent the vision and direction of this board, of the Governor and legislature and of the state’s workforce system leaders, and thus the council is recommending a performance incentive policy that includes three primary components: employer penetration, common measures and the statewide brand implementation.

Chairman Sikes read the following policy recommendation:

_The Workforce Florida Board of Directors shall annually establish performance measures aligned with Board strategic goals and objectives for the purpose of recognizing regional workforce boards’ efforts towards targeted strategies and rewarding increased outcomes._

_Workforce Florida Inc., upon approval by the Board, may grant recognition or financial awards, based upon established performance measures._

_This policy shall replace all preceding incentive award policies._

Chairman Ingram thanked Chairman Sikes and noted that the policy recommendation under consideration had been amended slightly based on input from the regions the previous day.

**Action Items**

**ACTION ITEM 1 – Performance Incentive Policy**

_Motion: Approval of Performance Council proposed performance incentive policy recommendation as described above. Direct staff to revise the previous state incentive policy guidance to incorporate recommendations as approved with reporting guidelines._

Additional information on this item is contained in the board meeting agenda packet.

_Motion: Mr. Kevin Doyle
Second: Ms. Maria Rodriguez_

Chairman Ingram asked whether there were any questions. Dr. Ed Moore noted the information on the action item in the board book referenced Florida’s production of doctorates in science and engineering. He asked whether the information included degree recipients regardless of whether they stayed in Florida.

Workforce Florida Director of Strategic Planning and Organizational Excellence Mary Lazor introduced Florida Chamber Foundation Research and Public Policy Manager Sal Nuzzo, who said the figure provided was the measure of total production of Florida institutions.

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Board Vice Chairman Jennifer Grove applauded the work of the council for proposing a flexible policy that also supports a more strategic and focused board.

Chairman Ingram called for a vote. The motion passed unanimously.

**ACTION ITEM 2 – Revision/Update to Final Guidance on the Deobligation and Reallocation of Jobs for Veterans Act Grant Funds**

Chairman Ingram introduced Workforce Florida Executive Vice President/CFO Scott Fennell to explain the action item. Mr. Fennell explained that the action item updates a previous policy which requires that regional workforce boards submit to the Department of Economic Opportunity (DEO) a quarterly spending plan and automatically, if those spending budget plans are not met, de-obligate the funding for that region.

Mr. Fennell explained the original intent was to ensure all regions had enough funds to activate the program and Florida did not have to send any funds back to the U.S. Department of Labor (USDOL). However, based on timing of when funds are received, and the potential that funds that were planned for might not be expended in time, the policy has created an administrative burden on DEO and on the regions. To correct this, the proposed policy removes the automatic deobligation.

Additional information on this item is contained in the board meeting agenda packet.

**Motion:** To approve the changes to the Final Guidance on the Deobligation and Reallocation of Jobs for Veterans Act grant funds.

**Motion:** Mr. Alex Moseley
**Second:** Mr. Al Stimac

The motion passed unanimously.

**President's Report**

Chairman Ingram introduced President Hart to provide the President’s Report.

President Hart welcomed new board members and expressed his appreciation to Performance Council Chairman Britt Sikes and his council for work on the performance incentives policy. He provided a brief overview of job placements in the context of workforce system goals, noting a recent Agency Heads meeting with board member and DEO Executive Director Jesse Panuccio present during which the Governor expressed how proud he was of the board and the entire workforce system for its work.

President Hart also thanked the team at Workforce Alliance for exceptional efforts in creating such a valuable and memorable experience during the prior evening’s board and partners reception and tour at Rybovich.
President Hart noted that during the previous week’s Executive Committee teleconference, the board’s five-year strategic goals were reaffirmed, and the statewide workforce system goals have also been approved and embraced. He then noted the board’s three corporate goals for Workforce Florida, the first of which is to implement the organizational and efficiency report recommendations developed by North Highland. He said with the implementation of enhanced efficiencies, Workforce Florida will build toward a goal of devoting 50 percent of its efforts to strategy and policy, compared to the current 15 percent.

Mr. Hart said another corporate goal is statewide implementation and public launch of the new CareerSource Florida unified brand for the workforce system, for which an update will be provided later in the meeting. The third goal is to develop a “Work First” Policy for consideration by the Governor and legislature. President Hart said he and DEO Executive Director Panuccio had been working on the policy with the state Department of Children and Families, and in discussions with the Governor’s Office and the Office of Policy and Budget.

President Hart then introduced Ms. Lorri Shaban of Team IDEAS to provide an update on progress for the Florida Workforce System Statewide Branding Initiative. Ms. Shaban provided an overview of progress made since the board’s unanimous approval in May of the CareerSource Florida name, logo and brand charter. She noted all feedback received to date on the selection had been very positive, and reiterated the exceptional level of collaboration among partners and stakeholders involved in the researching and vetting process. She provided the list thus far of regions that have submitted and received approval on regional signatures. She noted a brand standards manual is in the final review stage, and a brand implementation plan is also in progress as is an internal orientation eLearning program, which will be made available in a digital format. Videos shot the prior day with several workforce system leaders speaking to the value of the new, unified statewide brand will be included in the eLearning program. Ms. Shaban added that a new newsletter, Brand News, would be distributed monthly with updates on the implementation process.

President Hart provided a brief summary of Workforce Florida’s development of Target Industry Cluster Task Forces in support of Workforce Florida’s first strategic goal, Providing World-class Service to Florida’s Target Industry Clusters. He noted that through the development of the Task Forces, many industry experts had become involved with the Florida workforce system including several new board members, namely Mr. Rick Matthews, Dr. Duane De Freese, Mr. Mike Tomas and Mr. Bob Campbell. He added at the end of the task force’s service, the Task Force produces “dispatches” at the state level that include suggestions for improvement, policy ideas, issues related to national or global competitiveness, etc.

The task forces also develop supply/demand gap analysis. President Hart introduced Dr. Rod Lewis of the Haas Center at the University of West Florida to discuss his report, The Information Technology Workforce of Tomorrow: A Statewide and Regional Assessment of Florida’s Workforce Skills and Competencies, prepared for the Information Technology Target Industry Cluster Task Force as a supply/demand gap analysis of Florida’s IT industry. Dr. Lewis’ report is available in the board meeting agenda packet.
Dr. Lewis mentioned that the Haas Center has a new mobile application that provides data for every region in the state, updated routinely, and he invited those interested to download the app and provide feedback.

In response to a question from board member Mr. Andy Perez about the significance of the IT industry to Florida’s economy, Dr. Lewis noted that while the industry is not among the largest—which includes healthcare, agriculture and defense—it does have a significant impact on Florida’s economy, particularly in terms of earnings potential. He added his appreciation for the value of the discussion during task force meetings in developing recommendations specific to educational programs.

Vice Chairman Grove suggested that as the board has been involved in Target Industry Cluster Task Forces, Customer Satisfaction Index reports, supply/demand analyses and now the Hass Center’s analytics on supply/demand analysis, it is incumbent upon board members to bring results together in service to the industries involved and deploy information not just as policy but to the regional workforce boards. Dr. Lewis said he hopes the board aggressively pursues at least some of the recommendations of the task forces, particularly those related to workforce education.

Dr. Ed Moore asked whether the analysis looked at where Florida’s IT industries are hiring from and where expertise is being produced—regionally, nationally and/or globally. Dr. Lewis said yes, adding that as Dr. Moore noted, Florida has some pervasive talent issues because talent tends to congregate where there is like talent. Ms. Grove referred to the previous evening’s discussion at Rybovich, saying it is vital that as Florida builds a knowledge-based economy, there is a recognition that the backbone of such an economy is the skilled technician jobs that support IT and other industries, and our educational system must meet those needs.

President Hart noted the value of the dialogue. He also underscored the importance of continuing to look at the talent supply system, its partners, and how the workforce system can best deliver talent with the type of information just discussed, to meet the market’s needs so that Florida can be successful. He said there will be additional dialogue and data from each of Florida’s target industry cluster task forces at the November board meeting.

Chairman Ingram thanked President Hart for his report. He asked board members to consider actions the board should be taking as a strategy and policy board in relation to the data the board is collecting and its role in the workforce system. He added that November would be a strategic board meeting with a goal of informing the legislative process that gets underway shortly.

**Florida Workforce Chairs’ Alliance (FWCA)**

FWCA Chair Lenné Nicklaus-Ball said the theme of the Alliance’s meeting had been collaboration, especially with new policies related to performance. She said the FWCA is looking to enhance communication among its members and continue to have regional chief executives as speakers at its meetings to provide perspective and input. She said assistance in connecting with elected officials and business leaders to share funding concerns would also be valuable.

**Florida Workforce Development Association (FWDA)**

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FWDA President Richard Williams invited members to the upcoming Workforce Leadership Conference and Professional Development Academy December 2-6, noting the awards ceremony would be Friday, December 6.

He said FWDA is now working with Ron Book to represent the association in Tallahassee to assist on the legislative front. Mr. Book will reach out to Workforce Florida and DEO to help ensure all are working together to address last year’s budget cuts.

Mr. Williams noted that FWDA continues to discuss efficiencies and has several ideas including joint purchasing and working together to identify and remove roadblocks to achieving efficiencies. Another suggestion was creating efficiencies in the financial monitoring and auditing process. Mr. Williams stated his support for a “Work First” Policy. He noted many of the boards have already embarked upon efficiency efforts.

He suggested it would be helpful for the workforce system to have a searchable database of policies, which he said Mr. Fennell informed him is already being created. He thanked Mr. Fennell and the board for approving the policy revision related to deobligation of Veterans Act funds.

Mr. Williams thanked Workforce Florida Vice President of External Affairs & Board Relations Adriane Glenn Grant for her efforts to keep all informed of the progress of the Florida Workforce System Branding Initiative. He also noted his appreciation to Labor Market Statistics Center Director Rebecca Rust for her program on labor supply and demand. He said the LMS Center is an exceptional resource for the state.

Chairman Ingram noted board member Bill Johnson is involved in joint purchasing and audits for Coca Cola and could serve as a resource to the boards.

**Open Policy Discussion**

South Florida Workforce Investment Board Executive Director Rick Beasley thanked board members for approving the “sliding scale” waiver policy related to the Individual Training Account Reserve Requirement at the prior month’s board meeting, saying it provided boards more flexibility to serve their communities.

Mr. Beasley thanked President Hart for the opportunity to meet with him and leadership of DEO to discuss policy issues including the performance incentive policy approved today. He suggested consideration of a Skills Development Fund using existing business taxes to engage businesses in creating the talent supply they need for positions that are hard to fill. He said such a policy could encourage more businesses to take advantage of the services available through the state workforce system.

He reminded the board of the Miami-Dade County ordinance requiring employers who have jobs created with county tax dollars to use the South Florida Workforce Board to fill those jobs. He said two municipalities have now approved similar ordinances. He is also in the process of securing
an agreement with the Dade County School District to use the local workforce board in hiring for jobs created through a recent bond issue.

Mr. Beasley restated his support for a statewide contract for On-the-Job Training (OJT) as another means for enhancing efficiencies. Chairman Ingram said there had been past resistance to policies perceived as being pushed by the state such as statewide contracts, so there would have to be a collaborative effort with DEO. Mr. Beasley noted the regional executive directors, CFOs and COOs should also be consulted and help to design such a contract.

Mr. Perez described a recent conversation in which an employer needed to hire up to 100 workers in several counties and was told he would need multiple OJT contracts if he wanted to use that program, which would potentially require burdensome paperwork. He said it was he who originally encouraged development of a statewide contract, but he wanted it noted that a template didn’t mean all workforce boards had to pay the same amount to a provider.

Mr. Perez also spoke in support of a Skills Development Fund to put Florida in a more competitive position and provide more flexibility for employers.

Mr. Williams said boards had differing views on statewide contracts and requirements for contracts but voiced his support for a Skills Development Fund model.

He expressed appreciation for board member Al Stimac’s efforts to support manufacturing in Northwest Florida and engage the local colleges, adding that having a state board member come up to support a local board’s efforts to help its community was greatly valued.

Workforce Connection CEO Rusty Skinner expressed some concerns about a uniform state contract that might not meet the needs of his local community. He also expressed concerns about the policy allowing training only for those with two-year degrees or less, as the announcement of Duke Energy’s pull-out in his region had left many well-educated individuals out of a job and in need of training for new careers. He said if regions are to start working with the skill sets that employers need, then they must have an array of products that the business customer as well as the job seeker want. He asked the board to consider, especially with regard to laid-off workers, amending state policy to allow regions to spend up to two years’ worth of funds to provide expanded education for those with advanced degrees. Mr. Skinner noted that the branding research showed employers don’t view the system as being able to provide well-educated, high-level talent. He said the challenge will continue if the regions don’t have the type of talent – four-year degree talent – and can’t get that talent because they can’t train somebody who already has that degree, enhance their skills so they are more marketable and go back out and “sell” them to employers.

Chairman Ingram opened the floor to questions. Dr. Moore asked whether anything in rules or procedure would prevent a uniform statewide OJT contract. President Hart said he is unaware of any policies preventing a uniform contract. He suggested the idea is something DEO and the regions should work on together to advance if they choose. President Hart added that DEO would be the appropriate entity to work on enhancing efficiencies relating to joint purchasing, financial monitoring and audits. The state board may ultimately need to weigh in on joint purchasing to provide guidance.
DEO CFO Tony Lloyd suggested the department should sit down with interested parties who have questions on how to improve efficiencies with procurement, what could be done with contracts and how to provide additional efficiencies with financial monitoring. Should specific statewide policies be needed, DEO could return to the board with the recommendation(s).

Vice Chairman Grove noted her appreciation of the inclusion of a one-page overview of Florida’s Common Core State Standards Initiative in the board agenda packet, as collaboration and partnership with Florida’s educational system is critical to ensuring the global competitiveness of Florida’s workforce. She said she anticipates further discussion in November.

Chairman Ingram said the Florida Chamber Foundation is hosting a Talent Supply and Education Summit in September that will include robust discussion on future workforce needs and whether Florida is ready for Common Core State Standards.

Dr. Duane De Freese said a report commissioned by the Florida Ocean Alliance underscores the value of the information shared at the previous evening’s reception and tour of Rybovich, which included a presentation by the Marine Industries Association of Palm Beach County, Rybovich and Viking Yachts. He said Florida’s coastal counties contributed more than $584 billion in gross regional product to Florida’s economy in 2010, representing 79 percent of the state’s economy. He said all six of Florida’s target industry clusters are part of this ocean economy-either directly or indirectly. He added more than 228,000 jobs in Florida were directly created by activities that use ocean resources and in 2011, about one of every $20 worth of Florida’s gross domestic product resulted from the use of state ocean resources. He directed board members and partners to the Florida Ocean Alliance website – floridaoceanalliance.org – for more information.

Chairman Ingram thanked Dr. De Freese for his expertise. He said while President Hart’s earlier remarks about the Programmatic and Structure Efficiency Review pertained specifically to Workforce Florida, he had discussed with Mr. Williams the possibility of providing a similar review to regional boards. He also noted that some parties consider discussion of efficiencies to be actually discussions of consolidation, and he wanted it noted for the record that he is not talking about consolidation. He added that his several visits to regional boards around the state had underscored for him the importance of a region tailoring its services to a community’s unique needs.

He thanked the regions for their ideas. Mr. Williams said he wanted to continue the conversations. Chairman Ingram said they may wish to consider a smaller group discussion to talk candidly about various efficiency ideas, and then report back to the larger audience.

Board member Mr. Al Stimac said he had a valuable experience at the Northwest Florida Skilled Technician Task Force meeting and appreciated Mr. Williams and Ms. Grove’s efforts in securing diverse groups to discuss building community partnerships.

Board member Mr. Kevin Doyle asked for more information regarding whether other counties had approved ordinances similar to Miami-Dade’s, requiring employers using county tax dollars to work with their local boards for employment services.

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Mr. Si kes thanked all those who had contributed to the months-long development of the performance incentive policy, approved earlier by the board.

Board member Mr. Mike Tomas informed board members that the Miami Dade County Board of Commissioners was deciding whether to continue to fund the Miami Dade Sports Commission, of which he is a member. He noted the significant impact of the sports industry on Florida’s economy, adding that the Miami Dade Sports Commission has had an economic impact in the community of more than half a billion dollars over the last nine years.

Mr. Panuccio said that he had committed when he joined DEO to visiting each of the state’s 24 regions. He noted each visit had been unique and exceptional in terms of what he had seen and the work underway. He said he also attended last week’s Race to Place Celebration at Polk Works. He thanked President Hart for sharing the good news about the state’s improving economy and asked board members to share the information with their colleagues in the business community. He asked board members to consider following DEO on Facebook and Twitter to stay informed of the latest economic news.

President Hart provided additional information on the proposed development of a Work First Policy for the state. He said the policy would establish a clear vision for the nation’s fourth most populous state whereby employment is the top priority for all work-ready individuals receiving public assistance.

He said the policy is being considered in terms of three goals: 1. that there will be the pathway for an individual or a family to have financial self-sufficiency and economic security; 2. that public assistance is never a disincentive to work; and 3. that social safety nets funds – Florida’s public assistance dollars – will be there for those individuals and families most in need.

Chairman Ingram invited recipients of the Governor’s Let’s Get to Work Awards forward for recognition: Richard Williams and Raymond Russell from the Chipola Regional Workforce Board for top placements in May and Sheryl Rehberg, Doug Whittaker and Coy Howell from the North Florida Workforce Development Board for top placements in June and July.

Chairman Ingram also recognized former board member Eric Kennedy and Palm Beach State College for efforts in organizing such a successful board and partners tour and reception the previous evening at Rybovich.

**Chairman’s Closing Remarks**

Chairman Ingram asked board members to consider a sponsorship of the Workforce Leadership Conference and Professional Development Academy December 2-6. With no new business or public comment, he thanked hosts, sponsors and Workforce Florida staff.

The meeting adjourned at approximately 11:26 a.m. ET.
Board Secretary Certification

In accordance with Article VII, Section 7.3, I hereby certify that this summary reflects the proceedings by the Board of Directors of Workforce Florida, Inc., has been reviewed by the board, and approved or approved with modifications which have been incorporated herein.

______________________________  _________________________
Chris Hart IV                  Date
Board Secretary
DRAFT MINUTES
OF THE WORKFORCE FLORIDA INC.
BOARD OF DIRECTORS
EXECUTIVE COMMITTEE MEETING
October 17, 2013

Call to Order

Board Chairman Dwayne Ingram called the meeting of the Workforce Florida Executive Committee to order at approximately 1 p.m. ET on October 17, 2013, by welcoming all to the meeting.

Roll Call/Quorum

A quorum was present with the following Executive Committee members in attendance:

Chairman Dwayne Ingram
Mr. Kevin Doyle
Ms. Leslie Ingram
Mr. Alex Moseley
Mr. Andy Perez
Mr. Ric Shriver
Mr. Rodney Wickham

Welcome & Chairman’s Remarks

Chairman Ingram noted there would be an update on the progress of the Florida Workforce System Statewide Branding Initiative, and he thanked the Workforce Florida team and regional partners for their hard work on the branding effort. He noted recent media coverage, and said that while most remarks had been positive, he knew there are some who have concerns. He reminded those on the call that the board had unanimously approved the transition to the CareerSource Florida unified brand and there continue to be significant contributions of partners and stakeholders to implement the new brand. He said Workforce Florida President Chris Hart and Vice President of External Affairs and Board Relations Adriane Glenn Grant are always willing to take questions and hear feedback and will continue to be available.

He said he will be meeting with several members of the Florida Workforce Chairs’ Alliance on October 30 in Orlando, after some of the chairs asked him for a chair-to-chair meeting following the August board meeting. He noted he had visited several regions around the state but had not had much opportunity to talk with the chairs about their priorities. He said the Governor will be able to attend a portion of the meeting to outline his priorities as well. He said he would report out on the meeting during November’s board meeting.

ACTION ITEM 1 – Approval of Targeted Occupations List Policy Amendment for Region 10

Chairman Ingram introduced Workforce Florida Program Director Jayne Burgess to provide an overview of the action item. Ms. Burgess said the amendment being considered comes as a result of Duke Energy announcing plans to close its Crystal River nuclear facility. Workforce Connection CEO Rusty Skinner requested the board consider an amendment to existing policy to allow laid-
off workers with four-year degrees to receive retraining for other careers. The staff recommendation is similar to considerations given to Brevard Workforce a few years ago when there were significant layoffs in the aviation/aerospace industry. Ms. Burgess read the following recommendation:

Dislocated Worker funds may be used for occupations requiring training beyond the Post-Secondary Adult Vocational/Community College levels based on the following conditions:

- The dislocated worker must have been employed by Duke Energy at the Crystal River Plant and not able to be placed in another Duke Energy position.
- The current education/training of the dislocated worker prohibits him or her from obtaining employment in occupations within the region or elsewhere in the state.
- The training that would result in a “second major” or attainment of advanced certification(s) should be occupationally specific and would augment the worker’s current educational level to ensure “re-employability” for an in-demand occupation.
- The maximum length of the new schooling or training would be limited to two years or less. This would include advancement from AA/AS degrees to BA/BS degrees if AA/AS degrees do not provide the necessary credential(s) to meet minimal occupational requirements.

Ms. Burgess said the recommendation is that the policy become effective immediately upon approval for a period of one year. At the end of one year, the continuation of the policy will be reviewed and if warranted, extended for another specified period of time.

**Motion:** Approve recommendation to allow Region 10 to use Dislocated Worker Funds for training for occupations requiring training beyond PSAV/CC levels for impacted Duke Power Plant Nuclear employees in accordance with the conditions stated above.

**Motion:** Mr. Ric Shriver
**Second:** Mr. Rodney Wickham

The motion passed unanimously.

Ms. Burgess noted that the action item did not need to go before the full board under the Executive Committee’s authority to address issues such as this. Mr. Skinner thanked the Executive Committee for its approval.

**Global Talent Competitiveness Council Update**

Chairman Ingram introduced Global Talent Competitiveness Council Chairman Ric Shriver for an overview of what the council would be presenting during its meeting and the full board meeting next month. Mr. Shriver said the upcoming meetings will highlight three years of work on three important projects aligned to Workforce Florida’s strategic goals:

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• Developing a Cluster and Infrastructure-Oriented Comprehensive Workforce Supply & Demand Analysis
• Developing a Customer Satisfaction Index for Target Industry Clusters & Infrastructure Innovators
• Launching and Sustaining the Best Informed Target Industry Cluster-specific Task Forces

He noted more than 400 industry leaders have been involved in the work of the task forces and advancing the resulting analyses and recommendations. Workforce Florida, regional partners, the Department of Education, the Governor and Legislature could all be involved in recommended actions. He said next week’s council call will look to identify common themes across sectors which could become policy recommendations. The following consultants from the strategic projects will be presenting background on the projects:

• Customer Satisfaction Index – Barbara Allan and Mark Sandler/SRA Research
• Workforce Supply/Demand Analytics – Rod Lewis, The Haas Center, UWF
• Target Industry Cluster Task Force – Teresa Barber/Fairfield Index
• Governance / TOL & WEC – Emily DeRocco & Mason Bishop/ICF

He said there will also be a panel discussion during the council meeting with representatives of the infrastructure industries in the state: healthcare, energy, water, broadband, transportation infrastructure and logistics/distribution. Another panel during the board meeting will include representatives of the state’s target industries: aviation/aerospace, clean tech, homeland security and defense, life sciences and information technology.

Chairman Shriver again noted all of the projects are aligned with Workforce Florida’s strategic goals and he looks forward to determining commonalities among the recommendations to help the board prioritize future policy direction.

**CareerSource Florida Implementation Update**

Ms. Grant said there has been good progress toward positioning the workforce system for a CareerSource Florida System statewide public rollout in early 2014. Several milestones have been achieved this quarter: all 24 regional workforce boards now have approved CareerSource Florida aligned regional brand names and new logos. Work also has been completed on a 44-page Statewide Brand Implementation Plan that serves as the roadmap for guiding individual and collective transition efforts. This includes a new Brand Standards Manual, including shared templates for outreach collaterals such as business stationary and websites as time-saving, money-saving resources for workforce boards, both local and state.

In September, Workforce Florida’s External Affairs and Board Relations unit, along with members of the IDEAS consulting team, launched a new and well-received series of weekly teleconferences, held every Friday to provide a timely state status update and take brand implementation questions from partners.
Ms. Grant said there has also been significant progress on two major deliverables that will allow regional boards to move forward on developing their new brand materials: the brand implementation administrative policy by the Department of Economic Opportunity (DEO) and the Notice of Funds Availability. Workforce Florida will move as quickly as possible to get the information released statewide so that the boards can move forward and can access the funds provided by the Workforce Florida Board to assist with local transition costs.

She said efforts are also moving forward with the statewide Communications Strategy, as outlined in the Implementation Plan. Board members should have received an electronic update that links to Workforce Florida’s new, improved public information portal on the statewide branding initiative. A statewide news release is planned for later in the month, and a Partners Toolkit has been provided to regional workforce boards that includes a regional news release template and suggested media talking points that will assist the regions in developing local news releases and announcements that are complementary of the state messaging.

Ms. Grant noted that Workforce Florida is now officially registered with the Department of State to do business as CareerSource Florida, clearing the way to begin using the new name publicly with the statewide rollout in early 2014. President Hart has been invited by Workforce Florida board member Rep. Jeanette Nunez to present on the branding initiative next month, just prior to the board meeting, to the House Higher Education and Workforce Subcommittee.

In outlining next steps, Ms. Grant said a leadership preview of the new internal brand orientation eLearning program for the workforce system is being planned for the November board meeting series. She added that there will be several sessions on branding during the Workforce Leadership Conference and Professional Development Academy December 2-6. She said Workforce Florida is targeting early February for statewide brand launch activities and will have more details on these plans next month.

President’s Report

Chris Hart provided an overview of the upcoming board meeting series. He thanked regional partners, the Center for Business Excellence and its former chief executive, Rick Fraser, for ongoing efforts to assist with planning and securing sponsorships.

He provided updates on workforce system goals, noting in July there were 38,867 placements, in August, 41,045, and September, 42,031, representing continual progress. As of today, the workforce system is at 26,100, which means the system would exceed its monthly goal of 50,000 placements if the trend continues. He noted DEO would have first quarter Common Measures numbers later in October. He said the updated performance incentive policy as approved by the board, including employer penetration goals, has been distributed to the regions.

President Hart said implementation of Workforce Florida’s organization & efficiency recommendations is going well. He said Executive Vice President/CFO Scott Fennell is the lead for that effort and is working with MIS Manager Nathan Roberts to put together a project portfolio management system. He said Workforce Florida is also working on developing definitions around
policy development business processes as well as policy business process flow, which will help Workforce Florida, as board staff, to create thorough and thoughtful policies for review.

He said discussions on development of a state “Work First” Policy are being deferred, with effort redirected at this time on policy initiatives outlined earlier by Chairman Shriver.

President Hart invited Mr. Fennell to provide an update on the reopening of the federal government following the shutdown period. Mr. Fennell said no regions will go without funds needed for operations, and operations will not be slowed down or stopped. He wanted the Executive Committee to know a contingency plan had been put in place to assure operations for the time being if the shutdown had continued. Two programs that would not have been affected are the Wagner-Peyser Program and Workforce Investment Act (WIA) Youth Program, as funding was identified to continue through December for the WIA Adult and WIA Dislocated Worker programs, but now programs would continue to operate as normal. Funding would have been provided to continue the TANF, VETS and FSET/SNAP programs through the end of the month, but again, with the return of federal operations, programs will continue as normal. He said any regions that may have cash flow issues will be assisted individually.

Closing Remarks

In closing, Chairman Ingram thanked Mr. Fraser for his continued leadership and assistance in planning for November’s board meetings. He also thanked regions who offered to provide assistance to other regions that might have been affected adversely during the government shutdown. He noted his appreciation for the regions’ hard work in reaching the 50,000 monthly placement stretch goal. He thanked participants and partners and adjourned the meeting at 1:42 p.m.

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Board Secretary Certification

In accordance with Article VII, Section 7.3, I hereby certify that these minutes reflect the proceedings by the Board of Directors of Workforce Florida, Inc., have been reviewed by the Board, and approved or approved with modifications which have been incorporated herein.

__________________________________________ _________________
Chris Hart IV       Date
Board Secretary
Our audit firm, James Moore & Co., CPA’s, has completed the annual financial audit of the accounting records and systems of Workforce Florida for the fiscal year ending June 30, 2013. Enclosed as a part of the agenda packet is a copy of the audit report and management letter to the Board of Directors issued September 25, 2013, by the Audit Firm. Representatives from the Firm will present the results of the audit to the Finance and Efficiency Council. Major items noted in the report include:

- An unqualified opinion on the financial statements, which fairly present the financial position of WFI for the year ending June 30, 2013;
- no deficiencies in internal control over financial reporting were considered to be material weaknesses;
- no instances of noncompliance or other matters that are required to be reported in accordance with Government Auditing Standards;
- no disclosure of reportable conditions in internal control, in general;
- no disclosure of reportable conditions in internal control over major Federal programs;
- no disclosure of any audit findings relative to the major Federal awards programs which are reportable under the US OMB Circular A-133 or Chapter 10.650, Rules of the Auditor General, State of Florida;
- no findings related to the audit of federal awards or state projects in the prior fiscal year.

In accordance with the Final Guidance (AWI FG 05-019) issued by the Agency on Audit and Audit Resolution, dated August 12, 2005, auditors must appear before the Board, or an appropriate committee of the Board, to explain the opinions expressed by the auditor and to discuss the significance of any audit findings, including any findings contained in the Management Letter. Copies of the audit, management letter, and any corrective action plan must be submitted to the DEO Inspector General, the State Auditor General’s Office, Department of Financial Services, the Federal Audit Clearinghouse, as well as to the Governor, House and Senate as part of the WFI annual report required to be submitted by December 1 of each year.
To authorize the Council Chair to recommend acceptance of the annual financial audit for the fiscal year ending June 30, 2013, conducted and prepared by James Moore & Co., CPA’s, to the full Board of Directors for approval.
Board of Directors,
Workforce Florida, Inc.

We have audited the financial statements of Workforce Florida, Inc. ("Workforce Florida") as of and for the year ended June 30, 2013, and have issued our report thereon dated September 25, 2013. Professional standards require that we advise you of the following matters relating to our audit.

Our Responsibility in Relation to the Financial Statement Audit

As communicated in our engagement letter dated May 24, 2011, our responsibility, as described by professional standards, is to form and express an opinion about whether the financial statements that have been prepared by management with your oversight are presented fairly, in all material respects, in conformity with accounting principles generally accepted in the United States of America. Our audit of the financial statements does not relieve you or management of your respective responsibilities.

Our responsibility, as prescribed by professional standards, is to plan and perform our audit to obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatement. An audit of financial statements includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control over financial reporting. Accordingly, as part of our audit, we considered the internal control of Workforce Florida solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.

We are also responsible for communicating significant matters related to the audit that are, in our professional judgment, relevant to your responsibilities in overseeing the financial reporting process. However, we are not required to design procedures for the purpose of identifying other matters to communicate to you.

Planned Scope and Timing of the Audit

We conducted our audit consistent with the planned scope and timing we previously communicated to you.
Compliance with All Ethics Requirements Regarding Independence

The engagement team, others in our firm, as appropriate, and our firm have complied with all relevant ethical requirements regarding independence.

Qualitative Aspects of the Entity’s Significant Accounting Practices

Significant Accounting Policies

Management has the responsibility to select and use appropriate accounting policies. A summary of the significant accounting policies adopted by Workforce Florida is included in Note 1 to the financial statements. There have been no initial selection of accounting policies and no changes in significant accounting policies or their application during year ended June 30, 2013. No matters have come to our attention that would require us, under professional standards, to inform you about (1) the methods used to account for significant unusual transactions and (2) the effect of significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.

Significant Difficulties Encountered during the Audit

We encountered no difficulties in dealing with management relating to the performance of the audit.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a matter, whether or not resolved to our satisfaction, concerning a financial accounting, reporting, or auditing matter, which could be significant to Workforce Florida’s financial statements or the auditor’s report. No such disagreements arose during the course of the audit.

Representations Requested from Management

We have requested certain written representations from management, which are included in the attached letter dated September 25, 2013.

Management’s Consultations with Other Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters. Management informed us that, to our knowledge, there were no consultations with other accountants regarding auditing and accounting matters.

Other Significant Matters, Findings, or Issues

In the normal course of our professional association with Workforce Florida, we generally discuss a variety of matters, including the application of accounting principles and auditing standards, operating and regulatory conditions affecting the entity, and operational plans and strategies that may affect the risks of material misstatement. None of the matters discussed resulted in a condition to our retention as Workforce Florida’s auditors.
Other Information in Documents Containing Audited Financial Statements

Pursuant to professional standards, our responsibility as auditors for other information in documents containing Workforce Florida’s audited financial statements does not extend beyond the financial information identified in the audit report, and we are not required to perform any procedures to corroborate such other information. However, in accordance with such standards, we have: read the information and agreed information to the underlying accounting records from which it was derived.

Our responsibility also includes communicating to you any information which we believe is a material misstatement of fact. Nothing came to our attention that caused us to believe that such information, or its manner of presentation, is materially inconsistent with the information, or manner of its presentation, appearing in the financial statements.

This report is intended solely for the use of the Board of Directors and management of Workforce Florida and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

James Moore & Co., P.L.

James Moore & Co., P.L.
September 25, 2013

James Moore & Co., P.L.
2477 Tim Gamble Place, Suite 200
Tallahassee, Florida 32309

This representation letter is provided in connection with your audit of the financial statements of Workforce Florida, Inc. ("Workforce Florida"), which comprise the respective financial position of the business-type activities as of June 30, 2013, and the respective changes in financial position for the year then ended, and the related notes to the financial statements, for the purpose of expressing opinions as to whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP).

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, as of September 25, 2013, the following representations made to you during your audit.

Financial Statements

1) We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated May 24, 2011.

2) The financial statements referred to above are fairly presented in conformity with U.S. generally accepted accounting principles and include all properly classified funds and other financial information of the primary government and all component units required by generally accepted accounting principles to be included in the financial reporting entity.

3) We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

4) We understand that you prepared the trial balance for use during the audit and that your preparation of the trial balance was limited to formatting information into a working trial balance based on management’s chart of accounts.

5) Receivables recorded in the financial statements represent valid claims against grantors for transactions arising on or before the balance sheet date and have been reduced to their estimated net realizable value.

6) We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.

7) Significant assumptions we used in making accounting estimates are reasonable.

8) Related party relationships and transactions, including revenues, expenditures/expenses, loans, transfers, leasing arrangements, and guarantees, and amounts receivable from or payable to related parties have been appropriately accounted for and disclosed in accordance with the requirements of U.S. GAAP.

9) All events subsequent to the date of the financial statements and for which U.S. GAAP requires adjustment or disclosure have been adjusted or disclosed. No events, including instances of noncompliance, have occurred.
subsequent to the balance sheet date and through the date of this letter that would require adjustment to or disclosure in the aforementioned financial statements or in the schedule of findings and questioned costs.

10) The effects of all known actual or possible litigation, claims, and assessments have been accounted for and disclosed in accordance with U.S. GAAP.

11) Guarantees, whether written or oral, under which Workforce Florida is contingently liable, if any, have been properly recorded or disclosed.

12) In regards to the preparation of Federal Information Return Form 990 services performed by you, we have—
   a) Made all management decisions and performed all management functions.
   b) Designated an individual with suitable skill, knowledge, or experience to oversee the services.
   c) Evaluated the adequacy and results of the services performed.
   d) Accepted responsibility for the results of the services.

Information Provided

13) We have provided you with:
   a) Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters and all audit or relevant monitoring reports, if any, received from funding sources.
   b) Additional information that you have requested from us for the purpose of the audit.
   c) Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
   d) Minutes of the meetings of Workforce Florida Board of Directors or summaries of actions of recent meetings for which minutes have not yet been prepared.

14) All material transactions have been recorded in the accounting records and are reflected in the financial statements and the schedule of expenditures of federal awards.

15) We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

16) We have no knowledge of any fraud or suspected fraud that affects the entity and involves:
   a) Management,
   b) Employees who have significant roles in internal control, or
   c) Others where the fraud could have a material effect on the financial statements.

17) We have no knowledge of any allegations of fraud or suspected fraud affecting the entity’s financial statements communicated by employees, former employees, regulators, or others.

18) We have disclosed to you all known instances of noncompliance or suspected noncompliance with provisions of laws, regulations, contracts, or grant agreements, or abuse, whose effects should be considered when preparing financial statements.

19) We have disclosed to you all known actual or possible litigation, claims, and assessments whose effects should be considered when preparing the financial statements.

20) We have disclosed to you the identity of the entity’s related parties and all the related party relationships and transactions of which we are aware.

Government—specific

21) We have made available to you all financial records and related data and all audit or relevant monitoring reports, if any, received from funding sources.

22) There have been no communications from regulatory agencies concerning noncompliance with, or deficiencies in, financial reporting practices.

23) We have identified to you any previous audits, attestation engagements, and other studies related to the audit objectives and whether related recommendations have been implemented.
24) Workforce Florida has no plans or intentions that may materially affect the carrying value or classification of assets, liabilities, or equity.

25) We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us, including tax or debt limits and debt contracts; and we have identified and disclosed to you all laws, regulations and provisions of contracts and grant agreements that we believe have a direct and material effect on the determination of financial statement amounts or other financial data significant to the audit objectives, including legal and contractual provisions for reporting specific activities in separate funds.

26) There are no violations or possible violations of budget ordinances, laws and regulations (including those pertaining to adopting, approving, and amending budgets), provisions of contracts and grant agreements, tax or debt limits, and any related debt covenants whose effects should be considered for disclosure in the financial statements, or as a basis for recording a loss contingency, or for reporting on noncompliance.

27) As part of your audit, you assisted with preparation of the financial statements and related notes and schedule of expenditures of federal awards and State Financial Assistance. We have designated an individual with suitable skill, knowledge, or experience to oversee your services and have made all management decisions and performed all management functions. We have reviewed, approved, and accepted responsibility for those financial statements and related notes and schedule of expenditures of federal awards.

28) Workforce Florida has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.

29) Workforce Florida has complied with all aspects of contractual agreements that would have a material effect on the financial statements in the event of noncompliance.

30) We have followed all applicable laws and regulations in adopting, approving, and amending budgets.

31) The financial statements include all component units as well as joint ventures with an equity interest, and properly disclose all other joint ventures and other related organizations.

32) The financial statements properly classify all funds and activities.

33) All funds that meet the quantitative criteria in GASB Statement Nos. 34 and 37 for presentation as major are identified and presented as such and all other funds that are presented as major are particularly important to financial statement users.

34) Components of net assets (net investment in capital assets; restricted; and unrestricted) and equity amounts are properly classified and, if applicable, approved.

35) Provisions for uncollectible receivables have been properly identified and recorded.

36) Expenses have been appropriately classified in or allocated to functions and programs in the statement of activities, and allocations have been made on a reasonable basis.

37) Revenues are appropriately classified in the statement of activities within program revenues, general revenues, contributions to term or permanent endowments, or contributions to permanent fund principal.

38) Deposits and investment securities and derivative instruments are properly classified as to risk and are properly disclosed.

39) Capital assets, including infrastructure and intangible assets, are properly capitalized, reported, and, if applicable, depreciated.

40) We have appropriately disclosed Workforce Florida’s policy regarding whether to first apply restricted or unrestricted resources when an expense is incurred for purposes for which both restricted and unrestricted net position are available and have determined that net assets were properly recognized under the policy.

41) We acknowledge our responsibility for the required supplementary information (RSI). The RSI is measured and presented within prescribed guidelines and the methods of measurement and presentation have not changed from those used in the prior period. We have disclosed to you any significant assumptions and interpretations underlying the measurement and presentation of the RSI.

42) With respect to the Schedule of Expenditures of Federal Awards and State Financial Assistance

   a) We acknowledge our responsibility for presenting the Schedule of Expenditures of Federal Awards and State Financial Assistance in accordance with OMB Circular A-133 and Chapter 10.650, Rules of the
State of Florida Office of the Auditor General, and we believe the Schedule of Expenditures of Federal Awards and State Financial Assistance, including its form and content, is fairly presented in accordance with OMB Circular A-133 and Chapter 10.650, Rules of the State of Florida Office of the Auditor General. The methods of measurement and presentation of the Schedule of Expenditures of Federal Awards and State Financial Assistance have not changed from those used in the prior period, and we have disclosed to you any significant assumptions or interpretations underlying the measurement and presentation of the supplementary information.

b) If the Schedule of Expenditures of Federal Awards and State Financial Assistance is not presented with the audited financial statements, we will make the audited financial statements readily available to the intended users of the supplementary information no later than the date we issue the supplementary information and the auditor's report thereon.

43) With respect to federal award programs:

a) We are responsible for understanding and complying with and have complied with the requirements of OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations, including requirements relating to preparation of the schedule of expenditures of federal awards.

b) We have prepared the schedule of expenditures of federal awards in accordance with OMB Circular A-133, and have identified and disclosed in the schedule expenditures made during the audit period for all awards provided by federal agencies in the form of grants, federal cost-reimbursement contracts, loans, loan guarantees, property (including donated surplus property), cooperative agreements, interest subsidies, insurance, food commodities, direct appropriations, and other direct assistance.

c) We acknowledge our responsibility for presenting the schedule of expenditures of federal awards (SEFA) in accordance with the requirements of OMB Circular A-133 §310.b, and we believe the SEFA, including its form and content, is fairly presented in accordance with OMB Circular A-133 §310.b. The methods of measurement and presentation of the SEFA have not changed from those used in the prior period and we have disclosed to you any significant assumptions and interpretations underlying the measurement and presentation of the SEFA.

d) If the SEFA is not presented with the audited financial statements, we will make the audited financial statements readily available to the intended users of the SEFA no later than the date we issue the supplementary information and the auditor's report thereon.

e) We have identified and disclosed to you all of our government programs and related activities subject to OMB Circular A-133.

f) We are responsible for understanding and complying with, and have complied with, the requirements of laws, regulations, and the provisions of contracts and grant agreements related to each of our federal programs and have identified and disclosed to you the requirements of laws, regulations, and the provisions of contracts and grant agreements that are considered to have a direct and material effect on each major program.

g) We are responsible for establishing and maintaining, and have established and maintained, effective internal control over compliance requirements applicable to federal programs that provides reasonable assurance that we are managing our federal awards in compliance with laws, regulations, and the provisions of contracts and grant agreements that could have a material effect on our federal programs. We believe the internal control system is adequate and is functioning as intended.

h) We have made available to you all contracts and grant agreements (including amendments, if any) and any other correspondence with federal agencies or pass-through entities relevant to federal programs and related activities.

i) We have received no requests from a federal agency to audit one or more specific programs as a major program.

j) We have complied with the direct and material compliance requirements (except for noncompliance disclosed to you), including when applicable, those set forth in the OMB Circular A-133 Compliance Supplement, relating to federal awards and have identified and disclosed to you all amounts questioned and all known noncompliance with the requirements of federal awards.
k) We have disclosed any communications from grantors and pass-through entities concerning possible noncompliance with the direct and material compliance requirements, including communications received from the end of the period covered by the compliance audit to the date of the auditor's report.

l) We have disclosed to you the findings received and related corrective actions taken for previous audits, attestation engagements, and internal or external monitoring that directly relate to the objectives of the compliance audit, including findings received and corrective actions taken from the end of the period covered by the compliance audit to the date of the auditor's report.

m) Amounts claimed or used for matching were determined in accordance with relevant guidelines in OMB Circular A-87, Cost Principles for State, Local, and Tribal Governments, and OMB’s Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments.

n) We have disclosed to you our interpretation of compliance requirements that may have varying interpretations.

o) We have made available to you all documentation related to compliance with the direct material compliance requirements, including information related to federal program financial reports and claims for advances and reimbursements.

p) We have disclosed to you the nature of any subsequent events that provide additional evidence about conditions that existed at the end of the reporting period affecting noncompliance during the reporting period.

q) There are no such known instances of noncompliance with direct and material compliance requirements that occurred subsequent to the period covered by the auditor's report.

r) No changes have been made in internal control over compliance or other factors that might significantly affect internal control, including any corrective action we have taken regarding significant deficiencies in internal control over compliance (including material weaknesses in internal control over compliance), have occurred subsequent to the date as of which compliance was audited.

s) Federal program financial reports and claims for advances and reimbursements are supported by the books and records from which the financial statements have been prepared.

t) The copies of federal program financial reports provided you are true copies of the reports submitted, or electronically transmitted, to the respective federal agency or pass-through entity, as applicable.

u) We have charged costs to federal awards in accordance with applicable cost principles.

v) We are responsible for and have accurately prepared the summary schedule of prior audit findings to include all findings required to be included by OMB Circular A-133 and we have provided you with all information on the status of the follow-up on prior audit findings by federal awarding agencies and pass-through entities, including all management decisions.

w) We are responsible for and have accurately prepared the auditee section of the Data Collection Form as required by OMB Circular A-133.

44) With respect to state financial assistance programs:

a) We are responsible for understanding and complying with and have complied with the requirements of Section 215.97, Florida Statutes, Florida Single Audit Act and Chapter 10.650, Rules of the State of Florida Office of the Auditor General, including requirements relating to preparation of the schedule of expenditures of federal awards and state financial assistance.

b) We have prepared the schedule of expenditures of federal awards and state financial assistance in accordance with Chapter 10.650, Rules of the State of Florida Office of the Auditor General, and have identified and disclosed in the schedule expenditures made during the audit period for all awards provided by state agencies in the form of grants, state cost-reimbursement contracts, loans, loan guarantees, property (including donated surplus property), cooperative agreements, interest subsidies, insurance, food commodities, direct appropriations, and other direct assistance.

c) We acknowledge our responsibility for presenting the schedule of expenditures of federal awards and state financial assistance (SEFA) in accordance with the requirements of Chapter 10.650, Rules of the Auditor General, and we believe the SEFA, including its form and content, is fairly presented in accordance with Chapter 10.650, Rules of the Auditor General. The methods of measurement and presentation of the SEFA have not changed from those used in the prior period and we have disclosed to
you any significant assumptions and interpretations underlying the measurement and presentation of the
SEFA.

d) If the SEFA is not presented with the audited financial statements, we will make the audited financial
statements readily available to the intended users of the SEFA no later than the date we issue the
supplementary information and the auditor’s report thereon.

e) We have identified and disclosed to you all of our government programs and related activities subject to
Chapter 10.650, Rules of the Auditor General.

f) We are responsible for understanding and complying with, and have complied with, the requirements of
laws, regulations, and the provisions of contracts and grant agreements related to each of our state
projects and have identified and disclosed to you the requirements of laws, regulations, and the
provisions of contracts and grant agreements that are considered to have a direct and material effect on
each major project.

g) We are responsible for establishing and maintaining, and have established and maintained, effective
internal control over compliance requirements applicable to state projects that provides reasonable
assurance that we are managing our state financial assistance in compliance with laws, regulations, and
the provisions of contracts and grant agreements that could have a material effect on our state projects.
We believe the internal control system is adequate and is functioning as intended.

h) We have made available to you all contracts and grant agreements (including amendments, if any) and
any other correspondence with state agencies or pass-through entities relevant to state projects and
related activities.

i) We have received no requests from a state agency to audit one or more specific programs as a major
program.

j) We have complied with the direct and material compliance requirements (except for noncompliance
disclosed to you), including when applicable, those set forth in the State of Florida State projects
compliance supplement, relating to state financial assistance and have identified and disclosed to you all
amounts questioned and all known noncompliance with the requirements of state financial assistance.

k) We have disclosed any communications from grantors and pass-through entities concerning possible
noncompliance with the direct and material compliance requirements, including communications received
from the end of the period covered by the compliance audit to the date of the auditor’s report.

l) We have disclosed to you the findings received and related corrective actions taken for previous audits,
attestation engagements, and internal or external monitoring that directly relate to the objectives of the
compliance audit, including findings received and corrective actions taken from the end of the period
covered by the compliance audit to the date of the auditor’s report.

m) Amounts claimed or used for matching were determined in accordance with relevant guidelines in OMB
Circular A-87, Cost Principles for State, Local, and Tribal Governments, and OMB’s Uniform
Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments

n) We have disclosed to you our interpretation of compliance requirements that may have varying
interpretations.

o) We have made available to you all documentation related to compliance with the direct material
compliance requirements, including information related to state project financial reports and claims for
advances and reimbursements.

p) We have disclosed to you the nature of any subsequent events that provide additional evidence about
conditions that existed at the end of the reporting period affecting noncompliance during the reporting
period.

q) There are no such known instances of noncompliance with direct and material compliance requirements
that occurred subsequent to the period covered by the auditor’s report.

r) No changes have been made in internal control over compliance or other factors that might significantly
affect internal control, including any corrective action we have taken regarding significant deficiencies in
internal control over compliance (including material weaknesses in internal control over compliance),
have occurred subsequent to the date as of which compliance was audited.
s) State project financial reports and claims for advances and reimbursements are supported by the books and records from which the financial statements have been prepared.

t) The copies of state project financial reports provided you are true copies of the reports submitted, or electronically transmitted, to the respective state agency or pass-through entity, as applicable.

u) We have charged costs to state projects in accordance with applicable cost principles.

v) We are responsible for and have accurately prepared the summary schedule of prior audit findings to include all findings required to be included by Chapter 10.650, Rules of the State of Florida Office of the Auditor General and we have provided you with all information on the status of the follow-up on prior audit findings by state awarding agencies and pass-through entities, including all management decisions.

Signature: [Signature]
Title: CFO

Signature: [Signature]
Title: Controller
WORKFORCE FLORIDA, INC.

FINANCIAL STATEMENTS

JUNE 30, 2013
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INDEPENDENT AUDITORS’ REPORT

To the Board of Directors,
Workforce Florida, Inc.:

Report on the Financial Statements

We have audited the accompanying financial statements of the business-type activities of Workforce Florida, Inc. as of and for the year ended June 30, 2013, and the related notes to the financial statements, which collectively comprise Workforce Florida, Inc.’s basic financial statements as listed in the table of contents.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors’ Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.
Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the business-type activities of Workforce Florida, Inc., as of June 30, 2013, and the respective changes in net position and cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that management’s discussion and analysis on pages 4 – 7 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management’s responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming an opinion on the financial statements that collectively comprise Workforce Florida, Inc.’s basic financial statements. The accompanying Schedule of Expenditures of Federal Awards and State Financial Assistance, as required by Office of Management and Budget Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations and Chapter 10.650, Rules of the State of Florida, Office of the Auditor General, is presented for purposes of additional analysis and is not a required part of the basic financial statements.

The Schedule of Expenditures of Federal Awards and State Financial Assistance is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the Schedule of Expenditures of Federal Awards and State Financial Assistance is fairly stated, in all material respects, in relation to the basic financial statements as a whole.
Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated September 25, 2013 on our consideration of Workforce Florida, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering Workforce Florida, Inc.'s internal control over financial reporting and compliance.

Tallahassee, Florida
September 25, 2013
Management's Discussion and Analysis
June 30, 2013

This discussion and analysis of Workforce Florida, Inc.’s (“Workforce Florida”) financial performance provides an overview of its financial activities for the fiscal year ended June 30, 2013. This analysis should be read in conjunction with the independent auditors’ report (pages 1 – 3) and the basic financial statements, which begin on page 8.

Financial Highlights

- The assets of Workforce Florida exceeded its liabilities at the close of the most recent fiscal year by $748,544 (net position of $671,818 is unrestricted).
- Government assistance, including pass-through grants, accounted for $12,741,228 in revenue.
- Workforce Florida spent $2,974,378 in general, administrative and payroll expenses (a 3% decrease from prior year), $352,282 on other program costs (an 66% decrease from prior year), $3,073,557 for Incumbent Worker Training programs and $6,363,052 for Quick Response Training programs, a collective increase of 10% over the prior year.

Overview of Financial Statements

This discussion and analysis is intended to serve as an introduction to Workforce Florida’s basic financial statements. The basic financial statements are comprised of management’s discussion and analysis, the statement of net position, statement of revenues, expenses and changes in net position, statement of cash flows, and notes that explain in more detail some of the information in the financial statements.

Required Basic Financial Statements

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Workforce Florida uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. Workforce Florida utilizes a proprietary fund for its financial reporting purposes. As Workforce Florida only presents its financial information using proprietary funds, under GASB 34, it is considered to be a “special purpose government engaged only in business-type activities.” Accordingly, Workforce Florida only presents fund financial statements as defined by GASB 34.

The basic financial statements of Workforce Florida report information about Workforce Florida using accounting methods similar to those used by private sector companies. These statements offer short-term and long-term financial information about its activities. The statement of net position includes all Workforce Florida’s assets and liabilities and provides information about the nature and amounts of investments in resources (assets) and the obligations to Workforce Florida’s creditors (liabilities). The assets and liabilities are presented in a classified format, which distinguishes between current and long-term assets and liabilities. It also provides the basis for computing rate of return, evaluating the capital structure of Workforce Florida and assessing liquidity and financial flexibility of Workforce Florida.
All of the current year's revenues and expenses are accounted for in the statement of revenues, expenses, and changes in net position. This statement measures the success of Workforce Florida's operations over the past year and can be used to determine whether Workforce Florida has successfully recovered all of its current year costs through the services provided, as well as its profitability and credit worthiness.

The final required financial statement is the statement of cash flows. The primary purpose of the statement of cash flows is to provide information about Workforce Florida's cash receipts and payments during the reporting period. The statement reports cash receipts, cash payments, and net changes in cash resulting from operations, capital and related financing activities, investing, and non-capital financing activities, and provides answers to such questions as where did cash come from, what was cash used for, and what was the change in the cash balance during the reporting period.

The basic proprietary fund financial statements can be found on pages 8 - 10 of this report.

Notes to the Financial Statements

Notes to the financial statements provide additional information that is essential to a full understanding of the data provided in the financial statements. The notes to the financial statements can be found on pages 11 - 18 of this report.

Other Information

In addition to the basic financial statements and accompanying notes, this report also presents a Schedule of Expenditures of Federal Awards and State Financial Assistance which can be found on pages 19 - 21. This schedule lists all Federal and state grants awarded to Workforce Florida and the related expenditures for the fiscal year ended June 30, 2013.

Fund Financial Analysis

One of the most important questions asked about Workforce Florida's finances is, "Is Workforce Florida as a whole better off or worse off as a result of the year's activities?" The statement of net position and the statement of revenues, expenses, and changes in net position report information about Workforce Florida's activities in a way that will help answer this question. These two statements report the net position of Workforce Florida and changes in them during the last reporting period. You may think of Workforce Florida's net position - the difference between assets and liabilities - as one way to measure financial health or financial position. Over time, increases or decreases in Workforce Florida's net position are one indicator of whether its financial health is improving or deteriorating. However, you will need to consider other non-financial factors such as changes in interest rates, economic conditions, regulations and new or changed governmental legislation.
Management’s Discussion and Analysis  
June 30, 2013  
(Continued)

Condensed Financial Statements  
Workforce Florida, Inc.’s Net Positions

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current and other assets</td>
<td>$12,570,740</td>
<td>$14,571,356</td>
</tr>
<tr>
<td>Capital assets</td>
<td>21,943</td>
<td>238</td>
</tr>
<tr>
<td>Total assets</td>
<td>12,592,683</td>
<td>14,571,594</td>
</tr>
<tr>
<td>Long-term liabilities outstanding</td>
<td>317,678</td>
<td>331,905</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>11,526,461</td>
<td>13,506,898</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>11,844,139</td>
<td>13,838,803</td>
</tr>
<tr>
<td>Net Position:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net investment in capital assets</td>
<td>21,943</td>
<td>238</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>671,718</td>
<td>682,347</td>
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<tr>
<td>Restricted</td>
<td>54,883</td>
<td>50,206</td>
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<tr>
<td>Total net position</td>
<td>$748,544</td>
<td>$732,791</td>
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</table>

Workforce Florida, Inc.’s Changes in Net Position

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>$12,741,228</td>
<td>$12,701,486</td>
</tr>
<tr>
<td>Other income</td>
<td>37,794</td>
<td>30,333</td>
</tr>
<tr>
<td>Total revenues</td>
<td>12,779,022</td>
<td>12,731,839</td>
</tr>
<tr>
<td>Expenses:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incumbent Worker Training</td>
<td>3,073,557</td>
<td>3,946,583</td>
</tr>
<tr>
<td>Quick Response Training</td>
<td>6,363,052</td>
<td>4,656,505</td>
</tr>
<tr>
<td>Other program costs</td>
<td>352,282</td>
<td>1,051,535</td>
</tr>
<tr>
<td>Total program services</td>
<td>9,788,891</td>
<td>9,654,623</td>
</tr>
<tr>
<td>Supporting services:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General and administrative and payroll</td>
<td>2,974,204</td>
<td>3,056,231</td>
</tr>
<tr>
<td>Depreciation</td>
<td>174</td>
<td>995</td>
</tr>
<tr>
<td>Total supporting services</td>
<td>2,974,378</td>
<td>3,057,226</td>
</tr>
<tr>
<td>Total expenses</td>
<td>12,763,269</td>
<td>12,711,849</td>
</tr>
<tr>
<td>Increase in net position</td>
<td>15,753</td>
<td>19,990</td>
</tr>
<tr>
<td>Net position, beginning of year</td>
<td>732,791</td>
<td>712,801</td>
</tr>
<tr>
<td>Net position, end of year</td>
<td>$748,544</td>
<td>$732,791</td>
</tr>
</tbody>
</table>
Management’s Discussion and Analysis
June 30, 2013
(Continued)

While the statement of net position shows the change in net position as an increase of $15,753 in fiscal year 2013, the statement of revenues, expenses, and changes in net position provides answers as to the nature and sources of these changes. As can be seen in the changes in net position, the increase in revenues resulted primarily from an increase in federal funds received.

Capital Asset Administration

Workforce Florida’s investment in capital assets as of June 30, 2013, amounts to $21,943 (net of accumulated depreciation). Additional information on Workforce Florida’s capital assets can be found in Note II.B. on page 15 of this report.

Economic Factors

In accordance with Florida’s landmark Workforce Innovation Act of 2000, Workforce Florida operates throughout the state as the primary workforce policy organization on behalf of the State of Florida. Workforce Florida accomplishes this by linking workforce and economic development strategies through business-driven initiatives and programs to ensure that Florida’s workforce has the skills that will meet current and future business needs. Florida businesses continue to cite workforce issues as their most important concern, according to surveys undertaken by various business associations. This concern is consistent with national studies highlighting the difficulties of finding and keeping qualified workers. Additionally, the growing prominence of the technology and biotechnology sectors increases the need to produce skilled workers. Since Florida’s economy is linked to both national and global economic markets which are impacted and driven by major changes and advancements in technology, the challenges facing Workforce Florida will never be completely accomplished and must be continuously adapted to meet these challenges from year to year. Workforce Florida also promotes an environment where Floridians have the opportunity to upgrade their education and skills to obtain jobs that lead to economic self-sufficiency.

Funding for Workforce Florida, its initiatives and operations, is derived from legislative appropriations from revenues collected by the State of Florida and Federal workforce training funds. In addition to funds for general operational costs of the Board and direct staff, Workforce Florida receives funding for two customized training programs – the Quick Response Training and Incumbent Worker Training programs.

Request for Information

This financial report is designed to provide a general overview of Workforce Florida’s finances. Questions concerning any of the information provided in this report or requests for additional information should be addressed to Workforce Florida, Inc., 1580 Waldo Palmer Lane, Suite 1, Tallahassee, Florida 32308.
WORKFORCE FLORIDA, INC.  
STATEMENT OF NET POSITION  
JUNE 30, 2013  

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<tr>
<th>ASSETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets:</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
</tr>
<tr>
<td>Grants and contracts receivable</td>
</tr>
<tr>
<td>Prepaid expenses</td>
</tr>
<tr>
<td>Restricted assets:</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
</tr>
<tr>
<td>Total current assets</td>
</tr>
<tr>
<td>Noncurrent Assets:</td>
</tr>
<tr>
<td>Capital assets, net</td>
</tr>
<tr>
<td>Other assets</td>
</tr>
<tr>
<td>Total noncurrent assets</td>
</tr>
<tr>
<td>Total Assets</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities:</td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
</tr>
<tr>
<td>Due to Enterprise Florida, Inc.</td>
</tr>
<tr>
<td>Liabilities payable from restricted assets:</td>
</tr>
<tr>
<td>Deferred revenue</td>
</tr>
<tr>
<td>Total current liabilities</td>
</tr>
<tr>
<td>Long-term Liabilities:</td>
</tr>
<tr>
<td>Compensated absences</td>
</tr>
<tr>
<td>Total Liabilities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NET POSITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
</tr>
<tr>
<td>Restricted: Expendable for Florida Energy Workforce Consortium</td>
</tr>
<tr>
<td>Net Investment in capital assets</td>
</tr>
<tr>
<td>Total Net Position</td>
</tr>
</tbody>
</table>

The accompanying notes to financial statements are an integral part of this statement.
WORKFORCE FLORIDA, INC.
STATEMENT OF REVENUES, EXPENSES, AND
CHANGES IN NET POSITION
FOR THE YEAR ENDED JUNE 30, 2013

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and contracts</td>
<td>12,741,228</td>
</tr>
<tr>
<td>Other income</td>
<td>37,794</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td><strong>12,779,022</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services:</td>
<td></td>
</tr>
<tr>
<td>Incumbent Worker Training</td>
<td>3,073,557</td>
</tr>
<tr>
<td>Quick Response Training</td>
<td>6,363,052</td>
</tr>
<tr>
<td>Other program costs</td>
<td>352,282</td>
</tr>
<tr>
<td><strong>Total program services</strong></td>
<td><strong>9,788,891</strong></td>
</tr>
<tr>
<td>Supporting services:</td>
<td></td>
</tr>
<tr>
<td>General and administrative</td>
<td>678,798</td>
</tr>
<tr>
<td>Payroll and related benefits</td>
<td>2,295,406</td>
</tr>
<tr>
<td>Depreciation</td>
<td>174</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td><strong>2,974,378</strong></td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>12,763,269</strong></td>
</tr>
</tbody>
</table>

| Increase in net position | 15,753 |

| Net position, beginning of year | 732,791 |

| Net position, end of year | **$748,544** |

The accompanying notes to financial statements are an integral part of this statement.
WORKFORCE FLORIDA, INC.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED JUNE 30, 2013
Increase (decrease) in Cash and Cash Equivalents

Cash flows from operating activities:
Receipts from grantor agencies $ 12,967,398
Payments to grantees, suppliers and others (12,083,205)
Payments to employees (2,304,070)
Other receipts 37,794
Net cash used in operating activities (1,382,083)

Cash flows from capital and related financing activities:
Purchases of capital assets (21,876)

Cash flows from investing activities
Redemptions of investments 9,994,760

Net increase in cash and cash equivalents 8,590,801

Cash and cash equivalents, beginning of year 2,986,518

Cash and cash equivalents, end of year $ 11,577,319

Reconciliation of increase in net position to net cash used in operating activities:
Increase in net position $ 15,753
Adjustments to reconcile increase in net position to net cash provided by operating activities:
Depreciation 174
Decrease in grants and contracts receivable 599,933
Increase in prepaid expenses (3,276)
Decrease in accounts payable and accrued liabilities (1,606,677)
Decrease in due to grantor (12,711)
Decrease in deferred revenue (361,052)
Decrease in compensated absences (14,227)
Total adjustments (1,397,836)
Net cash used in operating activities $ (1,382,083)

Cash and cash equivalents are presented on the Statement of Net Position as:
Cash and cash equivalents $ 162,804
Restricted cash and cash equivalents 11,414,515
$ 11,577,319

The accompanying notes to financial statements are an integral part of this statement.
I. Summary of Significant Accounting Policies:

A. Reporting Entity

Workforce Florida, Inc. ("Workforce Florida") is a not-for-profit corporation created by Chapter 445 of the Florida Statutes. Chapter 2000-165, Laws of Florida, known as the Workforce Innovation Act of 2000, created the corporation, which became effective July 1, 2000. This corporation is required to be registered, incorporated, organized, and operated in compliance with Chapter 617, Florida Statutes, as a nonentity of State government.

Workforce Florida is the principal workforce policy organization and is administratively housed within the Department of Economic Opportunity ("DEO"). Workforce Florida contracts with DEO to implement Workforce Florida’s strategic policies and administer the workforce system.

Workforce Florida is governed by a Board of Directors (the "Board"), whose membership and appointment is determined by the Governor of the State of Florida and must be consistent with Public Law No. 105-220, Title I, section 111(b) since it serves as the State’s Workforce Investment Board pursuant to law.

Though the State of Florida appoints the Board, it has no further accountability. Therefore, for financial reporting purposes Workforce Florida is a related organization of the State. There are no component units included in the accompanying financial statements.

Mission

Workforce Florida is the principal workforce policy organization for the State and the twenty-four regional workforce boards. Its purpose is to design and implement strategies that help Florida residents enter, remain in, and advance in the workplace, becoming more highly skilled and successful, benefitting these Floridians, Florida businesses, and the entire State, and to assist in developing the State’s business climate.

B. Measurement Focus, Basis of Accounting and Financial Statement Presentation

Workforce Florida accounts for its financial resources as a proprietary type enterprise fund. The basic financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are reported when the liability is incurred, regardless of the timing of the related cash flows.
I. Summary of Significant Accounting Policies: (Continued)

B. Measurement Focus, Basis of Accounting and Financial Statement Presentation (Continued)

Workforce Florida complies with accounting principles generally accepted in the United States of America (GAAP). Workforce Florida’s reporting entity applies all relevant Governmental Accounting Standards Board (GASB) pronouncements.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund’s principal ongoing operations. The principal operating revenues of Workforce Florida’s enterprise fund are operating grants and contributions.

Operating expenses for enterprise funds include the cost of direct program services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting these definitions are reported as nonoperating revenues and expenses.

When both restricted and unrestricted resources are available for use, it is Workforce Florida’s policy to use restricted resources first.

C. Assets, Liabilities and Net Position

1. Deposits

Workforce Florida’s cash and cash equivalents are considered to be highly liquid financial instruments with an original maturity of three months or less at the time they are purchased.

2. Restricted Assets

Restricted assets are those whose uses are limited by legal requirements. Restricted funds are advances received from State of Florida, Department of Economic Opportunity for pass-through grants to sub-recipients as well as funds received from outside parties for the Florida Energy Workforce Consortium.

3. Grants and contracts receivable

Substantially all of the grants and contracts receivable of Workforce Florida are due from the State of Florida, Department of Economic Opportunity. Management has concluded that realization of losses on balances outstanding at year-end will be immaterial.
I. **Summary of Significant Accounting Policies**: (Continued)

C. **Assets, Liabilities and Net Position** (Continued)

4. **Capital Assets**

Capital assets acquired by Workforce Florida are considered to be owned by the Organization. However, funding sources may maintain an equitable interest in the property purchased with grant monies as well as the right to determine the use of any proceeds from the sale of these assets. The Federal government has a reversionary interest in those assets purchased with its funds which have a cost of $5,000 or more and an estimated useful life of at least one year.

Property and equipment with a value greater than $5,000 and an estimated useful life of at least one year are recorded at cost when purchased or at estimated fair market value when contributed. Depreciation is computed using the straight-line method over the estimated useful life of the assets, ranging from five to seven years.

5. **Income Taxes**

Workforce Florida is generally exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code. Workforce Florida is exempt from state income taxes on related income pursuant to Chapter 220.13 of the Florida Statutes. Therefore, no provision for income taxes has been made in the accompanying financial statements.

As a charitable organization only unrelated business income, as defined by Section 509a (1) of the Code, is subject to Federal income tax. Workforce Florida currently has no unrelated business income. Accordingly, no provision for income taxes has been recorded.

Workforce Florida files income tax returns in the U.S. Federal jurisdiction. Workforce Florida’s income tax returns for the past three years are subject to examination by taxing authorities and may change upon examination.

Workforce Florida has reviewed and evaluated the relevant technical merits of each of its tax positions in accordance with accounting principles generally accepted in the United States of America for accounting for uncertainty in income taxes, and determined that there are no uncertain tax positions that would have a material impact on the financial statements of the Organization.
I. Summary of Significant Accounting Policies: (Continued)

C. Assets, Liabilities and Net Position (Continued)

6. Compensated absences

Workforce Florida has two distinct employee groups. The first employee group includes permanent full-time employees of Workforce Florida. The second group includes State of Florida employees assigned on a full-time basis to Workforce Florida. Workforce Florida pays the salary and benefits of the state employees assigned to its operations. The benefit and compensated absence policy is slightly different for the two groups as follows:

Permanent full-time employees are granted vacation benefits in varying amounts to specified maximums depending on tenure with Workforce Florida. Workforce Florida employee’s annual leave balances in excess of 360 hours will be transferred to sick leave on a hour-for-hour basis. Sick leave is accrued but generally only paid out at 25% of the accrued balance after ten years of service up to a stated maximum. However, the employment contract with the President stipulates that sick leave is paid in accordance with the employment contract.

State of Florida employees assigned to Workforce Florida receive the same benefits, including compensated absences as State of Florida employees. Vacation accruals are accrued and become vested when earned. Sick leave is generally payable and is accrued at 25% of the leave amount accrued up to 240 or 480 hours maximum, depending on employment classification. Sick accruals become vested upon ten years of employment.

7. Deferred Revenue

Workforce Florida receives advanced funds from the State of Florida to administer the Quick Response Training (“QRT”) program. Under this program, Workforce Florida awards funds to businesses that provide training to the businesses’ employees via local community colleges and/or state universities. Workforce Florida defers the revenue relating to these programs until the earnings process is substantially complete, which Workforce Florida has determined occurs when the training has taken place and the college or business has submitted requests for reimbursement.

8. Advertising

Advertising costs are recorded in operations as incurred.

9. Transferred Investment Income

As a condition of its grants, all interest earned on funds advanced from the State of Florida is due and payable to the State of Florida. At June 30, 2013, the liability due to the State of Florida is included in accrued liabilities in the Statement of Net Position.

D. Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.
II. Detailed Notes on all Funds:

A. Deposits and Investments

*Deposits.* Florida Statutes provide for risk sharing collateral pools by banks and savings and loan associations. These pools collateralize local government deposits and certificates of deposit with participating depositories. Workforce Florida’s demand deposits are placed in such authorized depositories.

Custodial credit risk for deposits is the risk that in the event of a bank failure, Workforce Florida’s deposits may not be returned or Workforce Florida will not be able to recover collateral securities in the possession of an outside party. At June 30, 2013, the carrying amount of Workforce Florida’s deposits was $11,577,319 and the bank balances of Workforce Florida’s deposits were $12,063,955. The bank balances were insured up to Federal deposit insurance corporation limits or by collateral held by Workforce Florida’s custodial bank which is pledged to a state trust fund that provides security for amounts held in excess of FDIC coverage in accordance with the Florida Security for Deposits Act Chapter 280, Florida Statutes.

The Florida Security for Public Deposits Act established guidelines for qualification and participation by banks and savings associations, procedures for the administration of the collateral requirements, and characteristics of eligible collateral.

B. Capital Assets

The following is a summary of capital assets at June 30, 2013:

<table>
<thead>
<tr>
<th></th>
<th>Balance July 1, 2012</th>
<th>Additions</th>
<th>(Deletions)</th>
<th>Balance June 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leasehold improvements</td>
<td>$ 7,365</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 7,365</td>
</tr>
<tr>
<td>Office furniture</td>
<td>16,149</td>
<td></td>
<td></td>
<td>16,149</td>
</tr>
<tr>
<td>Office equipment and computers</td>
<td>63,063</td>
<td>21,879</td>
<td></td>
<td>84,942</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>86,577</strong></td>
<td><strong>21,879</strong></td>
<td></td>
<td><strong>108,456</strong></td>
</tr>
<tr>
<td>Less accumulated depreciation:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>(7,365)</td>
<td></td>
<td></td>
<td>(7,365)</td>
</tr>
<tr>
<td>Office furniture</td>
<td>(15,911)</td>
<td>(174)</td>
<td></td>
<td>(16,085)</td>
</tr>
<tr>
<td>Office equipment and computers</td>
<td>(63,063)</td>
<td></td>
<td></td>
<td>(63,063)</td>
</tr>
<tr>
<td><strong>Total accumulated depreciation</strong></td>
<td>(86,339)</td>
<td>(174)</td>
<td></td>
<td>(86,513)</td>
</tr>
<tr>
<td><strong>Capital assets, net</strong></td>
<td><strong>$238</strong></td>
<td><strong>$21,705</strong></td>
<td>$ -</td>
<td><strong>$21,943</strong></td>
</tr>
</tbody>
</table>
III. **Other Information:**

*Related Party Transactions*

**Enterprise Florida, Inc.**

Workforce Florida entered into a memorandum of understanding with Enterprise Florida, Inc. ("EFI") effective March 1, 2006 which remains in effect until terminated by either party, whereby EFI provides general, administrative and accounting services on a monthly basis to Workforce Florida. Workforce Florida is to pay EFI $5,500 per month under this agreement. The total amount included in expense for the fiscal year ended June 30, 2013 was $66,000.

Workforce Florida owed EFI $5,500 at June 30, 2013 under this agreement. This amount is in the nature of a trade payable and is due on demand without interest.

**State of Florida Department of Economic Opportunity**

Receivables of $939,047 due from the State of Florida, Department of Economic Opportunity are included in grants and contracts receivable. Federal and state program revenue received through the State of Florida, Department of Economic Opportunity for the year ended June 30, 2013 was $12,741,228. Payables of $58,598 due to State of Florida, Department of Economic Opportunity are included in accounts payable and accrued expenses. Expenses paid to State of Florida, Department of Economic Opportunity for the year ended June 30, 2013 was $803,426.

**Other**

Certain board members provide services either directly or indirectly to Workforce Florida, Inc. Amounts paid for these direct or indirect services under Quick Response Training grants totaled $93,451.

**Significant Funding Source**

Workforce Florida receives a substantial amount of its funding from the United States Department of Labor and the United States Department of Health and Human Services passed through the State of Florida, Department of Economic Opportunity, and from the State of Florida Department of Economic Opportunity directly. A significant reduction in the level of this funding, if this were to occur, could have an adverse effect on Workforce Florida’s programs and activities.

**Risk Management**

Workforce Florida is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets, errors and omissions; injuries to employees; and natural disasters. Workforce Florida has obtained insurance from commercial underwriters for the aforementioned risks, including workers compensation for the year ended June 30, 2013.

Workforce Florida has not paid any settlements in excess of insurance coverage for each of the past three years. Furthermore, Workforce Florida has no significant reduction in insurance coverage from the prior year.
III. **Other Information:** (Continued)

**Employment Agreement**

Workforce Florida has entered into an employment agreement with the President of the Organization. The agreement calls for certain salary and benefits to be paid in the event of termination of employment. The initial term of the agreement was automatically extended for a subsequent two year term and will continue to be automatically extended for subsequent two year terms unless terminated in advance under the terms of the agreement.

**Retirement Plan**

Workforce Florida participates in a defined contribution retirement plan (the “Plan”) covering all eligible employees (permanent, full-time employees of Workforce Florida). Employer contributions are determined at the discretion of the Board of Workforce Florida. Workforce Florida contributed a total of $110,727 to the Plan. There were no expenses for the Plan paid for by Workforce Florida during the year ended June 30, 2013. State of Florida employees assigned to Workforce Florida are covered under a retirement plan sponsored by the State of Florida.

**Grants**

The grant revenue amounts received are subject to audit and adjustment by grantor agencies. If any expenses are disallowed by the grantor agencies as a result of such an audit, any claim for reimbursement to the grantor agencies would become a liability of Workforce Florida. In the opinion of management, all grant expenses are in compliance with terms of the grant agreements and applicable Federal and state laws and regulations.

**Operating Lease**

Workforce Florida leases office facilities and equipment under operating leases expiring in 2016. Future minimum rental payments under operating leases having remaining terms in excess of one year as of June 30, 2013, for each of the next five years and in the aggregate are:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>$169,877</td>
</tr>
<tr>
<td>2014</td>
<td>168,673</td>
</tr>
<tr>
<td>2015</td>
<td>164,094</td>
</tr>
<tr>
<td>2016</td>
<td>54,530</td>
</tr>
<tr>
<td>2017</td>
<td>—</td>
</tr>
<tr>
<td></td>
<td><strong>$557,174</strong></td>
</tr>
</tbody>
</table>

Rental expense under the terms of these leases totaled $169,877 for the year ended June 30, 2013.
III. Other Information: (Continued)

New Accounting Pronouncements

In March 2012, the Government Accounting Standards Board (GASB) issued GASB Statement No. 65, Items Previously Reported as Assets and Liabilities. GASB 65 clarifies the appropriate reporting of deferred outflows of resources and deferred inflows of resources to ensure consistency in financial reporting. GASB Concepts Statement (CON) No. 4, Elements of Financial Statements, specifies that recognition of deferred outflows and deferred inflows should be limited to those instances specifically identified in authoritative GASB pronouncements. Consequently, guidance was needed to determine which balances being reported as assets and liabilities should actually be reported as deferred outflows of resources or deferred inflows of resources, according to the definitions in CON 4. Based on those definitions, GASB 65 reclassifies certain items currently being reported as assets and liabilities as deferred outflows of resources and deferred inflows of resources. In addition, GASB 65 recognizes certain items currently being reported as assets and liabilities as outflows of resources and inflows of resources. The requirements of GASB 65 are effective for fiscal year 2014.
WORKFORCE FLORIDA, INC.
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS AND STATE FINANCIAL ASSISTANCE
FOR THE YEAR ENDED JUNE 30, 2013

<table>
<thead>
<tr>
<th>Federal Grantor/Pass-Through Grantor/State Grantor/Program Title</th>
<th>Federal CFDA Number</th>
<th>State CFSA Number</th>
<th>Grant Number</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FEDERAL AWARDS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>U. S. Department of Labor</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passed through State of Florida, Department of Economic Opportunity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment Service/Wagner – Peyster Funded Activities</td>
<td>17.207</td>
<td>--</td>
<td>WPB12</td>
<td>$273,581</td>
</tr>
<tr>
<td>Employment Service/Wagner – Peyster Funded Activities</td>
<td>17.207</td>
<td>--</td>
<td>WPA13</td>
<td>187,286</td>
</tr>
<tr>
<td>Passed through State of Florida, Department of Economic Opportunity</td>
<td></td>
<td></td>
<td></td>
<td>460,867</td>
</tr>
<tr>
<td>Workforce Investment Act (WIA) Dislocated Worker National Reserve Demonstration Grants</td>
<td>17.280</td>
<td>--</td>
<td>WEB13</td>
<td>60,838</td>
</tr>
<tr>
<td>Passed through State of Florida, Department of Economic Opportunity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WIA Adult Program</td>
<td>17.258</td>
<td>--</td>
<td>WIS11</td>
<td>829,198</td>
</tr>
<tr>
<td>WIA Adult Program</td>
<td>17.258</td>
<td>--</td>
<td>WIS12</td>
<td>353,419</td>
</tr>
<tr>
<td>WIA Youth Activities</td>
<td>17.259</td>
<td>--</td>
<td>WIS11</td>
<td>816,937</td>
</tr>
<tr>
<td>WIA Youth Activities</td>
<td>17.259</td>
<td>--</td>
<td>WIS12</td>
<td>350,758</td>
</tr>
<tr>
<td>WIA Dislocated Worker Formula Grants</td>
<td>17.278</td>
<td>--</td>
<td>WIS11</td>
<td>1,564,414</td>
</tr>
<tr>
<td>WIA Dislocated Worker Formula Grants</td>
<td>17.278</td>
<td>--</td>
<td>WIS12</td>
<td>566,954</td>
</tr>
<tr>
<td>Passed through State of Florida, Department of Economic Opportunity</td>
<td></td>
<td></td>
<td></td>
<td>4,481,680</td>
</tr>
</tbody>
</table>

See Accompanying Notes to Schedule of Expenditures of Federal Awards and State Financial Assistance.
WORKFORCE FLORIDA, INC.
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS AND STATE FINANCIAL ASSISTANCE
FOR THE YEAR ENDED JUNE 30, 2013
(Continued)

<table>
<thead>
<tr>
<th>Federal Grantee/Pass-Through Grantee/State Grantee/Program Title</th>
<th>Federal CFDA Number</th>
<th>State CFSA Number</th>
<th>Grant Number</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FEDERAL AWARDS (Continued)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U. S. Department of Agriculture</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passed through State of Florida, Department of Economic Opportunity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Administrative Matching Grants for the Supplemental Nutrition Assistance Program</td>
<td>10.561</td>
<td>--</td>
<td>FSH12</td>
<td>15,832</td>
</tr>
<tr>
<td>State Administrative Matching Grants for the Supplemental Nutrition Assistance Program</td>
<td>10.561</td>
<td>--</td>
<td>FSH13</td>
<td>35,948</td>
</tr>
<tr>
<td><strong>U. S. Department of Health and Human Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passed through State of Florida, Department of Economic Opportunity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporary Assistance for Needy Families</td>
<td>93.558</td>
<td>--</td>
<td>WTS12</td>
<td>379,464</td>
</tr>
<tr>
<td>Temporary Assistance for Needy Families</td>
<td>93.558</td>
<td>--</td>
<td>WTS13</td>
<td>410,558</td>
</tr>
<tr>
<td><strong>TOTAL FEDERAL AWARDS</strong></td>
<td></td>
<td></td>
<td></td>
<td>$ 5,845,187</td>
</tr>
<tr>
<td><strong>STATE FINANCIAL ASSISTANCE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State of Florida, Department of Economic Opportunity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quick Response Training</td>
<td>--</td>
<td>40.026</td>
<td>--</td>
<td>$ 6,363,052</td>
</tr>
<tr>
<td><strong>State Trust Fund Awards</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State of Florida, Department of Economic Opportunity</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>532,989</td>
</tr>
<tr>
<td><strong>TOTAL STATE FINANCIAL ASSISTANCE</strong></td>
<td></td>
<td></td>
<td></td>
<td>6,896,041</td>
</tr>
<tr>
<td><strong>TOTAL FEDERAL AWARDS AND STATE FINANCIAL ASSISTANCE</strong></td>
<td></td>
<td></td>
<td></td>
<td>$ 12,741,228</td>
</tr>
</tbody>
</table>

See Accompanying Notes to Schedule of Expenditures of Federal Awards and State Financial Assistance.
**Note 1. Basis of Presentation**

The accompanying Schedule of Expenditures of Federal Awards and State Financial Assistance includes the Federal and State award activity of Workforce Florida, Inc. and is presented on the accrual basis of accounting. The information in this schedule is presented in accordance with the requirements of OMB Circular A-133, *Audits of States, Local Governments and Non-Profit Organizations* and Chapter 10.650, Rules of the State of Florida, Office of the Auditor General. Therefore, some amounts presented in this schedule may differ from amounts presented in, or used in the preparation of, the financial statements.

**Note 2. Other Information**

The Federal Awards and State Financial Assistance included on the accompanying Schedule of Expenditures of Federal Awards were utilized by Workforce Florida, Inc. as indicated below:

<table>
<thead>
<tr>
<th>Program Title</th>
<th>Federal CFDA Number</th>
<th>State CFSA Number</th>
<th>Purpose</th>
<th>Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Administrative Matching Grants for the Supplemental Nutrition Assistance Program</td>
<td>10.561</td>
<td></td>
<td>Operations/Special Projects</td>
<td>$ 51,780</td>
</tr>
<tr>
<td>Temporary Assistance for Needy Families</td>
<td>93.558</td>
<td></td>
<td>Operations/Special Projects</td>
<td>790,022</td>
</tr>
<tr>
<td>Employment Service/Wagner – Peyser Funded Activities</td>
<td>17.207</td>
<td></td>
<td>Operations/Special Projects</td>
<td>460,867</td>
</tr>
<tr>
<td>Workforce Investment Act (WIA) Dislocated Worker National Reserve Demonstration Grants</td>
<td>17.280</td>
<td></td>
<td>Operations/Special Projects</td>
<td>60,838</td>
</tr>
<tr>
<td>WIA Adult Program</td>
<td>17.258</td>
<td></td>
<td>Incumbent Worker Training</td>
<td>774,716</td>
</tr>
<tr>
<td>WIA Adult Program</td>
<td>17.258</td>
<td></td>
<td>Operations/Special Projects</td>
<td>407,902</td>
</tr>
<tr>
<td>WIA Youth Activities</td>
<td>17.259</td>
<td></td>
<td>Incumbent Worker Training</td>
<td>759,793</td>
</tr>
<tr>
<td>WIA Youth Activities</td>
<td>17.259</td>
<td></td>
<td>Operations/Special Projects</td>
<td>407,902</td>
</tr>
<tr>
<td>WIA Dislocated Worker Formula Grants</td>
<td>17.278</td>
<td></td>
<td>Incumbent Worker Training</td>
<td>1,552,266</td>
</tr>
<tr>
<td>WIA Dislocated Worker Formula Grants</td>
<td>17.278</td>
<td></td>
<td>Operations/Special Projects</td>
<td>579,101</td>
</tr>
<tr>
<td>Quick Response Training</td>
<td></td>
<td>40.026</td>
<td>Quick Response Training</td>
<td>6,363,052</td>
</tr>
<tr>
<td>State of Florida, Department of Economic Opportunity – State Trust Fund Awards</td>
<td></td>
<td></td>
<td>Operations/Special Projects</td>
<td>532,989</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$ 12,741,228</td>
</tr>
</tbody>
</table>
INDEPENDENT AUDITORS’ REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

To the Board of Directors,
Workforce Florida, Inc.:

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States, the financial statements of the business-type activities of Workforce Florida, Inc. as of and for the year ended June 30, 2013, and the related notes to the financial statements, which collectively comprise Workforce Florida, Inc.’s basic financial statements, and have issued our report thereon dated September 25, 2013.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered Workforce Florida, Inc.’s internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Workforce Florida, Inc.’s internal control. Accordingly, we do not express an opinion on the effectiveness of Workforce Florida, Inc.’s internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the entity’s financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.
Compliance and Other Matters

As part of obtaining reasonable assurance about whether Workforce Florida, Inc.'s financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity’s internal control or on compliance. This report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the entity’s internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Tallahassee, Florida
September 25, 2013
INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM AND EACH MAJOR STATE PROJECT AND REPORT ON INTERNAL CONTROL OVER COMPLIANCE

To the Board of Directors,
Workforce Florida, Inc.:

Report on Compliance for Each Major Federal Program and Major State Project

We have audited Workforce Florida, Inc.'s compliance with the types of compliance requirements described in the OMB Circular A-133 Compliance Supplement and the State of Florida State Projects Compliance Supplement that could have a direct and material effect on each of Workforce Florida, Inc.'s major federal programs and major state projects for the year ended June 30, 2013. Workforce Florida, Inc.'s major federal programs and major state projects are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to its federal programs and state projects.

Auditor’s Responsibility

Our responsibility is to express an opinion on compliance for each of Workforce Florida, Inc.'s major federal programs and major state projects based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States; Chapter 10.650, Rules of the State of Florida, Office of the Auditor General; and OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations. Those standards, Chapter 10.650, Rules of the State of Florida, Office of the Auditor General and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program or a major state project occurred. An audit includes examining, on a test basis, evidence about Workforce Florida, Inc.'s compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program and major state project. However, our audit does not provide a legal determination of Workforce Florida, Inc.'s compliance.
Opinion on Each Major Federal Program and Major State Project

In our opinion, Workforce Florida, Inc. complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs and major state projects for the year ended June 30, 2013.

Report on Internal Control Over Compliance

Management of Workforce Florida, Inc. is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered Workforce Florida, Inc.’s internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program or major state project to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program or major state project and to test and report on internal control over compliance in accordance with OMB Circular A-133 and Chapter 10.650, Rules of the State of Florida, Office of the Auditor General, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of Workforce Florida, Inc.’s internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program or state project on a timely basis. A material weakness in internal control over compliance is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program or state project will not be prevented, or detected and corrected, on a timely basis. A significant deficiency in internal control over compliance is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program or state project that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of OMB Circular A-133 and Chapter 10.650, Rules of the State of Florida, Office of the Auditor General. Accordingly, this report is not suitable for any other purpose.

Tallahassee, Florida
September 25, 2013
I. Summary of Auditors' Results:

**Financial Statements**

Type of audit report issued on the financial statements: Unmodified

Internal control over financial reporting:
- Material weakness(es) identified? Yes, No (X)
- Significant deficiencies identified? Yes, No (X)

Noncompliance material to financial statements noted? Yes, No (X)

**Federal Award Programs:**

Internal control over major Federal programs:
- Material weakness(es) identified? Yes, No (X)
- Significant deficiencies identified? Yes, No (X)

Type of auditor's report issued on compliance for major Federal programs: Unmodified

Any audit findings that are required to be reported in accordance with section 510(a) of OMB Circular A-133? Yes, No (X)

Identification of major Federal programs:

<table>
<thead>
<tr>
<th>Federal Award Program</th>
<th>Federal CFDA Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIA Adult Program</td>
<td>17.258*</td>
</tr>
<tr>
<td>WIA Youth Activities</td>
<td>17.259*</td>
</tr>
<tr>
<td>WIA Dislocated Worker Formula Grants</td>
<td>17.278*</td>
</tr>
<tr>
<td>Temporary Assistance for Needy Families</td>
<td>93.558</td>
</tr>
</tbody>
</table>

*Cluster of programs as identified by OMB Circular A-133.

Dollar threshold used to distinguish between Type A and Type B Federal programs: $300,000

Auditee qualified as a low risk auditee? Yes, No (X)
I. **Summary of Auditors' Results: (Continued)**

**State Financial Assistance Projects:**

- Internal control over major State Projects:
  - Material weakness(es) identified? ___ yes  __x__ no
  - Significant deficiencies identified? ___ yes  __x__ none reported

- Types of auditor's report issued on compliance for major State Financial Assistance projects: *Unmodified*

- Any audit findings that are required to be reported in accordance with Chapter 10.650, Rules of the State of Florida, Office of the Auditor General? ___ yes  __x__ no

**Identification of major State projects:**

<table>
<thead>
<tr>
<th>State Financial Assistance Project</th>
<th>State CSFA Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quick Response Training</td>
<td>40.026</td>
</tr>
</tbody>
</table>

Dollar threshold used to distinguish between Type A and Type B State projects: $ 300,000

II. **Financial Statement Findings:** None.

III. **Federal Award Findings and Questioned Costs:** None.

IV. **State Financial Assistance Findings and Questioned Costs:** None.


VI. **Summary schedule of prior year findings — major Federal award programs audit:** No prior year findings.

VII. **Summary schedule of prior year findings — major State financial assistance projects audit:** No prior year findings.
Consent Item 3

ITA WAIVER COMMITTEE
RECOMMENDATION CLARIFICATION

This Item is to correct a typographical error in the August 29, 2013 Workforce Florida Board of Directors Quarterly Meeting Consent Agenda. Consent Item 2, “Approval of Workforce Florida Inc. Waiver Review Committee’s Recommendations Regarding Regional Workforce Boards Waiver Requests of Individual Training Account Reserve Requirements” listed Regional Workforce Board 9 as requesting a 25% waiver. This was a typographical error. Regional Workforce Board 9 requested a 20% ITA waiver and the Waiver Review Committee approved the 20% request and recommended a 20% waiver to the Board.

NEEDED ACTION

To approve the correction of Regional Workforce Board 9’s Individual Training Account (“ITA”) reserve requirement waiver from 25% to the 20% originally reviewed and recommended by the WFI Waiver Review Committee.
Global Talent Competitiveness Council
Meeting Agenda

NOVEMBER 6, 2013 • 1:00 P.M. – 3:00 P.M. ET
THE SHORES RESORT & SPA
2637 SOUTH ATLANTIC AVE., DAYTONA BEACH SHORES, FL 32118
MEETING ROOM – BILL FRANCE

I. Chairman’s Welcome & Opening Remarks  Ric Shriver, Chairman

II. Self-Introductions  Council Members

III. Review of Today’s Agenda  Ric Shriver

IV. WFI Strategic Plan Projects: Historical Overview  Jennifer Grove

V. Infrastructure Industry Leaders Panel  Mason Bishop, Facilitator
   • Logistics & Distribution  – Mark Morton, Project Manager, Americas Gateway Logistics Center
   • Water – Tim McVeigh, Executive Director, Florida Water and Pollution Control Operators Association
   • Healthcare – Ann Hubbard, Administrative Director of Nursing, Indian River State College
   • Transportation Infrastructure– Bob Schafer, President, Ranger Construction
   • Energy - German Romero, HR Director Employee Services, Orlando Utilities Commission

VI. Overview of Good Policy Elements  Ric Shriver

VII. Action Item
   • Regional Occupations List Policy  Jayne Burgess

VIII. Chairman’s Closing Remarks / Adjourn
Global Talent Competitiveness Council
Membership

Ric Shriver, Chairman

Leslie Ingram, Vice Chair
Brittany Birken
Duane DeFreese
Rick Matthews
Ed Moore
Linda Sparks
Al Stimac
Commissioner Tony Bennett/
Rod Duckworth

Secretary Wansley Walters/
Christy Daly

Darlene Goddard (Workforce Connection/Region 10
Regional Workforce Board Representative

October 26, 2013
Mason M. Bishop, Principal at WorkED Consulting, is a recognized national expert on employment and postsecondary education policy having served in executive management positions in Utah and Washington, DC.

Mr. Bishop’s experience includes serving as a Director with University of Phoenix’s National Industry Strategy Group. Mr. Bishop’s responsibilities included designing and implementing workforce development solutions for national industry associations, their corporate members and allied educational and professional certification groups. A particular focus of responsibility included aligning University of Phoenix’s academic pathways and programs with large, industry-level vertical markets to improve outcomes for students. Mr. Bishop also supported the University’s Community College Center for Excellence by developing partnership opportunities between community colleges and University of Phoenix.

Mr. Bishop also served as Vice President for Institutional Advancement at Salt Lake Community College. During his tenure as Vice President, Mr. Bishop oversaw efforts that led to approximately $100 million raised in three years, including $50 million in state capital appropriations for the South City Campus’ Center for New Media and the Taylorsville Redwood Campus’ Instructional and Administrative Building. He served as the College’s legislative director, as well as managed and directed the College’s fundraising efforts, marketing and communications, institutional research, and strategic planning and accreditation.

Mr. Bishop was appointed as the Deputy Assistant Secretary in the Employment and Training Administration, U.S. Department of Labor during the George W. Bush Administration. He led national workforce policy efforts and initiatives, oversaw key workforce investment programs, and assisted with congressional relations and legislative issues. One of his primary responsibilities was leading and managing major workforce reform efforts including the reauthorizations of the Workforce Investment Act (WIA) and the Trade Adjustment Assistance (TAA) program. He was a leading spokesperson for the Department as he was interviewed by national media outlets numerous times, conducted frequent speeches and presentations, and testified in front of several congressional committees including the House Ways and Means Committee and the Joint Economic Committee.

Early in his career, Mr. Bishop negotiated the legislation that implemented the largest reorganization in Utah state government history along with welfare reform in Utah. He became the first Public Affairs Director for the newly created Utah Department of Workforce Services, and immediately developed and implemented a nationally-recognized outreach and education campaign.

Mr. Bishop graduated from Brigham Young University with a Bachelor of Arts Degree in Political Science and a Master’s Degree in Public Administration. He completed doctoral coursework in Public Policy at George Mason University in Fairfax, Virginia.
Infrastructure Industry Leaders
Customer Satisfaction Index Project

Ann Hubbard

Ann Hubbard, ARNP, EdD, Administrative Director of Nursing, holds a doctorate in educational leadership from Florida Atlantic University (FAU), a master of science in nursing from Florida Atlantic University, and a bachelor of science in nursing from the Pennsylvania State University (PSU). Her doctoral degree includes course work in education and leadership in higher education. Her master’s degree included a nurse practitioner track with a concentration in family practice. Dr. Hubbard’s master’s project and doctoral dissertation involved research in health promotion and health education for nursing and non-nursing students. Dr. Hubbard has been a nurse educator for twelve years and a nursing administrator for the past four years. Prior to her employment in the educational arena, Dr. Hubbard practiced nursing in areas including but not limited to: medical-surgical nursing, intensive care, progressive care and neurosurgery. She has been licensed as a registered nurse and later as an advanced registered nurse practitioner in the state of Florida for twenty three years. Dr. Hubbard served on the 2011 Health Care Technical Resource Group.

Tim McVeigh

Tim McVeigh is Executive Director for the Florida Water & Pollution Control Operators Association (FW&PCOA), a Florida non-profit corporation serving the water utility industry since 1941. His responsibilities include providing administrative and executive services, preparing and implementing marketing strategies, coordinating and managing the association’s Online Training Institute, and representing the association in meetings with utilities, regulatory agencies and other groups. He has been active in the FW&PCOA for 19 years and served as association president for 2 years.

Tim participated in ranking the proposals for the 2010 Employ Florida Banner Center for Water Resources and served on the Banner Center advisory council. He also served on the technical resource group evaluating employer satisfaction in Florida’s water industry. He authored two industry certifications offered by the FW&PCOA to high school students graduating from Florida’s environmental water technology academies.

Tim served in the City of Hollywood’s Public Utilities Department for 14 years, starting as a Laboratory Technician and progressing to Wastewater Systems Manager and then to Water and Wastewater Systems Coordinator in Utilities Administration. He also served as Director of Information Services for 8 years with the Florida Police Benevolent Association, Organizational Development, Inc., and National Mailing Centers, Inc., supporting charitable fundraising programs. Tim has a B.A. degree in Microbiology from the University of Tennessee in Knoxville. Tim served on the 2012 Water Technical Resource Group.
Bob Schafer

Bob Schafer has 21 years of progressive responsibility and experience in heavy highway construction, hotmix asphalt production and paving, underground utility installation, and complete sitework development. He provides executive management and leadership for Ranger Construction Industries, Inc.; the Florida-based construction company of Vecellio Group, Inc. an ENR TOP 100 Company.

Mr. Schafer has a Bachelor of Science Civil Engineering degree from the University of Alabama. He serves on numerous Boards and Committees including: Board of Directors for the Florida Transportation Builders Association, Board of Governors for the Associated General Contractors of America, Past President of the Florida East Coast Chapter of the Associated General Contractors of America, and was a Board of Directors for the St. Lucie County Chamber of Commerce. Mr. Schafer served on the 2013 Transportation Infrastructure Technical Resource Group.

Mark B. Morton

As Senior Vice President of Lykes Land Investments, Inc., Mr. Morton is responsible for planning for the future economic diversification of Lykes’ land holdings. He served on the 2013 Logistics & Distribution Technical Resource Group.

As President for Americas Gateway Logistics Center, LLC for Lykes Bros. Inc. and A. Duda and Sons, Inc., he is steering this vital project to enable Florida to transform into a global export and import hub for manufacturing, distribution and agricultural products, thereby, benefiting the state’s economy as a center of new businesses and job creation. He has been and is actively involved in state, regional, and local visioning, strategic planning, growth leadership, transportation, international supply chain and economic development initiatives.

Mr. Morton believes that enhancement of Florida’s rural and working landscape can be attained through statewide, regional and local planning with economic development and incentives. Mr. Morton is a strong believer that these goals are achievable only with a great emphasis upon research, education, a business approach, consensus building and team work.

- Florida Chamber Foundation - Board Member
- Florida’s Heartland Regional Economic Development Initiative (FHREDI) - Board Member
- Glades Economic Development Council - Board Member and Vice Chairman
- Heartland 2060 Plan - Steering Committee Member
- Florida Chamber International Business Council - Member
- Florida Chamber Foundation Trade and Logistics 2.0 - Steering Committee Member
- FDOT Freight Mobility & Trade Plan – Stakeholder Group Member
- Florida Audubon - Board Member
GERMAN ROMERO

German Romero, SPHR, has over 30 years of Human Resources experience, currently serving as the Human Resources Director of Employee Services for the Orlando Utilities Commission since 1998. In this role Mr. Romero plans, develops and implements a strategy for HR, including recruitment policies, benefits, contracts, etc. He works very closely with other departments to help them recruit, retain and develop employees.

Mr. Romero received a Bachelor’s Degree in Psychology and a Master’s Degree in Industrial-Organizational Psychology from the University of Central Florida.

During his career, Mr. Romero has served on the Board of Directors for Florida Public Personnel Association, the Southern Region IPMA, and the Florida North Central Chapter Risk Insurance Management Society.
WFI BOARD RECOMMENDATION
TOL POLICY AND ACTION

<table>
<thead>
<tr>
<th>Recommendation from Employer Feedback</th>
<th>Proposed Action</th>
<th>Timeframe</th>
<th>Agency Responsible</th>
<th>Agencies/Organizations Involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replace the existing TOL Fund training regardless if an employer’s job opening if they are part of the Targeted Clusters or Infrastructure Industry. Continually assess and measure what is working in talent creation and use the findings to replicate programs and practices that are market relevant.</td>
<td>• Implement a new “Regional Targeted Occupations List” policy that replaces the current “Targeted Occupations List” process that: (1) promotes regional alignment and economic growth, (2) eliminates inefficiencies in the current process, (3) creates regional and local flexibility in occupational targeting, and (4) incorporates business and industry feedback in “real time&quot; to complement traditional labor market information. This promotes more strategic business and industry involvement in resource allocation that leads directly to human capital development and industry cluster growth.</td>
<td>2014-2015</td>
<td>WFI</td>
<td>RWBs Florida Dept. of Education Florida DEO Enterprise Florida</td>
</tr>
</tbody>
</table>
## WFI BOARD RECOMMENDATION OPTIONS
### FUTURE PROJECTS AND POTENTIAL ACTIONS

<table>
<thead>
<tr>
<th>Recommendation from Employer Feedback</th>
<th>Proposed Action</th>
<th>Timeframe</th>
<th>Agency Responsible</th>
<th>Agencies/Organizations Involved</th>
</tr>
</thead>
</table>
| 2 Realign relationships and resources among education, workforce and economic development assets to marketplace demands through a talent supply system strategy, especially for key targeted industry clusters, to:  
• Increase business and economic impact for employers in Florida  
• Brand and promote clusters in Florida  
• Drive innovation through collaboration  
• Design curriculum that works for employers  
• Develop industry incubators  
• Attract more businesses to increase critical mass  
• Measure on key outcomes to manage progress  
• Provide a safe place to share, consider, and develop new opportunities  
• Develop and deliver needed talent  
Include and involve task force and technical resource group members to establish the framework for business engagement.  
Add services at the regional workforce boards to provide functionality more like executive search firms for higher level employees.  
Develop statewide worker “guilds” in targeted industries which can provide a pool of talent for word-of-mouth recruiting and networking. |  
• Define an initial baseline for a common economic, education and workforce development regional structure aligned to industry clusters, labor markets and commuter sheds.  
• Utilize the WIA Section 116 “Regional Planning” authority to create a transition process to better align the economic development regions, state colleges and workforce investment system.  
• Assess current availability of educational pathways’ alignment to regional economic needs and strategies. As part of pathways mapping, a consumer guide and other information should be created that connects pathways and credentials to specific jobs, including what jobs are available in regional labor markets and growth projections for specific jobs and industries. | 2014 | WFI | RWBs  
Florida Dept. of Education  
Florida DEO  
Enterprise Florida  
State Colleges  
Business Organizations  
Industry Associations |
3  **Continue to push and fund STEM education in middle and high schools.**

Create collaborative arrangements with leadership of STEMFlorida, Inc. and businesses to define and develop STEM initiatives.

Florida leadership should acknowledge that information technology should not be viewed as a silo cluster by itself, but rather as an important component which impacts all businesses and workers.

- Building off the CAPE legislation, map current CTE programs of study and pathways from secondary through postsecondary education, including community colleges and four-year universities and colleges. The purpose of mapping pathways is for students to understand exactly which courses in high school align to courses and programs in college, leading to credentials recognized by industry for specific jobs and careers. CTE pathways should lead to articulation guides for students and parents to promote access and quicker completion of CTE programs of study.

- Establish career development counselors as advocates and advisors for these CTE pathways.

- Implement a collaborative process between the WFI and the Florida Department of Education in order to create a state college system-wide standard for Prior Learning Assessment and Experiential Learning. This will foster a cross-system understanding of how veterans and others with significant, translatable experience can receive college credit, thus promoting acceleration to college completion and less expense to students.

- Create a top-level WFI-Enterprise Florida-Department of Education Strategic Leadership Team to design and implement a STEM workforce agenda.

<p>| 2014-2015 | WFI | Florida Dept. of Education | STEMFlorida, Inc. | FL Chamber of Commerce | Industry Associations | State Colleges |</p>
<table>
<thead>
<tr>
<th></th>
<th>Recommendations and Policy Considerations</th>
</tr>
</thead>
</table>
| 4 | **Promote the new CareerSource brand and all of the components which it provides to employers and workers.**  
   Market this new brand to employers and to talent always taking into consideration the specific needs of businesses.  
   Use a range of modern, technology-based tools and social media platforms and channels to aid in marketing the CareerSource brand. | 2014 | WFI | RWBs  
State Colleges  
Enterprise Florida  
Florida DEO |
| 5 | **Provide incentives to employers who offer paid internships, apprentice programs, or who engage retiring/retired workers to train new entrants into the workforce.**  
Absorb the liability from employers for students at state colleges and universities who are working in internships to help encourage employers to provide hands-on training opportunities. | Late 2014 | WFI | Florida DEO |
|   | - Develop strategies for affirmative and actionable ways to leverage new brand investments both through communication vehicles and service improvements. This includes strategic opportunities to co-brand with economic development agencies and state colleges.  
- Develop cross-system communication vehicles, including use of traditional means such as newsletters and use of new media vehicles such as social media. This includes leveraging existing opportunities to develop cohesive messages speaking to workforce development, economic development and education audiences. |   |   |   |
|   | - Explore efficacy of employer incentives for work-based learning.  
- Invest current resources dedicated for youth in known project models that have work-based learning as part of model: SkillsUSA, YouthBuild and JAG. |   |   |   |
OTHER MARKETPLACE RECOMMENDATIONS

- Draw on available data systems, forecasts, and business planning so Florida's congressional delegation has the facts and understands how employment and investment decisions need to be made.
- Give Florida firms preference for state contracts.
- Encourage state colleges and universities to evaluate contractual relationships on intellectual property with companies who are looking to collaborate.
- Push state higher educational institutions to work together and not compete with each other within the clusters by forming centers of excellence. In addition, help higher education institutions form partnerships with similar institutions outside Florida as part of the centers of excellence.
- Provide incentives for faculty to establish and promote relationships with industries, industry clusters, and communities for job creation, economic development, and entrepreneurship. Incorporate entrepreneurship more thoroughly into the K-20 curriculum.
- Subsidize salaries to attract top faculty to state universities and colleges in key targeted industries and STEM.
- Offer partial repayment of student loans for graduates of any school or training program if the graduate works for a company in a targeted industry or infrastructure cluster in Florida. The school or training could occur in any state. The payment could be recurring on an annual basis until the entire loan is repaid and payment would be made directly to the lender by the state (Bright Futures).
- Establish collaborative relationships with agencies tasked with regulatory and revenue authority that impacts employment growth and investment decisions.

HEALTHCARE

- Explore expanding the role of Nurse Practitioners in the State of Florida.
- Provide greater oversight of nursing and other allied health educational programs in the State of Florida.
- Fund the Florida Center for Nursing to allow the Center to provide employers and the regional workforce boards with better data to target and support many of the strategies and policy initiatives to increase the supply of nurses in Florida.
- Provide financial support for tuition and a portion of income loss for practicing RNs and other allied health professionals when completing B.S., M.S., and Doctorate degrees. This could be accomplished by allowing employed worker training programs to fund advanced degree training in healthcare or by an employer matching dollar initiative.
- Fund “demonstration” projects to evaluate alternative methods of delivering patient care.
- Refine and expand data about the Florida healthcare workforce.
- Supplement faculty salaries so that healthcare professionals with Masters or Doctorate degrees are paid at competitive industry rates when teaching.
Action Item 1

REGIONAL TARGETED OCCUPATIONS LIST POLICY

* * * * * * * * * * *

Goal

The Workforce Florida Board of Directors shall establish a new “Regional Targeted Occupations List” process to replace the current Targeted Occupations List (TOL) process that:

(1) promotes regional alignment and economic growth,
(2) eliminates inefficiencies in the current process,
(3) creates regional and local flexibility in occupational targeting, and
(4) incorporates business and industry feedback in “real time” to complement traditional labor market information.

This action aligns with the Board’s strategic goals and objectives of supporting regional efforts to develop the right skills at the right time. It also promotes more strategic business and industry involvement in resource allocation that leads directly to skilled talent and industry cluster growth.

Objective

Improving the TOL process is of critical importance in order to better target training funds for workers needing improved employment and earnings opportunities, as well as employers in industry sectors lacking skilled workers. An improved TOL process should operate to build regional industry clusters and a skilled regional workforce.

Findings

The current TOL process is a “legacy” process not ground in federal or state law, or state policy. According to s. 216.136(7)(2), F.S., the Workforce Estimating Conference (WEC) “shall develop such information on the workforce development system planning process as it relates to the personnel needs of current, new and emerging industries as the conference determines is needed by the state. . .” Further, the statute says, “. . . the conference shall also make recommendations semiannually to Workforce Florida, Inc., on additions or deletions to lists of locally targeted occupations approved by Workforce Florida, Inc.” The state law does not mandate a particular process, and only makes the
vague reference to “lists of locally targeted occupations.” Further, WFI has no current written policy regarding the TOL, locally targeted occupations or any approval process.

Federal law under the Workforce Investment Act (WIA) or other job training statutes does not mandate how states, regions or local areas determine methods for targeting their training funds. In fact, a brief review of a sample of state WIA Annual Plans demonstrates that most states have no process at all and leave it to local workforce boards to make those determinations with the use of state labor market information (LMI) and other occupational projection resources.

Section 445.004(6)(a), F.S., provides WFI with authority to create a state employment, education and training policy that ensures that programs to prepare workers are responsive to present and future business and industry needs and complements the initiatives of Enterprise Florida, Inc. Further, s. 445.005(6)(e), F.S. states that WFI is given authority to provide policy direction for a system to project and evaluate labor market supply and demand using the results of the WEC created in s. 216.136, F.S., and the career education performance standards identified under s. 1008.43, F.S.

Through a competitive process, Workforce Florida contracted with ICF for a “Florida Occupational Training Governance Study.” The project was to research the dynamics of the current TOL process, its origination and history, perceptions of the TOL from workforce system and education stakeholders, perceptions of and involvement with the TOL from Florida’s leading business and industry association leaders, and strengths and weaknesses of the current TOL process.

Findings identified by ICF, Inc. under this include the following:

- The current regional TOL process has almost a one-year time lag to implementation, calling into question its usefulness or effectiveness. Each August the WEC approves the criteria on which the State TOL is based. Once the Workforce Florida Board of Directors approves the criteria, a state TOL is developed, upon which regional TOLs are formulated. However, new regional TOLs are not effective until July 1st of the following year, meaning that occupational targeting is based off projections that are almost one year old.

- Business input into the TOLs is lacking and the large Florida business organizations and industry associations and their members do not understand or recognize the current TOL process and have little, if any, meaningful input into its formulation or updating. Given that the nature of jobs and competencies are evolving continually, business and industry input with active ongoing involvement in the targeting and prioritization of training investments is critical. Through survey work and interviews with top Florida business leaders, it is clear that the current TOL is not
understood and is lacking an institutionalized method for continually gaining dynamic business feedback on new and evolving occupations.

- No meaningful approval process exists for adding or deleting occupations from the regional TOLs. While the TOLs are critically important to education and training institutions interested in maintaining and growing workforce programs tied to the marketplace and occupations, there is no formalized process for adding or deleting occupations if data warrant such measures. Further, there is no clear understanding of the approval responsibilities between Workforce Florida and the Department of Economic Opportunity (DEO), causing even greater confusion for the RWBs and external partners who may want to modify regional TOLs.

- Informal practices or policies related to the TOL may have unintended consequences that are impacting workers and employers. Two such practices promote unnecessary inflexibility: first, a prohibition on training beyond post-secondary adult vocational and community college levels, and second, a prohibition on training for jobs below the average wage even if that wage is commensurate with a person’s pre-layoff earnings. These practices may keep people from training for jobs in-demand and/or extending periods of unemployment.

- Regional TOLs are compiled based on the 24 local workforce investment areas and do not incorporate potential occupational targets across larger, sub-state regions in Florida. Because many businesses and industries cut across multiple workforce regions, regional TOLs may not be incorporating a true picture of occupational growth opportunities because they are too micro-targeted. Six of Florida’s 24 regional workforce boards are single counties and are not reflective of commuter sheds, industry clusters or economic growth patterns.

**Expected Outcomes**

Based on policy recommendations to be considered by the WFI Board of Directors, a newly created Regional Targeted Occupations List Policy meeting the goals outlined above should result in the following:

- Improvement in customer satisfaction—business and job seeker—as measured through surveys.
- Wage gains per region (USDOL common measure).
- Alignment with target industry or infrastructure industries training needs, as identified by the number of trainees per region in these categories.
- Number of individuals in training that leads to job placement.
- Credentials or degrees earned as a result of training.
Readily available and transparent access to information on training, including levels of training subsidies (ITAs).

**Staff Recommendation**

Upon approval by the Workforce Florida Board of Directors, each Regional Workforce Board will be able to immediately add or delete occupations to their current 2013-2014 Targeted Occupations Lists. However, priority for training should be linked to job openings for businesses in Florida’s targeted and infrastructure industries and local economic development priorities. These revised lists will be referred to as “Regional Targeted Occupations Lists” and will not require approval by Workforce Florida. The revised policy limits training for up to two years and the attainment of industry-recognized certificates or certifications, an associate’s degree or a bachelor’s degree.

Additionally, this policy does not prohibit training based on an occupation’s projected earnings threshold, as RWBs are responsible for training individuals that meet their annual earnings outcome performance measures (common measures).

Regional Workforce Boards shall revise their regional plans to incorporate and describe the following:

1. The occupations being targeted and how they align to Florida’s targeted and infrastructure industries and their local economic development priorities.
2. Employers and industry associations that provided active feedback in the development of the regional targeted occupations list and how, on a quarterly basis, they will work with employers on any changes to regional targeted occupations list. The educational programs in the region aligned to each of the occupational areas (Course Instructional Program – Standard Occupational Code alignment).
3. The strategies the RWBs will employ in defining their local or regional policies, including the level of training subsidy issued to participants through ITAs, to build a skilled workforce around the targeted occupational and industry areas. To provide for transparency, such regional policies for ITAs/training subsidies must be available for public view on the RWB websites.
4. How the targeted occupational areas will support RWBs’ employment and earnings projected outcomes.

**Schedule**

November 7, 2013 – The Workforce Florida Board of Directors will discuss and consider a new Regional Targeted Occupations List policy. Contingent on approval of the new policy by the WFI Board, each Regional Workforce Board will be able add or delete occupations on their current 2013-2014 Regional Targeted Occupations Lists according to
their local training needs. The new revised lists will be titled “Regional Targeted Occupations Lists.”

**December 13, 2013** – DEO will develop and distribute a Consultation Paper to Regional Workforce Boards based on the action taken by the Workforce Florida Board of Directors on November 7th.

**January 13, 2014** – DEO will distribute Final Administrative Policy outlining implementation procedures to Regional Workforce Boards.

**February 28, 2014** – Regional Workforce Boards will submit revised regional plans in response to the DEO Administrative Policy requirements to DEO.

**April 30, 2014** – Deadline for posting Regional Targeted Occupations Lists on Regional Workforce Board websites with links to DEO and WFI.

Workforce Florida, Inc., will continually assess and measure the impact of this new policy and may revise the policy as needed.

This policy shall replace all preceding Targeted Occupations List policies.

This Action Item is being considered by the Global Talent Competitiveness Council. Pending action taken by the Council, final consideration/approval will be taken by the Workforce Florida Board of Directors.

* * * * * * * * *

**NEEDED ACTION**

Approval of the proposed Regional Targeted Occupations List Policy recommendation.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 7, 2013</td>
<td>Workforce Florida Board of Directors will consider a new Regional Targeted Occupations List policy. Contingent on board approval, the new policy will enable regional workforce boards to add or delete occupations on their current 2013-2014 Regional Targeted Occupations Lists according to local training needs. The new revised lists will be titled “Regional Targeted Occupations Lists.”</td>
</tr>
<tr>
<td>December 13, 2013</td>
<td>Department of Economic Opportunity will develop and distribute a consultation paper to regional workforce boards based on action taken by Workforce Florida’s Board of Directors at its November 7 quarterly meeting.</td>
</tr>
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<td>January 13, 2014</td>
<td>The Department of Economic Opportunity (DEO) will distribute final guidance outlining policy and procedures for regional workforce boards.</td>
</tr>
<tr>
<td>February 28, 2014</td>
<td>Regional workforce boards will submit revised regional plans in response to DEO policy guidance requirements.</td>
</tr>
<tr>
<td>April 30, 2014</td>
<td>Deadline for posting Preliminary Targeted Occupations Lists on regional workforce board websites with links to DEO and Workforce Florida.</td>
</tr>
</tbody>
</table>
In April 2012, Emily DeRocco launched a Washington, D.C.-based strategic consulting practice focused on linking education, workforce and economic development assets for competitive advantage.

DeRocco is the immediate past president of The Manufacturing Institute where she launched and implemented a strategic national agenda focused on education reform and workforce development, innovation support and services, and research on behalf of U.S. manufacturers. Under her leadership, the Institute developed and deployed a system of nationally portable, industry-recognized Manufacturing Skills Certifications now influencing secondary and post-secondary education reform efforts in 36 states; chaired the National Thought Leaders Forum on linking the nation’s high performance supercomputing capacity to manufacturers; and released leading-edge research including The Facts About Modern Manufacturing; The Innovation Imperative: How U.S. Manufacturing Can Restore Its Edge; The Manufacturing Industry’s Structural Cost Study; People & Profitability; and The Annual Index of the Public Perception About Modern Manufacturing.

Prior to her leadership in U.S. manufacturing, DeRocco was nominated by President Bush and confirmed by the U.S. Senate as the Assistant Secretary of Labor in 2001. In that position, DeRocco was responsible for managing a $10 billion investment in the nation’s workforce. She created and implemented regional economic development initiatives in 39 regions across the nation during her tenure, using talent development strategies to drive competitive advantage for America’s businesses. Her responsibilities included implementation of Trade Adjustment Assistance for displaced workers, alternative educational pathways for the nation’s youth, the permanent and temporary foreign labor certification programs for employment-based immigration, the national apprenticeship program, and workforce development programs nationwide. She created and led Presidential initiatives to align education, economic development, and workforce development investments and to increase the capacity of the nation’s community college system.

During her tenure with the Labor Department, DeRocco chaired or vice-chaired numerous boards and commissions, including the Education and Workforce Committee of the Secretary of Education’s Commission on the Future of Higher Education, the Education and Workforce Committee of the Department of Commerce’s Interagency Working Group on Manufacturing, and the President’s Committee on Economic Adjustment for the Defense Department’s Base Realignment and Adjustment Commission.

DeRocco has represented the United States and led delegations in international forums including the G-8 Labor Ministerials, the Organization for Economic Cooperation and Development, the Western Hemisphere Competitiveness Forum, U.S.-Canada Policy Forums, and U.S.-EU Dialogues.
DeRocco also brings over 10 years of private sector experience in managing a national non-profit organization and prior federal government experience at the Departments of Energy and Interior, the Federal Energy Regulatory Commission and the Interstate Commerce Commission.

DeRocco is a proud graduate of The Pennsylvania State University and received her Juris Doctorate from the Georgetown Law Center. She currently serves on the Board of Directors of Western Governors University and the Harrisburg University of Science and Technology as well as the Board of Advisors to the University of Mississippi’s Center for Manufacturing Excellence.
Bob Campbell lives in Jacksonville. He is program director for logistics at Honeywell, where he has worked since 1979, serving as a program manager for space systems. He is active in several civic and professional organizations, including the Jacksonville Chamber of Commerce. Mr. Campbell served on 2012 Homeland Security & Defense Target Industry Cluster Task Force.

Duane E. De Freese lives in Indialantic. He is senior vice president of Science and Business Development for AquaFiber Technologies Corporation. He has served as an adjunct professor of oceanography at Brevard Community College and interim director of the University of Central Florida College of Business. Dr. De Freese also was the vice president of Florida research for the San Diego-based Hubbs Seaworld Research Institute. Dr. DeFreese served on 2011 Clean Tech Target Industry Cluster Task Force.

Jane Landon joined Web.com in November 2010 and served as Senior Vice President/Chief Technology Officer. Prior to joining Web.com, Ms. Landon was Deputy Commissioner and Chief Information Officer for the New York City Department of Finance. Her past experience includes leadership positions at Microsoft, where she was General Manager/Chief Information Officer for Public Sector Business Systems Information Technology, as well as Prudential Insurance of America and The Bankers Trust Company. Ms. Landon holds a BA Business Administration degree from SUNY Fredonia in Fredonia, NY. Ms. Landon served on 2013 Information Technology Target Industry Task Force.
Rick Matthews lives in St. Johns. He is a vice president at the global security firm Northrop Grumman, serving as site manager overseeing operations in St. Augustine and Melbourne. Mr. Matthews has served as a member of Workforce Florida’s Target Industry Cluster Task Force for the aerospace industry, helping Florida attract aerospace businesses while supporting the talent and infrastructure needs of existing aerospace businesses. He is a veteran of the U.S. Air Force. Mr. Matthews served on 2011 Aviation/Aerospace Industry Cluster Task Force.

Mike Tomas lives in Miami. He is president and CEO of Bioheart Inc. He also serves as chairman of the Florida International University Global Entrepreneurship Center. Mr. Tomas has served as a member of Workforce Florida’s Target Industry Cluster Task Force for the life sciences industry, helping Florida attract life science businesses while supporting the talent and infrastructure needs of existing life science businesses. Mr. Tomas served on the 2012 Life Science Target Industry Cluster Task Force.
KEY TALENT RESEARCH FINDINGS: HOMELAND SECURITY & DEFENSE INDUSTRY

The homeland security and defense industry includes manufacturing of aircraft, missiles, ordnance and ships, defense electronics and equipment, photonics and optics, modeling, simulation and training, and a range of technology-oriented research and service industries such as computer systems design, cyber security, and engineering - all with many applications to defense. The types of workers required include engineers and scientists, engineering technicians and support staff, manufacturing technicians, production and assembly technicians, and information technology staff. [See eflorida.com for an industry profile.]

Business Climate

- Florida has many defense related employers who operate facilities in the state and are part of very large national companies.
- Sequestration has significantly impacted homeland security and defense employer contracts with the U.S. government, particularly the Department of Defense, and likely has reduced their need for workers.
- The winding down of the wars in Iraq and Afghanistan also negatively impact defense spending.
- Florida has been successful in retaining military bases in light of the Base Closure and Realignment Commission (BRAC) process.

Employer Satisfaction

- Florida homeland security and defense employers rated their satisfaction with the current workforce an average of 7.7 on a scale from 1 to 10 which is identical to employers in peer states* (7.7). This is due to many large defense firms both in Florida and other states training workers to meet their needs.

Worker Abilities

- Florida workers are rated at parity with peer states on key performance measures, except for math skills.
  - However, within Florida, non-manufacturing workers are rated more highly than manufacturing workers on key performance measures.
- The technical abilities of Florida workers are rated lower than workers in peer states.
  - Manufacturing workers’ technical abilities are rated lower than workers in peer states, with non-manufacturing workers rated at parity with workers in peer states.

Workforce Supply/Demand

- Homeland security and defense occupations will increasingly rely on a workforce that can learn and adapt to changes in the industry and who have soft skills which enable them engage with other workers and supervisors.
Research and development occupations (computer engineering, mechanical engineering, research scientists) are critical, but so too are manufacturing (touch labor) occupations such as electromechanical equipment/instrument production and repair, first line supervisors, and team assemblers.

Educational Partners

- Employers in Florida are less satisfied with educational partners than employers in peer states.
  - Within Florida, manufacturers rated the performance of most educational partners lower than non-manufacturers.
- The largest gap between manufacturers and non-manufacturers is for private colleges and universities both in Florida and peer states.
  - This may suggest these private institutions do not have programs or are not providing training in the skills that manufacturing employers need.

Workforce Agencies and Boards

- Homeland security and defense industry employers in Florida are generally positive or neutral toward the workforce system.
- Most Florida employers do not have knowledge of or experience with Florida’s regional workforce boards.
- The Manufacturers Association of Florida is also fairly well-known, with more than half of manufacturing organizations familiar with the association.

* The peer states included:

- Arizona
- California
- Georgia
- Massachusetts
- North Carolina
- Texas
- Washington
KEY TALENT RESEARCH FINDINGS: CLEAN TECHNOLOGY INDUSTRY

The clean technology industry includes a range of firms, from small entrepreneurial start-ups to large established architectural and engineering firms involved in activities as diverse as solar, biofuel, ocean and wind energy, battery storage, smart grid, environmental efficiency and mitigation systems, advanced materials, and green design. The backgrounds, educational requirements, and training needs of individuals employed within the wide range of companies represented includes line workers in manufacturing and assembly facilities, to laboratory technicians in testing facilities, to professionals in design and engineering and advanced degree holders in research and development positions. [See eflorida.com for an industry profile.]

Business Climate

- Clean technology is an emerging industry which competes nationally and globally in a broad and diverse marketplace.
- The industry is very diverse and employers have difficulty defining it as an industry.
- There is an issue with ownership of intellectual property between industry and academia when it comes to clean technology, and employers see a need to revisit the statutes and executive directives governing intellectual property arrangements.
- Clean technology firms in Florida suggested there is a lack of venture capital and investment funding available.

Employer Satisfaction

- Florida clean technology employers rated their satisfaction with the current workforce an average of 6.3 on a scale from 1 to 10, which is lower when compared to employers in other states* (7.4). This lower rating in Florida is due to workers being perceived as having poor STEM skills and technical abilities in an industry which deals with creating new technology.

Worker Abilities

- Clean technology workers outside Florida perform better than workers in Florida, with the greatest “gaps” in personal judgment and basic math and communication skills.
- The technical abilities of clean technology workers in Florida are rated well below those of workers in other states.

Workforce Supply/Demand

- The clean technology workforce must have the hands-on experience necessary to staff the companies and the research and development skills necessary to lead the industry into the future.
- STEM (Science, Technology, Engineering and Mathematics) skills are critical to clean technology especially computer programming and mechanical engineering, as well as design occupations.
**Educational Partners**

- The level of overall satisfaction with educational partners in Florida is lower than in other states.
- All Florida educational partners lag behind those in other states in terms of how well they prepare students for careers in clean technology, according to employers.

**Workforce System**

- Employers both in Florida and in other states rate the efforts of their state workforce system and regional workforce development boards similarly.
- Florida’s workforce system is familiar to many employers in the state.

* Based on input from subject matter experts, Florida was compared to the entire nation since the industry is so diverse and different types of clean technology companies are in a variety of different states.
KEY TALENT RESEARCH FINDINGS: INFORMATION TECHNOLOGY INDUSTRY

The information technology industry includes software, communications, microelectronics and precision devices, digital media, modeling, simulation and training, and photonics and optics. The industry uses a wide range of technology and requires worker competencies in engineering, computer systems, software development, circuit and component design and manufacturing, laser imaging, animation, among others. Virtually every industry sector uses IT. [See eflorida.com for an industry profile.]

Business Climate

- The growth of information technology jobs in Florida currently outpaces IT job growth in the U.S., as well as total job growth in Florida and the U.S. overall.
- Information technology is both a Target Industry Cluster and a Strategic Area of Emphasis which crosses all industries.
- Florida lacks a critical mass of employers, educational institutions, and support businesses to attract and retain the talent needed.
- Employers, educators, and other leaders in specific regions of the state including the Tampa area, South Florida, Northwest Florida and Orlando have joined forces to address the industry need for a greater supply of high quality workforce talent.

Employer Satisfaction

- Florida information technology employers rated their satisfaction with the current workforce an average of 6.3 on a scale from 1 to 10 which is lower when compared to employers in peer states* (7.3). This is the result of lower employer opinions of worker technical abilities and specific skills in Florida.

Worker Abilities

- Florida workers significantly lag workers in peer states in the key areas of critical thinking, problem solving, teamwork and ability to learn new skills along with creativity and innovation which are of key importance to employers.
- Florida workers possess lower rated technical abilities than workers in peer states which are complicated by rapidly changing technology that requires workers to constantly be learning new skills and have a strong base of knowledge.

Workforce Supply/Demand

- Critical shortages exist in software applications programmers, as well as systems programmers formerly known as software engineers in Florida.
- In addition, there are shortages of key supporting occupations including software developers and programmers, database and systems administrators, network architects, computer support specialists and computer and information systems managers.
Educational Partners

- Employers in Florida are less satisfied with educational partners than employers in peer states.
- Employers in Florida believe what educational institutions are teaching and the skills workers need do not match, with too much emphasis on theory and not enough hands-on experience.
- Efforts are underway in Florida to improve STEM education and the Career and Professional Education (CAPE) academies are achieving success as demonstrated by the numbers of students receiving certification desired by some information technology employers.
- There is a need to integrate real-world training into the classroom through the use of internships, externships, etc.

Workforce System

- Most Florida employers surveyed from this industry do not have experience with Florida’s regional workforce boards.
- Florida’s workforce system could leverage the efforts of regional cooperative groups that include employers, educators, workforce and economic developers to aid talent development in this industry cluster.

* The peer states included:

- California
- Colorado
- Georgia
- Massachusetts
- Missouri
- North Carolina
- Ohio
- Pennsylvania
- Tennessee
- Texas
- Virginia
- Washington
- Washington, D.C.
KEY TALENT RESEARCH FINDINGS: AVIATION AND AEROSPACE INDUSTRY

The aviation and aerospace cluster includes aircraft and aircraft parts design and manufacturing, avionics, propulsion systems, unmanned vehicles and systems, surveillance and reconnaissance, aeronautical systems, rockets and spacecraft, payload processing, satellite systems, commercial launch systems and support, logistics, global air cargo, passenger air travel, and flight training. The types of workers employed in the cluster include lower skilled service workers, workers in aircraft assembly lines, skilled avionics technicians, airframe and power plant mechanics, highly skilled manufacturing workers, aeronautics engineers, and commercial aviation pilots. [See eflorida.com for an industry profile.]

Business Climate

- The end of the space shuttle program left thousands of highly skilled Florida workers without jobs and in need of retraining.
- Florida is facing increasing competition from other states for civilian, military, and commercial space activity.
- The industry wants Florida to commit resources to support incumbent businesses as a means of helping aviation and aerospace and their Florida-based supply chain grow.

Employer Satisfaction

- Florida aviation and aerospace employers rated their satisfaction with the current workforce an average of 7.6 on a scale from 1 to 10, which is slightly lower when compared to employers in peer states* (7.7). This is due to Florida workers possessing good technical abilities, with many receiving training at specialized industry focused educational institutions around the state or in the military.

Worker Abilities

- Employers outside of Florida rate workers higher in most areas, particularly for the ability to learn new skills, personal judgment, and basic communication skills.
- The technical abilities of workers are rated positively in Florida and in peer states, both performing equally well.

Workforce Supply/Demand

- Employers are looking for entry level workers with basic, transferrable skills such as electrical, carpentry, mechanical and math skills and then will train employees for the specific manufacturing jobs.
- Avionics and electronics skills are among the most difficult to find in the industry.
Educational Partners

- The level of satisfaction with educational partners in Florida is much higher than for peer states. This may be due to efforts of specific colleges and universities which focus on the aviation and aerospace industry.
- Compared to peer states, almost twice as many Florida employers agree both state and private colleges and universities do a good job in preparing students and training workers for the aviation and aerospace industry.
- In fact, Florida educational providers are rated higher than peer state providers at all levels.

Workforce System

- Florida employers are more satisfied than employers in peer states with the efforts of their state workforce system and regional boards.
- Workforce Florida is recognized by many employers in this industry cluster.

* The peer states included:

- California
- Maryland
- New York
- Texas
KEY TALENT RESEARCH FINDINGS: LIFE SCIENCES INDUSTRY

The life sciences industry includes biotechnology, pharmaceutical and medicine manufacturing, and medical device design and manufacturing. The industry encompasses a wide array of companies in the aforementioned sectors, as well as enterprises focused on bioinformatics, personalized medicine, electronic medical records, and basic research. Note that the biotech and pharmaceutical segments are combined into a single biopharma segment for analysis due to their workforce similarities. The types of workers include physicians and scientists, engineers and designers, pharmacists and chemists, IT professionals, production, manufacturing and assembly personnel, lab technicians, and scientific support staff. [See eflorida.com for an industry profile.]

Business Climate

- Florida’s life sciences biopharma segment is emerging and competing against well-established life sciences clusters in other areas of the U.S.
- While Florida has made great strides in developing life sciences clusters around the state, Florida still lacks a critical mass of employers, education institutions, and support businesses to attract and retain the talent needed.
- Florida’s medical device and equipment industry is well established and is already a national leader.
- Life sciences are fueled by information technology, so IT talent is critical to success.
- Life sciences firms in Florida have difficulty attracting venture capital and investment funding which is a major issue inhibiting growth.

Employer Satisfaction

- Florida life sciences employers rated their satisfaction with the current workforce an average of 7.2 on a scale from 1 to 10, which is lower when compared to employers in peer states* (8.0). This is due, in part, to difficulty attracting top scientists and investigators from the U.S. and other countries, and workers who lack technical abilities.

Worker Abilities

- Florida life sciences employers rated workers below workers in peer states on key performance measures.
  - Florida employers rate biopharma workers lower in terms of their critical thinking and problem solving skills.
  - Florida medical device manufacturing workers are rated below peer state workers on all key job skills studied, except for their ability to work with others.
- Florida life sciences employers are less satisfied with the technical abilities of workers than employers in peer states.
  - There are sizable gaps between biopharma employer ratings of technical abilities of both high-level and mid-level workers in Florida compared to peer states.
  - Florida medical device manufacturers also rated the technical abilities of workers lower than employers in peer states.
Workforce Supply/Demand

- Florida should establish a pipeline for the production of high-end occupations in Life Sciences focusing intently on the production of research scientists and physicians.

- Development of the Health Information Technology (HIT) subsector will be critical and Florida will need to focus on the computer programming talent necessary to support the growth and development of HIT.

Educational Partners

- Educational partners in Florida perform well for and are working in partnership with the life sciences industry.
  - For biopharma, Florida’s public colleges and universities perform as well as peer state education institutions in preparing students for careers in the industry.
  - For medical device manufacturers, Florida’s public and private colleges and universities are rated higher than those in peer states.
- Well prepared workers with STEM abilities are key to the life sciences workforce.

Workforce System

- Florida life sciences employers are slightly more satisfied than peer states with their state and regional workforce boards.
- BioFlorida and Enterprise Florida are also familiar to many life sciences employers.

* The peer states included:

- California
- Massachusetts
- New Jersey
- North Carolina
- Ohio
- Pennsylvania
- Washington
- Wisconsin
**WFI BOARD RECOMMENDATION**  
**TOL POLICY AND ACTION**

<table>
<thead>
<tr>
<th>Recommendation from Employer Feedback</th>
<th>Proposed Action</th>
<th>Timeframe</th>
<th>Agency Responsible</th>
<th>Agencies/Organizations Involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Replace the existing TOL Fund training regardless if an employer’s job opening if they are part of the Targeted Clusters or Infrastructure Industry. Continually assess and measure what is working in talent creation and use the findings to replicate programs and practices that are market relevant.</td>
<td>• Implement a new “Regional Targeted Occupations List” policy that replaces the current “Targeted Occupations List” process that: (1) promotes regional alignment and economic growth, (2) eliminates inefficiencies in the current process, (3) creates regional and local flexibility in occupational targeting, and (4) incorporates business and industry feedback in “real time” to complement traditional labor market information. This promotes more strategic business and industry involvement in resource allocation that leads directly to human capital development and industry cluster growth.</td>
<td>2014-2015</td>
<td>WFI</td>
<td>RWBs Florida Dept. of Education Florida DEO Enterprise Florida</td>
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### WFI BOARD RECOMMENDATION OPTIONS
**FUTURE PROJECTS AND POTENTIAL ACTIONS**

<table>
<thead>
<tr>
<th>Recommendation from Employer Feedback</th>
<th>Proposed Action</th>
<th>Timeframe</th>
<th>Agency Responsible</th>
<th>Agencies/Organizations Involved</th>
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</table>
| 2 Realign relationships and resources among education, workforce and economic development assets to marketplace demands through a talent supply system strategy, especially for key targeted industry clusters, to:  
• Increase business and economic impact for employers in Florida  
• Brand and promote clusters in Florida  
• Drive innovation through collaboration  
• Design curriculum that works for employers  
• Develop industry incubators  
• Attract more businesses to increase critical mass  
• Measure on key outcomes to manage progress  
• Provide a safe place to share, consider, and develop new opportunities  
• Develop and deliver needed talent  
Include and involve task force and technical resource group members to establish the framework for business engagement.  
Add services at the regional workforce boards to provide functionality more like executive search firms for higher level employees.  
Develop statewide worker “guilds” in targeted industries which can provide a pool of talent for word-of-mouth recruiting and networking. | • Define an initial baseline for a common economic, education and workforce development regional structure aligned to industry clusters, labor markets and commuter sheds.  
• Utilize the WIA Section 116 “Regional Planning” authority to create a transition process to better align the economic development regions, state colleges and workforce investment system.  
• Assess current availability of educational pathways’ alignment to regional economic needs and strategies. As part of pathways mapping, a consumer guide and other information should be created that connects pathways and credentials to specific jobs, including what jobs are available in regional labor markets and growth projections for specific jobs and industries. | 2014 | WFI | RWBs  
Florida Dept. of Education  
Florida DEO  
Enterprise Florida  
State Colleges  
Business Organizations  
Industry Associations |
Recommendations and Policy Considerations

Continue to push and fund STEM education in middle and high schools.

Create collaborative arrangements with leadership of STEMFlorida, Inc. and businesses to define and develop STEM initiatives.

Florida leadership should acknowledge that information technology should not be viewed as a silo cluster by itself, but rather as an important component which impacts all businesses and workers.

- Building off the CAPE legislation, map current CTE programs of study and pathways from secondary through postsecondary education, including community colleges and four-year universities and colleges. The purpose of mapping pathways is for students to understand exactly which courses in high school align to courses and programs in college, leading to credentials recognized by industry for specific jobs and careers. CTE pathways should lead to articulation guides for students and parents to promote access and quicker completion of CTE programs of study.

- Establish career development counselors as advocates and advisors for these CTE pathways.

- Implement a collaborative process between the WFI and the Florida Department of Education in order to create a state college system-wide standard for Prior Learning Assessment and Experiential Learning. This will foster a cross-system understanding of how veterans and others with significant, translatable experience can receive college credit, thus promoting acceleration to college completion and less expense to students.

- Create a top-level WFI-Enterprise Florida-Department of Education Strategic Leadership Team to design and implement a STEM workforce agenda.

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<tr>
<th>3</th>
<th><strong>Continue to push and fund STEM education in middle and high schools.</strong></th>
<th>2014-2015</th>
<th>WFI</th>
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<td><strong>Recommendations and Policy Considerations</strong></td>
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<td></td>
<td><strong>Promote the new CareerSource brand and all of the components which it provides to employers and workers.</strong></td>
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<td>Market this new brand to employers and to talent always taking into consideration the specific needs of businesses.</td>
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<td>Use a range of modern, technology-based tools and social media platforms and channels to aid in marketing the CareerSource brand.</td>
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<td></td>
<td>- Develop strategies for affirmative and actionable ways to leverage new brand investments both through communication vehicles and service improvements. This includes strategic opportunities to co-brand with economic development agencies and state colleges.</td>
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<td>- Develop cross-system communication vehicles, including use of traditional means such as newsletters and use of new media vehicles such as social media. This includes leveraging existing opportunities to develop cohesive messages speaking to workforce development, economic development and education audiences.</td>
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<td><strong>Provide incentives to employers who offer paid internships, apprentice programs, or who engage retiring/retired workers to train new entrants into the workforce.</strong></td>
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<td>Absorb the liability from employers for students at state colleges and universities who are working in internships to help encourage employers to provide hands-on training opportunities.</td>
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<td>- Explore efficacy of employer incentives for work-based learning.</td>
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<td>- Invest current resources dedicated for youth in known project models that have work-based learning as part of model: SkillsUSA, YouthBuild and JAG.</td>
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<td><strong>2014</strong></td>
<td><strong>WFI</strong></td>
<td><strong>RWBs</strong> Florida DEO State Colleges Enterprise Florida**</td>
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<td><strong>Late 2014</strong></td>
<td><strong>WFI</strong></td>
<td>Florida DEO</td>
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OTHER MARKETPLACE RECOMMENDATIONS

- Draw on available data systems, forecasts, and business planning so Florida's congressional delegation has the facts and understands how employment and investment decisions need to be made.
- Give Florida firms preference for state contracts.
- Encourage state colleges and universities to evaluate contractual relationships on intellectual property with companies who are looking to collaborate.
- Push state higher educational institutions to work together and not compete with each other within the clusters by forming centers of excellence. In addition, help higher education institutions form partnerships with similar institutions outside Florida as part of the centers of excellence.
- Provide incentives for faculty to establish and promote relationships with industries, industry clusters, and communities for job creation, economic development, and entrepreneurship. Incorporate entrepreneurship more thoroughly into the K-20 curriculum.
- Subsidize salaries to attract top faculty to state universities and colleges in key targeted industries and STEM.
- Offer partial repayment of student loans for graduates of any school or training program if the graduate works for a company in a targeted industry or infrastructure cluster in Florida. The school or training could occur in any state. The payment could be recurring on an annual basis until the entire loan is repaid and payment would be made directly to the lender by the state (Bright Futures).
- Establish collaborative relationships with agencies tasked with regulatory and revenue authority that impacts employment growth and investment decisions.

HEALTHCARE

- Explore expanding the role of Nurse Practitioners in the State of Florida.
- Provide greater oversight of nursing and other allied health educational programs in the State of Florida.
- Fund the Florida Center for Nursing to allow the Center to provide employers and the regional workforce boards with better data to target and support many of the strategies and policy initiatives to increase the supply of nurses in Florida.
- Provide financial support for tuition and a portion of income loss for practicing RNs and other allied health professionals when completing B.S., M.S., and Doctorate degrees. This could be accomplished by allowing employed worker training programs to fund advanced degree training in healthcare or by an employer matching dollar initiative.
- Fund “demonstration” projects to evaluate alternative methods of delivering patient care.
- Refine and expand data about the Florida healthcare workforce.
- Supplement faculty salaries so that healthcare professionals with Masters or Doctorate degrees are paid at competitive industry rates when teaching.
Action Item 1

REGIONAL TARGETED OCCUPATIONS LIST POLICY

* * * * * * * * * * *

Goal

The Workforce Florida Board of Directors shall establish a new “Regional Targeted Occupations List” process to replace the current Targeted Occupations List (TOL) process that:

(1) promotes regional alignment and economic growth,
(2) eliminates inefficiencies in the current process,
(3) creates regional and local flexibility in occupational targeting, and
(4) incorporates business and industry feedback in “real time” to complement traditional labor market information.

This action aligns with the Board’s strategic goals and objectives of supporting regional efforts to develop the right skills at the right time. It also promotes more strategic business and industry involvement in resource allocation that leads directly to skilled talent and industry cluster growth.

Objective

Improving the TOL process is of critical importance in order to better target training funds for workers needing improved employment and earnings opportunities, as well as employers in industry sectors lacking skilled workers. An improved TOL process should operate to build regional industry clusters and a skilled regional workforce.

Findings

The current TOL process is a “legacy” process not ground in federal or state law, or state policy. According to s. 216.136(7)(2), F.S., the Workforce Estimating Conference (WEC) “shall develop such information on the workforce development system planning process as it relates to the personnel needs of current, new and emerging industries as the conference determines is needed by the state. . . .” Further, the statute says, “. . . the conference shall also make recommendations semiannually to Workforce Florida, Inc., on additions or deletions to lists of locally targeted occupations approved by Workforce Florida, Inc.” The state law does not mandate a particular process, and only makes the
vague reference to “lists of locally targeted occupations.” Further, WFI has no current written policy regarding the TOL, locally targeted occupations or any approval process.

Federal law under the Workforce Investment Act (WIA) or other job training statutes does not mandate how states, regions or local areas determine methods for targeting their training funds. In fact, a brief review of a sample of state WIA Annual Plans demonstrates that most states have no process at all and leave it to local workforce boards to make those determinations with the use of state labor market information (LMI) and other occupational projection resources.

Section 445.004(6)(a), F.S., provides WFI with authority to create a state employment, education and training policy that ensures that programs to prepare workers are responsive to present and future business and industry needs and complements the initiatives of Enterprise Florida, Inc. Further, s. 445.005(6)(e), F.S. states that WFI is given authority to provide policy direction for a system to project and evaluate labor market supply and demand using the results of the WEC created in s. 216.136, F.S., and the career education performance standards identified under s. 1008.43, F.S.

Through a competitive process, Workforce Florida contracted with ICF for a “Florida Occupational Training Governance Study.” The project was to research the dynamics of the current TOL process, its origination and history, perceptions of the TOL from workforce system and education stakeholders, perceptions of and involvement with the TOL from Florida’s leading business and industry association leaders, and strengths and weaknesses of the current TOL process.

Findings identified by ICF, Inc. under this include the following:

- The current regional TOL process has almost a one-year time lag to implementation, calling into question its usefulness or effectiveness. Each August the WEC approves the criteria on which the State TOL is based. Once the Workforce Florida Board of Directors approves the criteria, a state TOL is developed, upon which regional TOLs are formulated. However, new regional TOLs are not effective until July 1st of the following year, meaning that occupational targeting is based off projections that are almost one year old.

- Business input into the TOLs is lacking and the large Florida business organizations and industry associations and their members do not understand or recognize the current TOL process and have little, if any, meaningful input into its formulation or updating. Given that the nature of jobs and competencies are evolving continually, business and industry input with active ongoing involvement in the targeting and prioritization of training investments is critical. Through survey work and interviews with top Florida business leaders, it is clear that the current TOL is not
understood and is lacking an institutionalized method for continually gaining dynamic business feedback on new and evolving occupations.

- No meaningful approval process exists for adding or deleting occupations from the regional TOLs. While the TOLs are critically important to education and training institutions interested in maintaining and growing workforce programs tied to the marketplace and occupations, there is no formalized process for adding or deleting occupations if data warrant such measures. Further, there is no clear understanding of the approval responsibilities between Workforce Florida and the Department of Economic Opportunity (DEO), causing even greater confusion for the RWBs and external partners who may want to modify regional TOLs.

- Informal practices or policies related to the TOL may have unintended consequences that are impacting workers and employers. Two such practices promote unnecessary inflexibility: first, a prohibition on training beyond post-secondary adult vocational and community college levels, and second, a prohibition on training for jobs below the average wage even if that wage is commensurate with a person’s pre-layoff earnings. These practices may keep people from training for jobs in-demand and/or extending periods of unemployment.

- Regional TOLs are compiled based on the 24 local workforce investment areas and do not incorporate potential occupational targets across larger, sub-state regions in Florida. Because many businesses and industries cut across multiple workforce regions, regional TOLs may not be incorporating a true picture of occupational growth opportunities because they are too micro-targeted. Six of Florida’s 24 regional workforce boards are single counties and are not reflective of commuter sheds, industry clusters or economic growth patterns.

**Expected Outcomes**

Based on policy recommendations to be considered by the WFI Board of Directors, a newly created Regional Targeted Occupations List Policy meeting the goals outlined above should result in the following:

- Improvement in customer satisfaction—business and job seeker—as measured through surveys.
- Wage gains per region (USDOL common measure).
- Alignment with target industry or infrastructure industries training needs, as identified by the number of trainees per region in these categories.
- Number of individuals in training that leads to job placement.
- Credentials or degrees earned as a result of training.
• Readily available and transparent access to information on training, including levels of training subsidies (ITAs).

Staff Recommendation

Upon approval by the Workforce Florida Board of Directors, each Regional Workforce Board will be able to immediately add or delete occupations to their current 2013-2014 Targeted Occupations Lists. However, priority for training should be linked to job openings for businesses in Florida’s targeted and infrastructure industries and local economic development priorities. These revised lists will be referred to as “Regional Targeted Occupations Lists” and will not require approval by Workforce Florida. The revised policy limits training for up to two years and the attainment of industry-recognized certificates or certifications, an associate’s degree or a bachelor’s degree.

Additionally, this policy does not prohibit training based on an occupation’s projected earnings threshold, as RWBs are responsible for training individuals that meet their annual earnings outcome performance measures (common measures).

Regional Workforce Boards shall revise their regional plans to incorporate and describe the following:

1. The occupations being targeted and how they align to Florida’s targeted and infrastructure industries and their local economic development priorities.
2. Employers and industry associations that provided active feedback in the development of the regional targeted occupations list and how, on a quarterly basis, they will work with employers on any changes to regional targeted occupations list. The educational programs in the region aligned to each of the occupational areas (Course Instructional Program – Standard Occupational Code alignment).
3. The strategies the RWBs will employ in defining their local or regional policies, including the level of training subsidy issued to participants through ITAs, to build a skilled workforce around the targeted occupational and industry areas. To provide for transparency, such regional policies for ITAs/training subsidies must be available for public view on the RWB websites.
4. How the targeted occupational areas will support RWBs’ employment and earnings projected outcomes.

Schedule

November 7, 2013 – The Workforce Florida Board of Directors will discuss and consider a new Regional Targeted Occupations List policy. Contingent on approval of the new policy by the WFI Board, each Regional Workforce Board will be able add or delete occupations on their current 2013-2014 Regional Targeted Occupations Lists according to
their local training needs. The new revised lists will be titled “Regional Targeted Occupations Lists.”

**December 13, 2013** – DEO will develop and distribute a Consultation Paper to Regional Workforce Boards based on the action taken by the Workforce Florida Board of Directors on November 7th.

**January 13, 2014** – DEO will distribute Final Administrative Policy outlining implementation procedures to Regional Workforce Boards.

**February 28, 2014** – Regional Workforce Boards will submit revised regional plans in response to the DEO Administrative Policy requirements to DEO.

**April 30, 2014** – Deadline for posting Regional Targeted Occupations Lists on Regional Workforce Board websites with links to DEO and WFI.

Workforce Florida, Inc., will continually assess and measure the impact of this new policy and may revise the policy as needed.

This policy shall replace all preceding Targeted Occupations List policies.


* * * * * * * * * *

**NEEDED ACTION**

Approval of the Global Talent Competitiveness Council proposed Regional Targeted Occupations List Policy recommendation. Direct staff to revise the previous Targeted Occupations List policy guidance to incorporate recommendations as approved and work with DEO to develop implementing administrative policy guidelines.
Regional Targeted Occupations List Policy Timeline

**November 7, 2013**
Workforce Florida Board of Directors will consider a new Regional Targeted Occupations List policy. Contingent on board approval, the new policy will enable regional workforce boards to add or delete occupations on their current 2013-2014 Regional Targeted Occupations Lists according to local training needs. The new revised lists will be titled “Regional Targeted Occupations Lists.”

**December 13, 2013**
Department of Economic Opportunity will develop and distribute a consultation paper to regional workforce boards based on action taken by Workforce Florida’s Board of Directors at its November 7 quarterly meeting.

**January 13, 2014**
The Department of Economic Opportunity (DEO) will distribute final guidance outlining policy and procedures for regional workforce boards.

**February 28, 2014**
Regional workforce boards will submit revised regional plans in response to DEO policy guidance requirements.

**April 30, 2014**
Deadline for posting Preliminary Targeted Occupations Lists on regional workforce board websites with links to DEO and Workforce Florida.
CareerSource Florida Internal Brand Orientation
Agenda

NOVEMBER 6, 2013 • 10 – 11:45 A.M. ET
THE SHORES RESORT & SPA
2637 SOUTH ATLANTIC AVE., DAYTONA BEACH SHORES, FL 32118
MEETING ROOM – BILL FRANCE

I. Chairman’s Welcome & Opening Remarks
   Dwayne Ingram

II. Statewide Brand Implementation Update
    Adriane Glenn Grant

III. CareerSource Florida Brand — A Regional View
     James Titcomb
     Workforce Alliance Chairman

IV. CareerSource Florida: Living the Promise
    Together Preview
    Kelly Pounds, Team IDEAS

V. Chairman’s Closing Remarks / Adjourn
UNIFIED BRAND CHARTER

Created by those who work within the Florida Workforce System – and guided by those for whom the system is designed to serve – the Brand Charter captures the system's brand by articulating its values, vision, mission, essence, position, promise, platform, personality and pillars.

VALUES are the unswerving core beliefs and foundation of the system. These values express the things about the Florida Workforce System brand that won't change over time; they are the bedrock and are embraced by the entire system and everyone doing business with it.

- **Business-Driven**: We believe Florida employers – the state’s job creators – are essential to our overall success in providing effective, market-relevant workforce solutions that drive economic growth and sustainability.

- **Continuous Improvement**: Driven by our commitment to excellence, we respond to changing market dynamics. We continually strive to improve our performance to better anticipate and address the talent needs of employers and the employment and skills needs of job seekers and workers. We identify, measure and replicate success.

- **Integrity**: We fulfill our mission with honesty and accountability and strive in every decision and action to earn and protect the public trust.

- **Talent Focus**: We believe in the power of talent to advance every enterprise and open the door to life-enhancing economic opportunities for individuals, businesses and communities. Our commitment is to make talent Florida’s key competitive asset.

- **Purpose-Driven**: Our work is meaningful and through it, we can inspire hope, achievement and economic prosperity in the lives of the customers we serve.

**VISION** is a “to be” statement for the system. A simple, clear description of our compelling aspiration. The brand vision is intentionally aspirational; it is high-reaching and reflective of a goal not only for the system but for everyone it touches.

Florida will be the global leader for talent.

**MISSION** is a succinct description of the work we will do to achieve the vision. This is what we get up every day thinking about. It directly informs our structure, staffing and design of our operations and is the most visible to the market.

The Florida Workforce System connects employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity.
**ESSENCE** is the emotional component of the brand and captures what we want employers and job seekers to feel about us, voiced in their first person. It's the feeling we want people to have when they think of the Florida Workforce System.

**Employer** — "I have a partner who understands my business and is consistently focused on my success. This partner speaks my language, understands my industry and plays an integral role in developing and sustaining my greatest asset — my workforce. I value and trust this partner and tell others to do the same."

**Job Seeker/Worker** — "I know that I am supported by professionals who believe my success and career advancement are their highest priorities. They are knowledgeable, compassionate and action-oriented. Their expert guidance is always delivered with dignity and respect."

**POSITIONING** is what we want said about us and how we want to be positioned in the marketplace. Brand positioning keeps us on course and clear about the experience we create for employers and job seekers.

Florida's Workforce System is an essential catalyst for the state's Talent Supply System and a recognized and relevant resource for business.

The system is driven by both private-sector and public-sector leadership to respond to the employment and training needs of businesses, job seekers and workers.

Along with partners in industry, education, economic development and community development, workforce leaders and professionals seek to align the talent development needs of Florida businesses and job seekers, cultivate a highly skilled workforce, and provide access to training, education, employment and career advancement opportunities for Floridians.

**PROMISE** is the implicit contract between the workforce brand and the job seeker, employer or stakeholder. It's clear, concise and unique to the Florida Workforce System. It is a basis for making deliverable decisions: At each key decision point, we should ask, "Does this deliver on our promise?"

Florida’s Workforce System promises a dedicated team of professionals who possess an understanding of your needs. Uniquely positioned, we offer assets, expertise and effective partnerships to deliver seamless and efficient services, demonstrate our value to all customers through results and drive economic priorities through talent development.

**PLATFORM** is the “Big Idea” for the brand; not the ad copy, but what it points to.

World-Class Talent Development to Meet Current and Future Needs of Florida Employers
PERSONALITY is our brand's attitude, style and voice as stated in its own first-person voice.

I am confident in my ability to make a positive contribution to Florida businesses and a significant difference in the lives of the job seekers and workers I serve. My work is important and I approach it with respect and passion.

I am driven by the opportunity to link employers with people who can make them successful and profitable. I have extensive experience and know how to get things done.

I understand the industries I serve and recognize the varying needs and expectations of companies doing business here. My network of relationships with educational institutions as well as economic development and community organizations make me a well-informed, high-performance partner. I will not stop until I have filled the last open position and helped every job seeker find meaningful employment.

Though I am part of a unified workforce system, which brings greater clarity and visibility to those seeking to connect with me, I am empowered to customize strategies and solutions that address unique workforce challenges and needs.

I believe in my contributions to our economy and know that if I am doing my job well, Florida will be more competitive and a top destination for business.

PILLARS are solid, defined concepts that support the brand. Action-oriented, these words galvanize the system behind the brand and tell us how to deliver on our promises.

Collaborate – Innovate – Lead
Statewide Universal Brand

Q&A

Q: What is changing?

More than 125 entities will transition to a single, unified brand identity for Florida’s workforce system. Workforce Florida Inc., the state’s 24 regional workforce boards and nearly 100 one-stop career centers will change their names and logos to align with the statewide CareerSource Florida brand.

Workforce Florida, the statewide workforce investment board, will become CareerSource Florida. Each regional workforce board and their career centers will assume regional brand names using “CareerSource” followed by a regional identifier, e.g. CareerSource Escarosa, CareerSource North Florida and CareerSource Palm Beach County. The entire statewide workforce system will be referred to as the CareerSource Florida System.

Q: When is the universal brand change occurring?

The new CareerSource Florida brand will formally launch statewide in early 2014.

Q: Why is the brand change occurring?

The Regional Workforce Boards Accountability Act of 2012 called for Florida’s workforce system to evaluate the means to develop a single, statewide universal brand with the goal of better serving Florida job seekers and businesses, who according to extensive market research currently have a low awareness of the publicly funded employment and training services and resources available to assist them.

With their new common brand, workforce boards and career centers will be more visible locally and across the state, helping to drive greater awareness, understanding and use of resources available to assist job seekers (from entry-level to professional) and employers.

Q: How is the CareerSource Florida rebranding being financed?

In May, when it unanimously approved CareerSource Florida as the new statewide unified brand for Florida’s workforce system, the Workforce Florida Board of Directors also approved the use of federal funding – appropriated to the state board for innovative workforce solutions that improve services to employers and job seekers – to assist with system-wide rebranding costs. Regional workforce boards will receive funding to assist with
transition-related costs such as new signage, business stationary printing and website updates to reflect the universal brand. The funding ranges from $47,500 for small regions to $77,500 for large regions. In addition, the board also approved funding for Workforce Florida to create system-wide implementation resources that will save boards time and money, such as shared templates for business cards, websites, brochures and an internal brand orientation program for workforce professionals. Workforce Florida has committed $408,000 to support the development of system-wide universal tools and resources, which will further aid in delivering greater brand clarity and consistency.

Q: How will the rebranding create opportunities for efficiencies?

Moving to a common and clear brand identity and away from the current, fragmented system with more than two dozen different names will allow the workforce system to better reach, resonate and mobilize businesses and job seekers to use Florida’s employment and training resources. The new CareerSource Florida common brand positions the system to seek greater opportunities for shared resources, such as cooperative advertising buys, and other efficiencies to leverage public outreach efforts and resources regionally and statewide.

Q: How will the rebranding help job seekers and businesses?

Florida’s current system is fragmented, with numerous brands and identities that have resulted in a high lack of awareness across the state about the publicly funded employment and training services and resources available to connect job seekers and employers. In a statewide survey of Florida employers, only 25 percent indicated they were aware of and knowledgeable about workforce system services to businesses.

By bringing a higher level of brand consistency to the entire system and providing shared tools and resources, Florida workforce boards can strengthen our focus on our primary mission: connecting employers with qualified, skilled talent and Floridians with employment and career opportunities.

Q: How was the CareerSource Florida brand developed?

The new universal brand was developed through a highly collaborative statewide process that included 27 focus groups in 10 cities and statewide surveys of job seekers, workers and employers. The new name and logo were the overwhelming top choice of job seekers and employers in a statewide market test of proposed brand names and logos. More than 1,500 Floridians including leaders from all 24 regional workforce boards directly contributed to the brand development.

Q: Are there other states that have common brands for their workforce system?

Yes. Florida appears to be the first state to align its state board, regional boards and career centers through a universal brand — again distinguishing itself as a national leader and model. However, several states including
California, Illinois, Kentucky, Maryland, Ohio, South Carolina and Texas have commonly branded their local workforce boards and/or statewide network of career centers. Virginia recently launched a statewide workforce branding initiative.

For more information about the CareerSource Florida brand, including a look at new aligned brand names and logos system-wide, visit workforceflorida.com/careersourcefl.
It's Official

All 24 Regional Workforce Boards Adopt CareerSource Florida Aligned Names

Congratulations to all 24 regional workforce boards on selecting and receiving approval for your new CareerSource Florida regional brand name. For a look at the logos for the entire CareerSource Florida brand family "before and after," click here.

A new day is coming for Florida's workforce system with the transition to the new statewide unified brand, CareerSource Florida. Those regions that demonstrate leadership through timely implementation of the new brand may be eligible for incentive funding early next year.

In August, the Workforce Florida Board of Directors approved $1 million in incentives for branding implementation available to regional workforce boards that achieve a set of critical milestones, including the selection of a Brand Champion, the development of a regional brand implementation plan and branded outreach materials and local delivery of the internal brand orientation program.

The incentives are in addition to funding already provided by Workforce Florida to regional workforce boards to help offset brand transition costs. The branding implementation incentive funds may be used for any allowable Wagner-Peyser program costs that comply with federal and state guidelines.

"To fully maximize the power of our new brand, we must execute our transition as an integrated, statewide system," said Britt Sikes, chair of Workforce Florida's Performance Council. "The performance incentives are designed to encourage a collaborative, timely effort among all regions and the state."

More details on the branding implementation incentives criteria is available here.
Branding Updates

We’ve made tremendous progress in moving our unified brand toward activation. Check out these priority updates:

**Brand Standards Manual**

Following release of the Brand Standards Manual in August, we received outstanding feedback from regional partners across the state that resulted in several substantial modifications to the standards. Among the changes, you’ll see an apparel exception for use of color logos, additional flexibility for creating new or transforming existing websites to reflect the unified brand, adjustments to photography guidelines, and the addition of a new "Contents" section to clearly outline how CareerSource Florida brand names should be used editorially. Also included in the manual, which is chock full of information on how to use (and not use) our new logos and their graphic elements, are time-saving and money-saving templates for brand collaterals such as business cards, letterhead, websites and samples of branded informational items and other branded materials such as a trade show display.

A regional partners working group assisted Workforce Florida and Team IDEAS in developing the new website standards, which apply to state and local websites. We would like to thank those working group members for their leadership and assistance:

Bruce Ferguson, WorkSource
Mason Jackson and Mark Klinewicz, WorkForce One
Charlie Howell and Robin King, Center for Business Excellence
Laura Byrnes, Workforce Connection

Special thanks also to those who provided feedback and posed questions about the initial standards. Your input was of great value and helped make the manual even better. Click [here](#) to access the latest Brand Standards Manual.

**Brand Implementation Plan**

Together with our regional and state workforce partners, we've developed a Statewide Brand Implementation Plan to guide state and regional communications professionals through brand planning, preparation and launch. The plan includes a basic Q&A, gives some historical perspective on how we arrived at this point, and profiles the key stakeholders that we care about and must communicate with during this brand transition process. Most importantly, it includes a strategic plan that outlines the most critical strategies we must address during brand implementation, along with timelines. Haven't seen a copy? Click [here](#) to download.
Online Brand Portal
Our work continues on this important tool that will house all our brand assets – from logos and design templates to plans and media materials. Once it's been programmed and launched, you will receive a link to the password-protected site and information on how you can access this new and important resource. We've also created a feedback/question area if you have trouble accessing a file or simply have a question about implementation. Until the portal is complete, logos, templates and other resources will be accessible via temporary sites and specific instructions will be provided detailing where you can go to find what you need. Watch for the new Online Brand Portal soon!

System Introductory Video
The reaction to our initial CareerSource brand video has been phenomenal and it's been a terrific tool in sharing our brand announcement with our partners and other stakeholders throughout the state. Building on that success, we are in the process of developing a second video for external stakeholders to educate them about the services available to job seekers and employers anywhere in the state and to introduce our new brand. This new video will be part of the statewide toolkit we'll make available to workforce partners prior to our official launch.

Internal Brand Orientation Program
The eLearning course, CareerSource Florida: Living the Promise Together, is in full production. A draft of the product, complete with videos and stories from our colleagues, will be previewed during the upcoming Workforce Florida Board meetings in Daytona on Wednesday, November 6. This 30-minute experience will allow all team members in the Florida workforce system to learn the story of how our new brand was created, a bit more about what our brand charter means, and how to live our values everyday so, together, we can fulfill our promise. The course will be available in December via DEO’s Adobe Connect portal.

Why can't we start using our new CareerSource Florida regional brand name right now?
As much as we’d all like to flip a switch and become CareerSource Florida overnight, there are too many
moving parts that require time to execute. These tasks range from new business stationary, signage and websites to developing other branded outreach materials and delivering an internal brand orientation to frontline professionals who most often provide the first tangible expression of our new brand. It's critical that we all launch within the same tight timeframe to achieve maximum impact and awareness among the people and organizations most important to us.

As a system and at state and regional levels we will not officially begin using the CareerSource Florida brand until our public launch in the first quarter of 2014. Until that time, the state and 24 regions should not replace their name, logo or graphics/colors with the new CareerSource Florida assets in any external advertisements, printed materials, websites, forms, brochures, business cards, etc. Regions may introduce the name and logo when communicating about "coming changes," but the new platform shouldn't be applied to any materials until the official roll-out.

Have a question? Submit it to lorri@twsquared.com.
## WORKFORCE FLORIDA BOARD of DIRECTORS
### 2013-2014 Executive Committee & Board Councils

### Executive Committee

<table>
<thead>
<tr>
<th>Chairperson</th>
<th>Vice Chairperson</th>
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<tr>
<td>Dwayne Ingram</td>
<td>Jennifer Grove</td>
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<td>Kevin Doyle</td>
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<td>Ed Moore</td>
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<td>Andy Perez</td>
<td>Ric Shriver</td>
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<td>Britt Sikes</td>
<td>Rodney Wickham</td>
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### Finance & Efficiency Council

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<td>Andy Perez</td>
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<td>Bob Campbell</td>
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<td>Ben Grzesik</td>
<td>Randy Hanna</td>
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<td>Bill Johnson</td>
<td>Maria Rodriguez</td>
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<td>Mike Tomas</td>
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<td>Raymond Russell</td>
<td>Chipola Regional Workforce Development Board/Region 3</td>
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### Global Talent Competitiveness Council

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<td>Ric Shriver</td>
<td>Leslie Ingram</td>
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<td>Brittany Birken</td>
<td>Duane De Freese</td>
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<td>Rick Matthews</td>
<td>Ed Moore</td>
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<tr>
<td>Linda Sparks</td>
<td>Commissioner Pam Stewart/Rod Duckworth</td>
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<td>Al Stimac</td>
<td>Secretary Wansley Walters/Christy Daly</td>
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<tr>
<td>Darlene Goddard</td>
<td>Workforce Connection/Region 10</td>
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### Performance Council

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<td>Britt Sikes</td>
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<td>Matthew Falconer</td>
<td>Don Gugliuzza</td>
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<td>Eli Hurst</td>
<td>Secretary Esther Jacobo/Mike Carroll</td>
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<td>Bill Law</td>
<td>Linda Reiter</td>
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<td>Steven Sonenreich</td>
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<td>Denise Breneman</td>
<td>Center for Business Excellence/Region 11</td>
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* Regional Workforce Board Representative
WORKFORCE FLORIDA BOARD of DIRECTORS

DRAFT 2013-2014 SCHEDULE OF BOARD, EXECUTIVE COMMITTEE & COUNCIL MEETINGS

(Subject to change – all times ET)

**January 2014**

Executive Committee Teleconference  
Wednesday, January 15, 2014  10 – 11 a.m.

**February 2014**

Councils/Committee Meetings  
Tallahassee  
Wednesday, February 19, 2014  8 a.m. – 5 p.m.

Councils/Board of Directors  
Tallahassee  
Thursday, February 20, 2014  8 a.m. – 5 p.m.

**April 2014**

Executive Committee Teleconference  
Wednesday, April 16, 2014  10 – 11 a.m.

**May 2014**

Councils/Committee Meetings  
Orlando  
Tuesday, May 20, 2014  8 a.m. – 5 p.m.

Councils/Board of Directors  
Orlando  
Wednesday, May 21, 2014  8 a.m. – 5 p.m.

**July 2014**

Executive Committee Teleconference  
Wednesday, July 16, 2014  10 – 11 a.m.

**August 2014**

Council/Committee Meetings  
TBD  
Wednesday, August 27, 2014  8 a.m. – 5 p.m.

Councils/Board of Directors  
TBD  
Thursday, August 28, 2014  8 a.m. – 5 p.m.

**October 2014**

Executive Committee Teleconference  
Wednesday, October 15, 2014  10 – 11 a.m.

**November 2014**

Councils/Committee Meetings  
TBD  
Wednesday, November 19, 2014  8 a.m. – 5 p.m.

Councils/Board of Directors  
TBD  
Thursday, November 20, 2014  8 a.m. – 5 p.m.
**Daytona International Speedway**

The Daytona International Speedway opened in 1959 and has since been the home of the Daytona 500, the most prestigious race in NASCAR. The approximately 500-acre motorsports complex is the world’s third largest single lit outdoor sports facility and boasts the most diverse racing schedule on the globe, thus earning it the title, “World Center of Racing.” In addition to eight major weekends of racing activity, the facility is consistently used for events including civic and social gatherings, car shows, photo shoots, production vehicle testing and police motorcycle training.

The Speedway and the Daytona 500 together boast an annual economic impact of $1.9 billion, creating more than 32,000 jobs, $856 million in labor income and more than $155 million in tax revenue. Currently, more than 60 percent of Daytona 500 attendees travel from outside of Florida, and more than half of them stay five or more nights in Florida during their visit.

Since it was built, the Speedway has been renovated three times, with the infield renovated in 2004, and the track repaved in 1978 and 2010. In January 2013, plans were released for “Daytona Rising,” a $400 million overhaul of the facility. The project, which broke ground in July 2013, will add five expanded and redesigned entrances and lead fans to a series of escalators and elevators, transporting them to three different concourse levels.

More importantly, the overhaul is expected to add 6,300 new jobs, more than $300 million in labor income and more than $85 million in new federal, state and local tax revenue during construction. In addition to the Speedway’s current, substantial economic impact, Daytona Rising is expected to result in more than $1.6 billion annually in ongoing total economic benefit to the state of Florida, $645 million of which is projected to be labor force related. Ongoing federal, state and local tax revenues are anticipated to be more than $241 million annually.

When the redevelopment is complete, Daytona International Speedway will have about 101,000 permanent seats, twice as many restrooms and three times as many concession stands. The Speedway also will feature more than 60 luxury suites with track side views and a completely revamped hospitality experience for corporate guests. The project is expected to be complete in 2016.
**Daytona Beach NextGen Test Bed**

NextGen is the modernization of the National Airspace System to address the nation’s need for increased airspace capacity and efficiency. The intended results of this effort include a reduction in fuel consumption, carbon emissions, noise footprint, and travel time—and will directly benefit consumers.

Embry-Riddle Aeronautical University’s (ERAU) Daytona Beach, Florida campus is located next to Daytona Beach International Airport, the location of the Next Gen Test Bed—the test bed for the FAA’s Next Generation Air Transportation System. Because of its reputation, experience, resources, and expertise, ERAU is well equipped to evaluate the integration of existing and emerging technologies to create a seamless system in which aircraft, airlines, airports, and the Federal Aviation Administration (FAA) share a unified information repository and alert mechanism to enhance safety, security, and efficiency. The NextGen Test Bed provides a robust platform where integration and testing takes place without affecting day-to-day air traffic operations.

The nation’s air-traffic system currently handles more than 750 million passengers a year on more than 13 million flights. By 2015, the FAA estimates that more than 1 billion passengers a year will travel on more than 15 million commercial flights.

Integrating the innovations created through NextGen will lead to a number of benefits including:

- **Increased Safety.** NextGen technology will provide pilots with real-time information giving them situational awareness on the ground and in the air, significantly reducing the risk and incidents of on-airport and midair collisions, landing and takeoff accidents, and terrain and turbulence encounters.

- **Fewer delays.** NextGen is designed to significantly reduce flight time along more efficient flight paths. Reduced flight times and efficient trajectories translate into fewer delays, decreased engine operation, greater fuel efficiency, a smaller noise imprint, and fewer emissions.

- **Reduced costs.** Costs for fuel and maintenance rise when planes idle on taxiways or circle in holding patterns. In 2007, delayed flights consumed about 740 million gallons of jet fuel, totaling $1.6 billion in extra fuel bills. Increased efficiencies in surface and air management reduce these costs.

- **Less Pollution.** More than 7.1 million metric tons of carbon dioxide were emitted last year due to flight delays across the country. Fewer delays will result in a smaller environmental impact.