



**FEDERAL PROGRAMS:
WORKFORCE INVESTMENT ACT (WIA) AND
RELATED WORKFORCE PROGRAMS**

**PROGRAM YEAR
2013-2014**

**SUBMITTED: NOVEMBER 14, 2014
AMENDED: MAY 29, 2015
CAREERSOURCE FLORIDA.COM**



TABLE OF CONTENTS

INTRODUCTION	5
Governance and Service Delivery Structures under the Workforce Investment Act	5
Accolades	9
A Closer Look at Florida Successes	10
Florida’s Workforce System	14
ACCESS TO FLORIDA’S WORKFORCE SERVICES AND RESOURCES	16
Career Centers: The “Bricks-and-Mortar Front Door” for Workforce Services	16
Employ Florida Marketplace	17
CAREERSOURCE FLORIDA – STRATEGIC GOALS AND OBJECTIVES	17
CareerSource Florida Governance Including Board and Council Priorities, Initiatives and State Level Activities	20
Executive Committee	22
Global Talent Competitiveness Council	22
<i>Global Talent Competitiveness Council Priorities</i>	<i>24</i>
<i>Youth State-level Initiatives</i>	<i>31</i>
<i>Quick Response Training (QRT) & Incumbent Worker Training (IWT) Initiatives</i>	<i>35</i>
Performance Council	38
Finance and Efficiency Council	40
<i>CareerSource Florida - Enhanced Efficiency, Sharpened Focus</i>	<i>42</i>
Outreach to Employers and Job Seekers	43
<i>EmployFlorida.com - Online Workforce Services and “Virtual One-Stop”</i>	<i>43</i>
STATE WORKFORCE PERFORMANCE	46
Accountability and Continuous Improvement	46
WIA Performance Measures	50
Local Performance	51
Customer Satisfaction Surveys	52
STATE EVALUATION ACTIVITIES AND INCENTIVE POLICY	53
Overall Description and Background	53
<i>Florida Education and Training Placement Information Program (FETPIP)</i>	<i>53</i>
<i>State “Balanced Scorecard” Report</i>	<i>54</i>
<i>State Longitudinal Measures — “Tier Measures”</i>	<i>55</i>
<i>Job Placement Report</i>	<i>57</i>

<i>Economic Security Report of Employment and Earning Outcomes</i>	57
<i>Regional Performance Reviews</i>	57
<i>State Incentive Policy</i>	58
<i>State Performance Improvement Plan (PIP) Policy</i>	58
COST OF WORKFORCE INVESTMENT ACTIVITIES	58
Expenditure Levels	58
<i>Cost of Program Activities Relative to Effect</i>	59
<i>Use of Individual Training Accounts (ITAs)</i>	61
<i>State-Level Discretionary Funding</i>	62
Federal Waivers	63
WORKFORCE INVESTMENT ACT PROGRAMS AND INITIATIVES	65
Labor Market Information	67
Rapid Response Funding for Regional Workforce Boards	70
Youth Programs and Initiatives	72
Reemployment Services	74
National Emergency Grant (NEG)	75
Veterans' Programs and Initiatives	76
Wagner-Peyser Programs	80
Targeted Populations	83
Welfare Transition and Supplemental Nutrition Assistance Program (SNAP)	89
State-Level Programs	93
LOOKING AHEAD	95
APPENDIX OF TABLES	97

CareerSource Florida 2013-2014 Annual Report

Appendix

Exhibits

Exhibit 1	– Map of CareerSource Florida Network
Exhibit 2	– Florida’s Common Measures – PY 2013-2014 Goals
Exhibit 3	– 2013-2014 WIA Participants/Exiters
Exhibit 4	– State WIA Statewide Common Measures Performance 2013-2014
Exhibit 5	– Regional Workforce Board WIA Performance PY 2013-2014
Exhibit 6	– PY 2012-2013 Balanced Scorecard Measures (4 th Quarter Report)
Exhibit 7	– PY 2013-2014 WIA Expenditures Per Positive Outcome
Exhibit 8	– Use of Individual Training Accounts (ITAs) – WIA Adult and Dislocated Worker Programs Combined PY 2013-2014

Federal Workforce Investment Act Annual Report, Supporting Tables, and Required WIA Tables

Table 1	– Definitions for WIA Performance Measures
Table 2	– State WIA Performance
Table 3	– Definitions - Balanced Scorecard Report Measures
Table 4	– Program Year 2013-2014 Adult WIA Expenditures
Table 5	– Program Year 2013-2014 Dislocated Worker WIA Expenditures
Table 6	– Program Year 2013-2014 Youth WIA Expenditures
Table 7	– Use of Individual Training Accounts WIA Adult & Dislocated Worker Combined
Table 8	– State-Level WIA Rapid Response

Federal WIA Annual Report Performance Data – Tables A through O

Table A	– Customer Service Satisfaction
Table B	– Adult Program Results At-a-Glance
Table C	– Statewide Outcomes for Adult Special Populations
Table D	– Statewide Other Outcomes for the Adult Program
Table E	– Statewide Dislocated Worker Program Results At-a-Glance
Table F	– Statewide Outcomes for Dislocated Worker Special Populations
Table G	– Statewide Other Outcome Info for Dislocated Worker Program
Table H.1	– Statewide Youth (14-21) Results
Table H.2	– Statewide Older Youth (19-21) Results
Table I	– Statewide Outcomes for Older Youth Special Populations
Table J	– Statewide Younger Youth (14-18) Results
Table K	– Statewide Outcomes for Younger Youth Special Populations
Table L	– Other Reported Statewide Information
Table M	– Statewide Participation Levels
Table N	– Cost of Program Activities
Table O	– Performance by Region

FEDERAL PROGRAMS: WORKFORCE INVESTMENT ACT (WIA) RELATED WORKFORCE PROGRAMS

INTRODUCTION

Governance and Service Delivery Structures under the Workforce Investment Act

Consistently ranked as one of the most innovative in the nation, Florida's workforce system is business- and purpose-driven to help Floridians enter, remain and advance in the workforce while strengthening the state's business climate. That unwavering focus and the imperative of a rapidly changing global economy inspired a major transition for our workforce system in Fiscal Year (FY) 2013-2014. On February 10, 2014, Workforce Florida, Inc., Florida's 24 regional workforce boards and the nearly 100 career centers they direct launched their new brand identity as the CareerSource Florida network. Thus, Workforce Florida, Inc., d/b/a CareerSource Florida, became the first state in the country to achieve a unified brand, charter and logo for all of its state and regional workforce development boards and career centers. More information on Florida's comprehensive, collaborative rebranding initiative and implementation is included later in this report.

The Florida workforce system employs a governance model, state statute and strategic plan that work in tandem, incorporating workforce-related services, traditional federally funded employment and training programs, welfare reform and specialized state funded programs. Florida's Workforce Innovation Act was expressly drafted to be compatible with, and build upon, the provisions of the federal Workforce Investment Act (WIA) and workforce programs funded through the U.S. Department of Labor (USDOL).

Job opportunities remain the central focus of Governor Rick Scott's administration, and the state workforce system has benefited from the heightened interest of and attention paid by Florida's leaders. Florida's workforce system is recognized and relied upon as a critical and leading component of the state's economic development infrastructure, helping to drive competitiveness and achieve a stronger economic future for the state.

The results are evident in Florida's economic trajectory, which continues at an impressive rate. Unemployment has fallen from a high of 11.1 percent during the recent recession to 6.2 percent in June 2014. Since December 2010, Florida's private-sector businesses added 620,700 jobs for Florida families. The number of jobs in Florida was 7,800,000 in June 2014, up 237,500 compared to a year ago. June 2014 was the 47th consecutive month with positive annual job growth after the state lost jobs for more than three years.

The industry gaining the most jobs was trade, transportation, and utilities (+52,500 jobs, +3.3 percent). Other industries gaining jobs included professional and business services (+45,300 jobs, +4.1 percent); construction (+41,700 jobs, +11.5 percent); leisure and hospitality (+39,500 jobs, +3.8 percent); private education and health services (+34,100 jobs, +3.0 percent); financial activities (+10,300 jobs, +2.0 percent); other services (+5,500 jobs, +1.8 percent); manufacturing (+5,200 jobs, +1.6 percent); government (+1,900 jobs, +0.2 percent); and information (+1,300 jobs, +1.0 percent).

Strategic Direction, Planning, and Performance: CareerSource Florida has been at the forefront nationally in establishing visionary goals, innovative program initiatives and aspirational performance

standards to advance Florida's workforce system. As Florida's economic development landscape has undergone considerable and positive change, CareerSource Florida has worked to ensure that the system's strategic focus continues to align with state economic development priorities to advance job creation and retention and further improve collaboration, efficiency and effectiveness.

CareerSource Florida's 2010-2015 Statewide Strategic Plan for Workforce Development, *Creating the Strategies for Today's Needs and Tomorrow's Talent*, guides workforce strategies and investment. The strategic plan has been regularly revisited to ensure continued alignment and make revisions as needed. As defined in *Creating the Strategies for Today's Needs and Tomorrow's Talent* and included in Florida's Five-Year Integrated Strategic Plan to USDOL, strategic goals for the state's workforce system are as follows:

- World-class service to Florida's target industry clusters
- World-class service to Florida's infrastructure innovators
- Top national and state leadership for demand-driven solutions
- An aligned, responsive, jointly engaged talent supply system
- Outstanding business communications and intelligence for performance and accountability
- Dedicated commitment to change management and transformation

The following CareerSource Florida network goals were implemented by the state workforce system in 2013-2014:

- 50,000 placements monthly
- Meet or exceed federal common measures
- Double employer penetration
- Statewide implementation and public launch of the workforce system's new unified brand, CareerSource Florida

This annual report provides performance outcome data and other reporting required by federal WIA law covering services and programs funded through WIA, Wagner-Peyser (WP) and related programs under USDOL jurisdiction.

Under the 2014 Workforce Innovation and Opportunity Act (WIOA), states also will now submit a four-year State Unified Strategic Plan (March 2016). Florida's strategic planning process over the past several years has resulted in a number of priority initiatives which provide Florida advanced positioning to implement the following key components of WIOA reform:

- Align federal investments to support job seekers and employers;
- Strengthen the governing bodies that establish state, regional and local workforce investment;
- Help employers find workers with the necessary skills;
- Align goals and increase accountability and information for job seekers and the public;
- Foster regional collaboration to meet the needs of regional economies;
- Target workforce services to better serve job seekers; and,
- Improve services to individuals with disabilities.

Governance: In Florida, the primary roles in WIA-related governance and service delivery in Program Year (PY) 2013-2014 were as follows:

- **State Workforce Investment Board** (WIA Section 111): Dwayne E. Ingram serves as the CareerSource Florida Board Chairman, having been appointed to the position in 2011 by Governor Rick Scott. Chris Hart IV serves as President and CEO. For more information, please go to www.careersourceflorida.com.
- **State-level Administrative/Fiscal Agency** (WIA Sections 132, 303, etc.): The Florida Department of Economic Opportunity (DEO) is led by Executive Director Jesse Panuccio. More information is available at www.floridajobs.org.
- **Local Workforce Investment Boards** (WIA Section 117): Florida's 24 regional workforce boards (RWBs) and the areas they serve are shown in the map in Exhibit 1 and are listed at www.careersourceflorida.com.
- **One-Stop Delivery System** (WIA Section 121): Florida's network of nearly 100 career centers, part of the American Job Centers network, is listed at www.employflorida.com.

Florida's workforce system is a collaborative, outcome-oriented system, providing state guidance and oversight while embracing policy and process development to help ensure local flexibility as well as state and local alignment. The CareerSource Florida network offers assets, expertise and effective partnerships to deliver seamless and efficient services, demonstrate value to all customers through results and drive economic priorities through talent development.

CareerSource Florida, as the state's workforce policy and investment board, helps facilitate these successful outcomes by connecting employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity. CareerSource Florida is a not-for-profit corporation governed by a board of directors which includes public and private members charged with setting policy and allocation of funding for Florida's workforce system.

The Department of Economic Opportunity (DEO) is the Governor's agency for workforce programs and is the administrative and fiscal entity created by Chapter 445, Florida Statutes, for this purpose. The agency receives and accounts for federal funds on behalf of the workforce system, is responsible for financial and performance reports which are provided to USDOL and other federal organizations, distributes workforce guidance and policy initiatives, provides training and technical assistance to Florida's regional workforce boards, monitors its sub-recipients and provides other administrative duties. DEO also operates Florida's Reemployment Assistance Program (previously known as unemployment compensation), and Labor Market Information Program as well as a number of other programs and initiatives.

Florida's 24 Regional Workforce Boards (RWBs) have service delivery areas that are closely aligned with the state's community college system. The regional workforce boards (also known as local boards or regional boards) provide a coordinated and comprehensive delivery of local workforce services directed by business-led boards of directors. The regional boards focus on strategic planning, policy development and oversight of the local workforce investment system within their respective areas. Some local boards also serve as direct service providers, managing their region's career centers. Business and labor have an immediate and direct stake in the quality of local workforce services. Their active involvement is key to the provision of essential data relating to in-demand skills, available jobs, expanding career fields and the identification and development of programs that best meet the needs of local employers and job seekers.

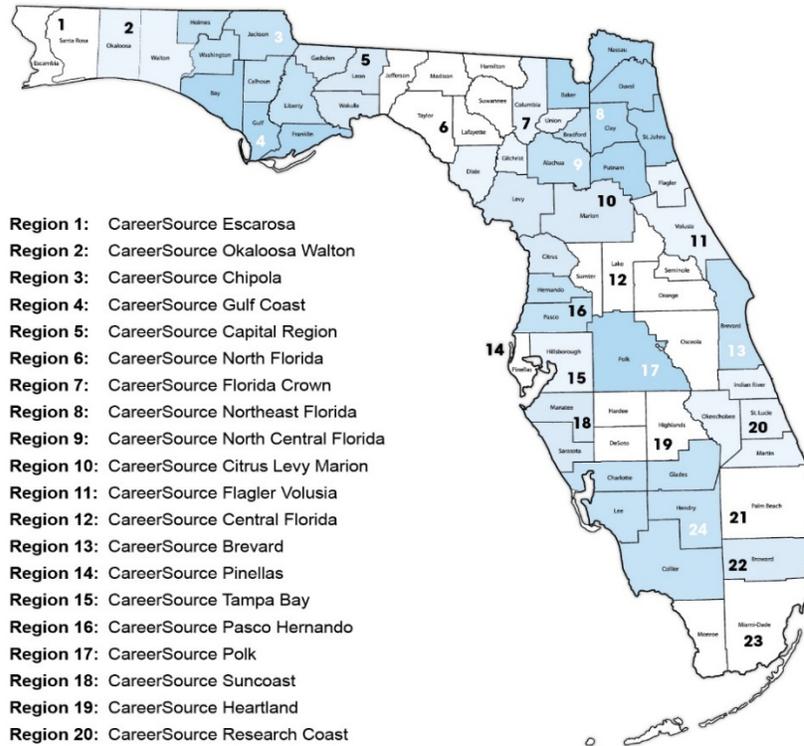
CareerSource Florida, at the state level, and regional workforce boards, at the local level, are where business influences workforce policy and investment in collaboration with public-sector leadership. By working closely with stakeholders in business, education and economic development, CareerSource Florida and its state and local partners can develop and deliver effective, market-relevant workforce solutions that drive economic growth and sustainability.

Exhibit 1

Florida's 24 Regional Workforce Boards



CAREERSOURCE FLORIDA NETWORK



- Region 1:** CareerSource Escarosa
- Region 2:** CareerSource Okaloosa Walton
- Region 3:** CareerSource Chipola
- Region 4:** CareerSource Gulf Coast
- Region 5:** CareerSource Capital Region
- Region 6:** CareerSource North Florida
- Region 7:** CareerSource Florida Crown
- Region 8:** CareerSource Northeast Florida
- Region 9:** CareerSource North Central Florida
- Region 10:** CareerSource Citrus Levy Marion
- Region 11:** CareerSource Flagler Volusia
- Region 12:** CareerSource Central Florida
- Region 13:** CareerSource Brevard
- Region 14:** CareerSource Pinellas
- Region 15:** CareerSource Tampa Bay
- Region 16:** CareerSource Pasco Hernando
- Region 17:** CareerSource Polk
- Region 18:** CareerSource Suncoast
- Region 19:** CareerSource Heartland
- Region 20:** CareerSource Research Coast
- Region 21:** CareerSource Palm Beach County
- Region 22:** CareerSource Broward
- Region 23:** CareerSource South Florida
- Region 24:** CareerSource Southwest Florida

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Accolades

Florida's workforce system is a national model for innovation and has continued its record of accomplishment with top rankings and national recognitions including:

- Winner of the 2014 *State Excellence Award for Leadership* (SEAL) from the National Association of State Workforce Agencies (NASWA). The SEAL Award is a top honor bestowed annually by NASWA in recognition of a workforce-related program, project or initiative that is innovative and addresses a challenge requiring collaboration and resulting in significant service and/or

performance improvement. Florida's CareerSource Florida 2013-2014 branding initiative was judged to be the top national workforce initiative for 2014.

- No. 2 in *Chief Executive's* annual survey of best states for business for the third year in a row, based on several factors including workforce quality.^[1]
- Top-3 workforce ranking in CNBC's annual *America's Top States for Business* report. The annual study examines multiple categories including workforce, looking at indicators such as education level and success of worker training programs in placing participants in jobs. As a testament to its workforce quality and the efforts of its continually aligned workforce, education and economic development systems, Florida ranked No. 4 in 2013, No. 3 in 2012, No. 3 in 2011, No. 1 in 2010, No. 3 in 2009 and No. 1 in 2008.
- For 2013, *Business Facilities* magazine lists Florida as No. 4 in the nation for Workforce Training.

A Closer Look at Florida Successes

Florida's strong track record as a national workforce leader stems from its ability to align the training and job search needs of job seekers with the talent demands of employers of all sizes throughout the state. The state and local partners of the CareerSource Florida network are committed to its mission to connect employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity. Here are a few examples:

Doubling Service to Employers: Consistent with its values of being business-driven and focused on continuous improvement, the CareerSource Florida network provided services to more than 101,300 employers during the fiscal year that ended June 30, 2014. This total is more than double the market penetration for employers that was achieved a year ago (nearly 43,000 employers) and also represents an all-time high since the network began measuring its service to businesses in 2000.

Common Measures - Exceeding Expectations: As one of the states utilizing Common Measures, Florida's workforce system prioritizes the establishment of high performance standards with continuing improvement to promote excellence in providing state and local workforce services. Florida has set aggressive goals in recent years while also recognizing the importance of attainable goals that serve both our business and job-seeking customers. At the end of FY 2013-2014, the CareerSource Florida network met all 12 federal Common Measures and exceeded requirements in three measures. The state board's action to provide regional performance incentives for Common Measures and employer penetration during the past year accelerated positive results and has positioned Florida for continuous improvement in FY 2014-2015.

Collaborative Partnerships: The CareerSource Florida network finds great value in collaborative partnerships that allow us to expand our regional and statewide reach by leveraging the reach of our partners and of complementary initiatives to achieve high-impact results. Two such partnerships that

^[1] Chief Executive is a nationally recognized magazine that provides global economy coverage, business, and technology news among other business related topics. Each year they conduct an annual survey of the Best and Worst States for Business State Rankings.

continued to grow and provide value in FY 2013-2014 are the *Freight Moves Florida* initiative and the Family Café Annual Employment Expo for people with disabilities.

Freight Moves Florida: Created through a partnership of CareerSource Florida, Enterprise Florida, the Florida Chamber of Commerce and the Florida Department of Transportation, the *Freight Moves Florida* logistics portal at www.frieghtmovesflorida.com serves as a One-Stop shop for Florida trade and logistics information and resources.

The portal was launched in May 2013 as an interactive tool highlighting statewide and county-level freight facts, existing and planned multimodal infrastructure, workforce and career-opportunity information, potential business relocation and investment opportunities, logistics-related news and events and state training initiatives.

The *Freight Moves Florida* Steering Committee, comprising representatives from each partner organization, continued to work throughout FY 2013-2014 to update and maintain the portal, addressing the progression of workforce and economic development opportunities, international business strategy and multimodal transportation education and awareness. The steering committee meets on a consistent basis to discuss the progression of the portal, ensuring important aspects of industry advancement are addressed.

Family Café: The Family Café has been connecting Floridians with disabilities and their families with information, training and networking opportunities since 1998. With only 30 percent of working-age Floridians with disabilities employed, CareerSource Florida became a primary sponsor of this annual event two years ago to help connect job seekers and their families with employers. The 2014 Family Café drew more than 6,000 attendees and assistance from both CareerSource Florida and Department of Economic Opportunity staff as well as participation from at least five regional workforce boards ensured those seeking employment could access needed resources and potential employers.

Professional Development: An annual event since 2009, the Workforce Professional Development Summit for workforce professionals including executives within the CareerSource Florida network provides a critical opportunity to learn and reinforce best practices and innovative approaches to serving the businesses and citizens of Florida. The five-day summit in December 2013 saw extraordinary engagement from throughout the system, with 23 of 24 regions participating – 636 attendees at a training cost per person of less than \$156. The summit included 102 workshops built around results from DEO monitoring as part of the Statewide Strategic Training Plan in partnership with DEO. The leadership track of the summit included specific training opportunities focused on business services, communications, information technology and finance.

Quick Response Training – A Win for Employers and Employees: Florida’s Quick Response Training (QRT) grant program achieved a major milestone during the 2014 spring legislative session when the Florida state legislature approved and the Governor signed a \$12 million appropriation for a second consecutive fiscal year. During the 2014-2015 state budget year, the majority of the appropriation was moved from non-recurring to recurring state funds. This funding shift is in recognition of the success and growth of this performance-based partial reimbursement grant program which is structured to be flexible and responsive to the training needs of new or expanding businesses.

Examples of the value to both employees and employers of Florida’s QRT program announced in FY 2013-2014 include: A two-year talent team management initiative in which CareerSource Florida worked with Enterprise Florida, Inc., and other regional partners to assist Northrop Grumman Corporation in creating

1,800 new jobs that will pay an average annual salary of \$100,000; Verizon, through \$1.6 million in QRT grant money, trained 750 employees who will earn an average hourly wage of \$25; and Harris Corporation in Brevard County has 2,000 QRT trainees who earn an average hourly wage of \$36.

Floridatrainingolutions.com: In March 2014, CareerSource Florida launched a new website to enhance access to training resources, including its Quick Response Training and Incumbent Worker Training programs that help Florida companies find, develop and keep good employees. The new site, floridatrainingolutions.com, is designed as a single point of entry for employers.

The Florida Training Solutions site serves an important role in CareerSource Florida's efforts to connect businesses to training resources to increase their own competitiveness and, ultimately, the state's competitiveness as well. In addition to serving as a portal to CareerSource Florida training grants, the site connects visitors to valuable partner resources such as information about locally driven hiring and training resources, targeted industries and tax advantages for businesses relocating or expanding to Florida. There are also videos highlighting businesses and job seekers who have used CareerSource Florida training resources to advance their companies and careers.

Serving Those Who Served – By the Numbers: Providing employment and training services to Florida's military veteran population is a high priority for the CareerSource Florida network and Board of Directors. In the 2013-2014 program year, 29,795 veterans, or 57 percent of those assisted by Florida's workforce system, were reported to have entered employment.

A New Day – Launching the CareerSource Florida Network: After 15 months of research and development, Florida's workforce system launched its new statewide brand, CareerSource Florida, on February 10, 2014, in a move to better connect businesses with job seekers. Florida is the first state in the nation to achieve a unified brand and logo for all of its state and regional workforce development boards and career centers.

The rebranding effort began with the passage of Section 445.007(13), F.S., the *Regional Workforce Boards Accountability Act of 2012*, charging then-Workforce Florida with evaluating the means to establish a single, unified workforce system brand for the entire state. All 24 regional workforce boards participated with more than 1,500 workforce system leaders, staff and stakeholders, Florida consumers and employers contributing to the research and development of the new unified brand.

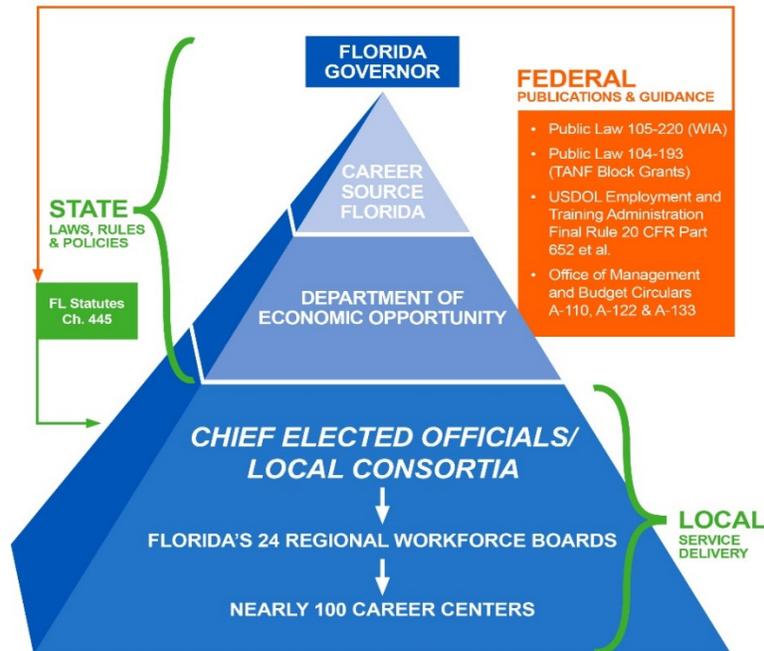


On May 22, 2013, the Workforce Florida Board of Directors unanimously approved the new name, CareerSource Florida logo and unified brand charter. The strategic public launch of the new brand in

February allowed for internal system preparation statewide including the development of new outreach materials, replacement of signage and training of workforce professionals, leaders and partners to understand and advance the brand promise — the system’s commitment to excellence — to customers and stakeholders.

Regional workforce boards are using a variation of the CareerSource Florida unified brand that employs a geo-locator to create a regional brand signature – for example, CareerSource Escarosa as the regional signature for the region formerly known as Workforce Escarosa, serving Escambia and Santa Rosa counties.

CAREERSOURCE FLORIDA NETWORK OVERVIEW



CAREERSOURCE FLORIDA NETWORK

Florida's Workforce System

A business-led, public-private partnership, CareerSource Florida is the chief strategy and policy organization for Florida's workforce system. A complete catalogue of current CareerSource Florida policies is available at <http://careersourceflorida.com/initiatives/careersource-florida-policies/>. Administration of the state's workforce policy, programs and services is carried out by the Department of Economic Opportunity (DEO) and the 24 business-led regional workforce boards, with an array of services delivered through nearly 100 career centers throughout Florida and through the state's "virtual one-stop," the Employ Florida Marketplace at www.employflorida.com.

Florida's workforce system was designed to create partnerships among economic development, workforce development, education and business. This system is operated through performance-based contracts that increase the accountability of all partners in meeting strategic and legislatively mandated goals.

Local flexibility is another key component of Florida's workforce system. While each regional workforce board has performance measures and contracts to provide accountability, choices of initiatives and

programs implemented are under the local board's authority. This flexibility allows local programs to address the economic development, business and workforce needs of each particular region of the state.

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

<http://www.floridajobs.org/workforce-board-resources/policy-and-guidance/guidance-papers>.

Programmatic and administrative requirements are set forth in a Grantee-Sub-grantee Agreement executed by the Department of Economic Opportunity and each regional workforce board requiring their compliance with all federal and states laws, regulations and any special state requirements.

To ensure the workforce strategies and policies developed by CareerSource Florida are implemented throughout Florida, consistent with approved state and local plans, the state board collaborates with DEO and Florida's regional workforce boards, career center providers and other partners vital to workforce services delivery. Regional workforce board partners hold their quarterly meetings in conjunction with the state board's quarterly meetings, with opportunities to highlight best practices and identify and address barriers to enhanced collaboration and performance outcomes.

Integrated communications tactics such as the CareerSource Florida website and social media are employed to inform and encourage action by stakeholders on behalf of Florida's job seekers, workers and businesses. The CareerSource Florida website serves as an important communications tool for accessing information about statewide initiatives, the latest news, policy updates and board actions, state board meetings and workforce system successes.

Social media played an increasing role in communications with businesses, job seekers, partners and stakeholders over the past year. CareerSource Florida's social media presence on platforms including Facebook and Twitter has been recognized by regional offices of the USDOL Employment & Training Administration as a best practice.

Additional CareerSource Florida communication tools include timely and relevant updates on workforce system issues and news, frequent electronic messages from the President/CEO of CareerSource Florida to the CareerSource Florida Board, DEO and regional workforce boards; *The Chairman's Corner* quarterly e-newsletter written by the CareerSource Florida Board Chair; regularly scheduled and special legislative updates; and news releases and special alerts as warranted.

CareerSource Florida invests in statewide advertising and outreach to inform Floridians and businesses on how they can easily tap into the resources and services available through the workforce system. The 2013-2014 statewide advertising plan aimed to increase knowledge and use of, as well as affinity for, the CareerSource Florida network through strategic advertising placements, copy and design, and a strong call to action for job seekers, workers and employers to visit www.careersourceflorida.com to access CareerSource Florida network's services and resources. In particular, the plan emphasized informing employers of the talent resources, services and skilled talent available via the CareerSource Florida network.

ACCESS TO FLORIDA’S WORKFORCE SERVICES AND RESOURCES

Career Centers: The “Bricks-and-Mortar Front Door” for Workforce Services

With an emphasis on integrated services to provide effective and efficient workforce solutions for job seekers and businesses, Florida’s “bricks-and-mortar” and “virtual” delivery systems serve as the backbone for workforce services throughout the state.

Florida’s career center system was initially established to bring workforce and welfare transition programs together under one physical or virtual roof to simplify and improve access for employers seeking qualified workers or training programs for their existing employees as well as for job seekers. Over time, many of Florida’s career centers have expanded their services and programs and have invited other partners to co-locate both physically and through website linkages. Some regions have created “satellite” career centers that are strategically located within other community partners’ facilities such as local chambers, libraries and community-based organizations. All of Florida’s career centers are affiliated with each other using the CareerSource Florida affiliate brand.

Complementing the physical career centers is the Employ Florida Marketplace (www.employflorida.com), Florida’s comprehensive, online self-service labor market exchange tool. Additionally, Florida launched the state’s new workforce brand, CareerSource Florida, in February 2014. The new brand is a statewide, uniform workforce system brand that helps Floridians and businesses more easily identify the workforce system’s myriad of services.

In keeping with the state’s goals of providing a variety of options for access to the state’s workforce delivery system, several regional workforce boards across the state also deploy Mobile Units to provide services to Florida businesses and workers. With major emphasis on providing on-site services at employer sites and direct service delivery in rural communities and other locations throughout the regions, the use of mobile units continues to serve as a cost-effective and customer-friendly service solution.

The self-contained vehicles are equipped with state-of-the-art telecommunications equipment offering a full array of workforce services including employment, re-employment and employer services. Providing on-site services such as participation at Job Fairs, Veterans Stand Downs, Employability Skills workshops, assistance to employers experiencing downsizing, and Reemployment Assistance benefit filings has been enhanced through the use of the Mobile Units. In addition, the Mobile Units have played an integral role in the delivery of services and assistance during hurricanes and other disaster events.

Federal and state workforce legislation have emphasized the importance of serving the business customer. Florida’s CareerSource network is a key resource for businesses seeking training grants for customized training for existing employees or finding qualified workers. Several regions have established dedicated business services’ career centers in business districts to help local employers recruit, train and retain workers.

Career centers are a vital access point for Floridians seeking unemployment, temporary cash assistance, job placement, workforce education and training, and workforce support services such as childcare. The federal Workforce Investment Act of 1998 mandates participation by nearly a dozen agencies that determine eligibility for and provide:

- Job placement and training for job seekers and laid-off workers;

- Reemployment Assistance;
- Vocational Rehabilitation Services;
- Transitional Services to assist in moving from welfare to work;
- Veterans Employment & Training; and,
- Services for Migrant and Seasonal Farmworkers (MSFW).

Employ Florida Marketplace



With two state-level partners – CareerSource Florida and the Florida Department of Economic Opportunity – 24 regional workforce boards and nearly 100 career centers across a large and diverse state, the Employ Florida Marketplace (EFM) provides a consolidated point of entry to Florida’s workforce system. The Employ Florida Marketplace was created as a tool to help job seekers and employers anywhere in the state find workforce services and resources.

Since 2004, the Employ Florida Marketplace at www.employflorida.com has served as the online link for all of the workforce system’s partners. In addition to visiting “bricks and mortar” career centers, employers and job seekers access the system’s array of employment tools and resources from their home or office 24/7 by visiting this “virtual career center.” The Employ Florida Marketplace is designed to help employers who are looking for the best job candidates and to assist job seekers or students in searching for the right job. The Employ Florida Marketplace is also used as a case management system by all of Florida’s regional workforce boards and their career center staff, enabling them to efficiently and proactively assist job seekers and employers.

In early 2013, a comprehensive research and development process got underway to procure the next-generation system that will replace www.employflorida.com as the state’s online job-matching and workforce system case management tool. The new website will be a major brand extension of the new CareerSource Florida statewide universal brand. Building on the universal brand’s successful launch earlier this year, CareerSource Florida, with counsel from DEO, regional workforce board leaders and others, continues to take a market-driven, customer focused and research-based approach to further developing and building the new workforce system master brand through this latest IT solution. The public launch of the new system is slated for mid-2015.

CAREERSOURCE FLORIDA – STRATEGIC GOALS AND OBJECTIVES

Created as a not-for-profit corporation, CareerSource Florida is governed by a business-led, 38-member Board of Directors that includes the Governor, four members of the Florida Legislature and leaders in business and industry, government, labor, economic development, education, youth and community-based organizations including six state agencies: the Agency for Persons with Disabilities, Department of Children and Families, Department of Economic Opportunity, Department of Education, Department of Elder Affairs and the Department of Juvenile Justice. A full directory of the board is available at: http://careersourceflorida.com/wp-content/uploads/2014/05/BoardBios_May2014.pdf

The Board of Directors, as charged by the Florida Workforce Innovation Act of 2000, maintains state-level policy councils for the purpose of addressing specific workforce populations and issues. Through initiatives

funded by the state councils, innovative approaches to improving Florida's workforce quality and increasing the competitiveness of Florida businesses can be designed and deployed.

The CareerSource Florida Board may also create, as needed, special committees, work groups and task forces to address specific challenges and issues. The next section provides highlights of CareerSource Florida's state-level initiatives through its councils, committees and task forces.

As previously noted, this work is guided by the five-year strategic plan for workforce development, *Creating the Strategies for Today's Needs and Tomorrow's Talent*, created in 2010 through an inclusive and transparent statewide process. The plan outlines six strategic goals to focus on the most promising opportunities to diversify the state's economy for competitiveness — now and into the future.

The 2010-2015 strategic goals are:

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

An Executive Summary, the full 2010-2015 strategic plan and a Strategic Plan Update can be found at: http://careersourceflorida.com/wp-content/uploads/2014/01/WFIStrategicPlan2010_2015_Web.pdf

Florida has aggressively moved forward with a market-driven approach to talent development designed to prepare job seekers for the jobs of today – and as equally as important, the jobs of tomorrow – whether an individual is in search of a job, is seeking skills upgrade training or looking to advance within an emerging industry. The five-year plan, *Creating the Strategies for Today's Needs and Tomorrow's Challenges*, established a roadmap to build strategic initiatives and operating projects for preparing job seekers, workers and businesses to compete and advance in an increasingly knowledge-based economy.

Florida's workforce investment system is driven by both private-sector and public-sector leadership to respond to the employment and training needs of business, job seekers and workers. In an effort to advance opportunities to diversify our state's economy through a more highly-skilled and competitive workforce, focus has been placed on target industry clusters for economic development such as homeland security and defense, logistics and distribution, life sciences, information technology and aviation and aerospace. Also included are infrastructure industries such as transportation, water resources, energy, broadband and healthcare.

As Florida continues to link job seekers to employment and businesses to a pipeline of work-ready talent, as well as making training available to close skills gaps, Florida has and continues to underscore the importance of performance and outcomes. In addition to tracking and reporting federally required common measures such as entered employment, average earnings and youth placement or education and skills training gains, Florida continues to place an intense focus on the development of management and performance measurement tools that allow our state to drive stronger outcomes and track progress on shared state and local goals.

In FY 2012-2013, Florida's 24 regional workforce boards submitted local plans resulting in greater alignment with *Florida's Integrated State Strategic Workforce Plan (2012-2016)*. The CareerSource Florida Board of Directors has placed a high priority on unified planning with regional workforce boards and economic development partners. During the past year, increased employer penetration was identified as an important strategic direction to meet the needs of job seekers and employers.

Through the enactment of the 2012 Regional Workforce Boards Accountability Act, implementation of the Statewide Branding Initiative began in 2012-2013 leading to better connectivity of the state workforce system. Continuing with full implementation in 2013-2014, this initiative resulted in a successful common brand that is customer-focused and delivers consistency across all regions — with local adaptability. This strengthens the brand architecture of the Florida workforce system through a unified identity to enhance awareness of and access to services whether delivered or received online or in person. The common brand communicates a 21st century promise of universal access with consistent and high value services to Florida employers seeking skilled talent and Floridians seeking assistance with career, employment and training opportunities. It also links Florida's workforce development efforts — local and state — to regional and state economic development priorities, as well as talent development partners and stakeholders in education, economic development and industry.

During FY 2012-2013, the *Florida Strategic Plan for Economic Development* was developed and released by the Department of Economic Opportunity in partnership with Enterprise Florida, Inc., CareerSource Florida, and the Executive Office of the Governor, along with input from more than 3,000 Floridians.

The *Plan's* five-year vision (July 2012 – June 2017) is to assist Florida in becoming the nation's top performing economy and be recognized as the world's best place to live, learn, play, work, and do business. The Florida Strategic Plan for Economic Development builds on a strong partnership of public, private, and civic organizations. It defines goals, objectives, and strategies to move Florida toward its economic vision. This plan emphasizes:

- Aligning state, regional, and local plans and programs around the state's economic vision;
- Developing a portfolio of strong talent and innovation clusters that bring together skilled labor and innovation-oriented businesses in expanding and emerging markets;
- Strengthening and connecting Florida's economic regions to create a "mega-region" able to compete on a global scale; and,
- Positioning Florida to be a global hub for trade, visitors, talent, innovation, and investment.

Florida's economic development partners have begun to implement this plan by aligning their plans and programs, coordinating their activities, and measuring and reporting their progress toward achieving the Plan's goals and objectives.

Further information on the *Plan* is available at <http://www.floridajobs.org/office-directory/division-of-strategic-business-development/fl5yrplan>.

With a shared vision, mission, strategic planning and common goals, CareerSource Florida continues to collaborate with partners in industry, education, economic and community development, workforce leaders and professionals to align talent development to the needs of Florida's businesses and job seekers.

CareerSource Florida Governance Including Board and Council Priorities, Initiatives and State Level Activities

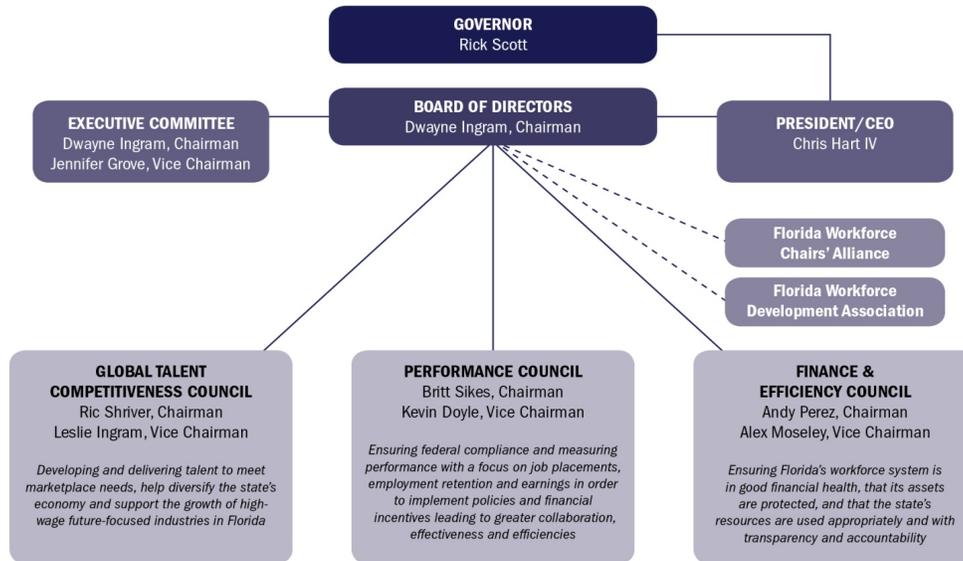
To conduct its work, CareerSource Florida's governance structure comprises its Board of Directors, an Executive Committee and, in FY 2013-2014, three policy councils — Finance and Efficiency, Global Talent Competitiveness and the Performance Council. In the final quarter of the fiscal year, the board approved consolidation of the three councils to two – the Strategic Policy Council and the Finance Council.

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

Since CareerSource Florida's inception, collaboration has been a hallmark of the state board, which has contributed to Florida's recognition as a national workforce leader. The board makes every effort to work through strategic partnerships to identify and address Florida's most pressing workforce issues such as reemployment, workforce readiness and skills upgrades while also pursuing opportunities to accelerate economic growth by cultivating the talent needed by targeted industry sectors to advance innovation and diversify the state's economy.

The CareerSource Florida Board is committed to leveraging the resources entrusted to it with those of its primary workforce system partners and its many other strategic partners in business, economic development and education to address talent needs at every skill level and cultivate a globally competitive workforce for Florida. The following Governance Chart illustrates the board's governance structure for the majority of FY 2013-2014, prior to the state rebranding to the CareerSource Florida network unified workforce system brand.

WORKFORCE FLORIDA Board Governance Chart



The governance structure, through which the board conducts its work, comprises the Board of Directors, an Executive Committee and three policy councils —Global Talent Competitiveness, Performance, and Finance and Efficiency Council. The Board and councils have placed a heightened emphasis and focus on strategic initiatives, collaborations, measurements and outcomes that better position Florida for today’s rapidly accelerating innovation economy and the dramatic technological advances that are shaping our future.

Council initiatives funded through state-level workforce investment funding include: Target Industry Cluster Information Technology Task Force, Customer Satisfaction Indices, Supply and Demand Analytics, Occupational Training Governance Study, Customer Relationship Management (CRM) Solution, Expanding Business Engagement, Business Development Services, CareerSource Florida’s Programmatic Structure and Efficiency Review and the Florida Workforce Scorecard.

CareerSource Florida’s policy councils continue to work closely with local workforce board leadership to ensure funding allocations and program direction align with Florida’s state and regional economic priorities while meeting the needs of Floridians and employers and promoting efficiencies.

Notably, given the significant increase in e-learning courses, CareerSource Florida responded to requests for increased flexibility to accommodate training needs with the recognition of private online training as being equivalent to traditional educational settings.

The CareerSource Florida Board annually allocates state-level funds to implement employment and training initiatives that address state strategic priorities. The initiatives funded through state workforce

investment take the workforce system to the next level by changing behavior and emphasizing demand-driven services. Highlights of council activities, programs and initiatives follow.

Executive Committee

CareerSource Florida's Executive Committee provides direction and guidance to the Chair and full board in their ongoing work to strengthen Florida's workforce development system through major initiatives, operational activities, alliances and collaboration with strategic partners and opportunities for private-sector investment. Its members include the CareerSource Florida Board Chair and Vice Chair, the Chair and Vice Chair of each Policy Council, and additional board members as appointed by the CareerSource Florida Board Chair.

Priorities for the Executive Committee include the following:

- Build on collaborative partnerships and continue to seek opportunities to improve coordination with Florida's economic developers and public and private education leaders in the development and delivery of world-class talent;
- Ensure CareerSource Florida initiatives and programs are efficient and effective, delivering measurable outcomes that advance the Governor's and CareerSource Florida's Board's top priorities; and,
- Continue to build stronger state and local alignment within Florida's workforce system to maximize workforce investment at every level and enhance talent development and delivery to the marketplace – the right skills at the right time to the right industries.

Global Talent Competitiveness Council

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

The council advises CareerSource Florida's Board of Directors on the development and implementation of policies, strategies, programs, and activities affecting workforce development focusing on Florida's identified targeted sectors – Aviation/Aerospace; Clean Technology; Financial/Professional Services; Homeland Security & Defense; Information Technology; and Life Sciences. Infrastructure industry clusters – Healthcare; Broadband; Energy; Transportation and Water Resources – are also identified as these underpin a healthy and reliable business climate for all other businesses in the state as well as the

health and well-being of all Floridians. The council also provides support to Florida's 33 rural communities.

While focusing on the state's economic development agenda and common strategic targets, the council leverages and invests its talent, resources and projects to benefit and strengthen all regions. The council accomplishes this objective through three key activities:

(1) World-Class Talent Development: To provide advice and counsel on current and emerging business climate and workforce competitiveness issues that impact world-class talent development for Florida's core industry clusters and infrastructure industries. Examples of continuing strategic projects leading to system-wide policy improvements include:

- Development and deployment of a **Customer Satisfaction Index**;
- Launch and management of **Target Industry Cluster Task Forces**;
- Engagement of the **Talent Supply Chain Team**;
- Continuation of cluster-focused **Supply / Demand Workforce Analytics**;
- Evaluation of CareerSource Florida-owned Intellectual Property (IP) developed through the EMPLOY FLORIDA BANNER Center initiative and market opportunities; and,
- Provide CareerSource Florida owned Manufacturing IP to the Florida TRADE consortium which consists of a partnership between 12 state and community colleges, 12 regional workforce boards, and state and local manufacturing associations, as well as local manufacturers.

(2) Youth and Future Talent Pipeline Development: To evaluate and consider best approaches that build Florida's talent pipeline and support the creation of world-class talent. Examples of issues may include, but are not limited to:

- Career and Professional Education (CAPE) industry certifications;
- STEM talent development;
- Secondary and Middle School academies to include those emerging in trade-related areas; and,
- Re-aligning previous Talent Supply Chain Team efforts with the Governor's Higher Education Coordinating Council.

(3) Special Initiatives and Demonstration Projects: The council developed and deployed initiatives and projects during FY 2013-2014 to strengthen regional collaboration between economic development, education and workforce development entities. Examples include:

- Modifications to the Target Occupations List (TOL) policy that reflects current economic needs;
- Statewide international trade/ports project that holds promise for our state's economic recovery through jobs associated with international trade expansion opportunities;
- The **Florida TRADE Grant**, a \$15 million USDOL Trade Adjustment Assistance Community College and Career Training (TAACCT) Grant, focusing on transforming Florida's existing training and education system in advanced manufacturing; and,
- **Expanding Business Engagement** - CareerSource Florida is working closely and in collaboration with Florida's 24 regional workforce boards throughout the state in this endeavor as well as the USDOL and 12 other states. The ultimate goal is to provide businesses a seamless, consistent and highly valuable experience within Florida's workforce system, regardless of where the business is located.

Florida's Flagship Training Grants: Evidence of serving Florida's overall workforce development, business and job retention, business recruitment, and training includes the successful implementation of CareerSource Florida's two flagship training grant programs. The Florida Legislature, along with Governor Scott's full support, doubled Quick Response Training Program funding in 2013 from \$6 million to \$12 million. Currently, CareerSource Florida has allocated \$3 million in funding to Florida businesses for the Incumbent Worker Training Program.

- **Quick Response Training** provides funding for customized training to new or expanding businesses. Through this demand-driven program, Florida is able to effectively retain and attract businesses creating new high-quality jobs. The grants are structured to be flexible and "respond quickly" to meet the business's training objectives. In FY 2013-2014, CareerSource Florida awarded 51 Quick Response Training grants totaling nearly \$18.6 million to support the skills upgrade training for 13,205 new and existing full-time employees. On average, trainees' wages increased by more than 36.28 percent within a year of completing QRT-supported training.
- **Incumbent Worker Training** grants provide funding for customized training to existing for-profit businesses. Through this grant, Florida is able to effectively retain businesses and help them stay competitive by supporting skills-upgrade training for existing full-time employees. In FY 2013-2014, CareerSource Florida awarded 165 Incumbent Worker Training grants totaling more than \$3.1 million to help companies train and retain more than 7,000 full-time employees. Trainees' wages have increased more than 9 percent on average within fifteen months of completing IWT-supported training.

CareerSource Florida's Global Talent Innovation Unit staffs the Global Talent Competitiveness Council, which acts as a liaison with the business and economic development communities in the state to foster economic growth.

Global Talent Competitiveness Council Priorities

Aerospace/Aviation: Aerospace is a legacy industry for Florida. Historically, it is the state's world-class aerospace workforce that has propelled Florida to global leadership through imagination, ingenuity and innovation. Florida's aerospace industry, based in Brevard County, continues to experience challenges due to the ending of the Space Shuttle Program not only for those employed by this sector, but for those employed by interdependent businesses.

As directed by Chapter 331, Florida Statutes, a Memorandum of Understanding between CareerSource Florida and Space Florida was executed to support the accomplishment of both agencies' responsibilities to foster the growth and development of the aerospace industry. Shared goals are to retain, expand, attract and create aerospace industry entities, public or private, resulting in the creation of high value-added businesses and jobs in the state.

Rural Needs: Although Florida remains the fourth most populous state in the U.S., it has substantial areas that are rural. Nearly 30 percent of its total land area is farmland, and an additional 10 percent of the state is set aside for recreation and preservation in the form of state and federal parks, forests, wilderness areas, wildlife preserves and national seashores. According to the 2000 Census, 32 of Florida's 67 counties are considered rural. These 32 counties cover just over 42 percent of Florida's nearly 54,000 square miles of land area. Approximately 1.1 million of Florida's 16 million citizens reside in rural counties.

Rural communities have traditionally been disadvantaged and are un-served or underserved. The communities served by four regional workforce boards (Regions 3, 6, 7, and 19) are part of the designated Rural Areas of Opportunity (RAO); one additional workforce board – Region 2, although not designated a RAO, has counties within its boundaries that face similar economic concerns.¹ Several priorities have been previously identified by the executive directors of these regions, with the top priority being the issue of funding at some minimal level in order to sustain operations with the rural regions and to provide a minimal level of service to all their residents. CareerSource Florida’s Chair has identified workforce strategies that address Florida’s special rural needs as a top priority. Funding has been provided for the areas mentioned above for projects to develop strategies to build the future of rural Florida in order to help rebuild the economy and to assist funding for normal operations in these areas. A special 2013-2014 allocation of \$600,000 was made available and expended by Florida’s rural regions (Regions 3, 6, 7, 19) as well Region 2.

Expanding Business Engagement (EBE): *Background* - Florida's workforce system, comprising 24 regional workforce boards (RWBs), the Florida Department of Economic Opportunity (DEO) and CareerSource Florida, Inc., connects employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity.

CareerSource Florida and its regional partners launched an initiative in June 2012 to enhance engagement among Florida businesses and expand the number of employers to which the system provides services. A \$70,000 grant by USDOL helped seed the effort and by March 2013, a team of state and regional advisors took the first major step in the process: selecting a technology platform to provide a consistent system to track business engagement.

Employers, in particular, fuel the supply of jobs and are a critical component of the system's success. However, based on data measured and reported quarterly by DEO, Florida currently is serving 4.7% of businesses (Employer Penetration Report (EPR) Q3 2012 data). Moreover, the number of businesses Florida’s workforce system serves has remained fairly flat over the last three years. A survey of Florida’s workforce system professionals identified as a top training need improved business engagement. Leaders within the system recognized the need to raise this rate and Florida Governor Rick Scott challenged each regional workforce board to double its employer penetration numbers by the end of FY 2013-2014.

Key steps are to develop a tool kit that enables a consistent process to expand business engagement including the use of a technology platform by which all regions can track employer engagement.

Purpose - In each region, a team of professionals -- most often called Business Liaisons -- has responsibility for working with area businesses. Each liaison has direct contact with the regions’ employers and has knowledge of the current delivery of workforce services. One liaison from each region, as well as selected executives and state representatives, has been tapped to serve on a Steering Council for this initiative. The council will provide valuable input and direct assistance in improving program performance and enhanced business-focused services.

With the Governor's goal in mind, the Steering Council set expectations for the workforce system that included:

¹ Section 288.0656, F.S., is the Rural Economic Development Initiative known as “REDI.” Designations as a rural area of critical economic concern are made under this statutory authority.

- Percentage increases annually in employer engagement and satisfaction;
- “Grassroots” improvements in policies, procedures and technology; and,
- Better business services reporting and more useful analytics.

Scope of Activities - The Steering Council helped determine factors and set parameters that impact the level of business engagement and quality of customer service to the employer. Council members worked collaboratively to:

- Provide critical regional and process information;
- Provide input on regional “best practices;”
- Support process adoption by peers in the workforce system; and,
- Assist with promotion of training and other technical support with the “toolkit.”

Driven by additional funding from CareerSource Florida and with collaboration with our network of state and regional boards and the Florida Department of Economic Opportunity, a Business Services Toolkit has been developed to enhance the skills of workforce professionals statewide who directly assist businesses. The Toolkit will provide on-going process training to new and existing business professionals who are working with business customers, provide “best practices” used throughout the state, and can be customized to meet the needs of each region. The Toolkit has been piloted in 10 regions and a workshop on the tool kit was hosted in late May 2014. Additionally, CareerSource Florida created a Customer Relationship Management (CRM) system based on Salesforce.com technology to better serve Florida’s businesses talent needs and to link the state and regional business outreach professionals. Full adoption of both EBE tools are expected to be rolled out during the FY 2014-2015.

Given the Governor’s challenge, CareerSource Florida’s board set aside performance incentive funding for regional workforce boards that met established goals for increasing the quality of services provided to businesses and the number of employers they assist. Twenty-three of the RWBs doubled their employer penetration: 101,330 employers were served by the regions (58,343 more employers than the previous year)—an outstanding outcome. Based on this excellent outcome, it is anticipated that the CareerSource Florida Board of Directors will likely encourage additional performance metrics aimed at increasing business services.

Communications - The EBE initiative and the Steering Council work covered Phase I: May 15 – August 31, 2013 and will cover Phase II: September 1 – January 17, 2014.

A web portal has been established on CareerSource Florida’s website to facilitate ongoing communication between advisors, regional workforce board Executive Directors and others as deemed necessary. The site is envisioned to incorporate such items as links to key resources (i.e., articles, up-coming speaking engagements, and publications), and act as a central clearinghouse. The web link is <http://www.workforceflorida.com/PrioritiesInitiatives/EBE/ebe.php>.

Customer Satisfaction: Two of CareerSource Florida’s six strategic goals for talent development included providing world-class service to Florida’s target industry clusters as well as infrastructure industries. By doing so, the CareerSource Florida Board of Directors agreed to not only focus on the six high-impact clusters identified by Enterprise Florida for strength in alignment and prioritization, but also the state’s infrastructure industries, in recognition of their critical importance to the Florida economy. Infrastructure industries (i.e., healthcare, energy, water resources, transportation and broadband) underpin the health and

vitality of the six target industry clusters as well as a strong business climate and quality of life for all Floridians.

Clearly, having a world-class workforce system that is responsive to employers is critical. But, as asked by CareerSource Florida's Board of Directors and stakeholders, how do we know? How can we document or "prove it" to those key companies in targeted clusters that hold promise for our economy? How do we know if companies are satisfied with our efforts to create talent, improve talent and retain talent specific to their cluster?

Answering these critical strategic questions and enabling Florida's workforce system to measure progress was the heart of the Customer Satisfaction Index project. Through expertise competitively procured from SRA, Inc., based in Jupiter, Florida, CareerSource Florida was able to determine demand-side satisfaction with our talent development production efforts — a landmark outcome that no other state in the country has tackled. Florida, through this strategic initiative of CareerSource Florida, was the first state to do so.

Similar to the Target Industry Cluster Task Forces' three-year plan of work, Customer Satisfaction Indices were developed as follows (with the infrastructure industry denoted in italics):

Year One: Aviation & Aerospace, Clean Technology *plus Healthcare;*

Year Two: Homeland Security and Defense and Life Sciences *plus Energy and Water Resources; and,*

Year Three: Information Technology *plus Transportation, Broadband and Logistics and Distribution.*

The third and final year of the project was completed in the fall of 2013. Results of this work, coupled with findings from two other strategic projects, Target Industry Cluster Task Forces and Supply/Demand Analysis, will enable the entire workforce system, including collaborative partners engaged in the Talent Supply Chain team, to be fully informed and re-calibrate their activities based on the results of this project.

Targeted Industry Sectors: The Targeted Industry Sectors' program was created to help ensure that training programs are coordinated with the needs of industry sectors that have the greatest potential for growth, high-paying job opportunities and overall economic impact. These sectors have been identified by Enterprise Florida and include: Clean Technology, Life Sciences, Information Technology, Aviation/Aerospace, Homeland Security/Defense, Financial/Professional Services and Advanced Manufacturing. These leading industry clusters or targeted sectors play a key role in the state's continued economic success and competitiveness and assist in addressing the needs for a skilled workforce.

Additionally, CareerSource Florida participates in other statewide and regional economic development activities that include the Florida Economic Development Council, Space Florida, Florida's Rural Economic Development Initiative (REDI), Florida Energy Workforce Consortium (FEWC) and the Manufacturers Association of Florida (MAF).

Target Industry Cluster Task Forces: One of CareerSource Florida's six strategic goals for talent development is providing world-class service to Florida's target industry clusters. A cluster is defined as a geographic concentration of interconnected businesses, suppliers and other associations in a particular field. Businesses are linked by core products or services. They have in common supply chains, labor needs, technologies and markets with strong economic interdependence. The Board of Directors of CareerSource Florida agreed to adopt the six high-impact clusters identified by Enterprise Florida for strength in

alignment and prioritization. Additionally, these six clusters hold promise for diversifying our economy, are forecast to grow and pay excellent average wages—typically 50 percent above the statewide average. This focus is of even greater importance now, as Florida has lost jobs in these clusters. The six industry clusters of focus include the following:

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

Tapping into business intelligence and proving that customer satisfaction is “world-class” required sound relationship management with leaders in industry clusters. The use of cluster task forces allowed CareerSource Florida to use leaders in fields they know best with open formal and informal channels with industry decision-makers and test assumptions with employers.

CareerSource Florida created and launched two of the six Target Industry Cluster Task Forces. The Task Forces were named and became operational in late April 2011. In 2010-2011, CareerSource Florida focused on Aviation/Aerospace and Clean Technology. In 2011-2012, Homeland Security and Defense and Life Sciences were launched as the second year of the initiative. In 2013, an Information Technology Task force was launched and work was completed. The Task Forces are comprised of statewide business leaders (senior “C” level – “top chief level officers”) that are focusing on the competitiveness of Florida’s talent and talent development system relative to other markets that advance or intend to advance similar clusters as well as the context of differences in capabilities, resources, and cluster makeup in and among Florida’s sub-state regions. The market intelligence derived from these meetings provides a candid assessment of Florida’s talent position both nationally and globally and holds promise for strengthening our talent development pipelines for the sector they represent as well as creating a climate that encourages additional job creation investment.

The initial scope of work of the Task Forces was on a customer satisfaction index that gauges business satisfaction with the Florida market and a rigorous supply/demand analysis that speaks to short- and long-term talent supply for the industry cluster.

The Task Forces have developed dispatches identifying key issues of concern and opportunities to enable Florida to move forward move aggressively. CareerSource Florida launched the final cluster – Information Technology in 2012-2013.

Supply & Demand Analysis: Another of CareerSource Florida’s six strategic goals for talent development is providing world-class service to Florida’s target industry clusters. The CareerSource Florida Board of Directors agreed to adopt the six high-impact clusters identified by Enterprise Florida for strength in alignment and prioritization. Additionally, these six clusters hold promise for diversifying the State’s economy, are forecast to grow and pay excellent average wages - typically 50 percent above the statewide average. This focus is of even greater importance now, as Florida has lost jobs in these clusters. The six industry clusters of focus include the following: Aviation and Aerospace, Clean Technology, Financial and Professional Services, Homeland Security and Defense, Information Technology and Life Sciences.

To be competitive and gain “world-class” status in a dynamic economy, Florida needs a workforce system that is not only responsive to the changing needs of employers and workers, but also anticipatory of the future skills and demands needed to compete in a global economy. It must be capable of bridging the gap between stagnating and emerging industries, addressing both workforce preparedness and workforce readiness, and based on a strong understanding of future workforce needs gained through data analysis and qualitative business partnership insights. In addition to globalization, the retirement of the Baby Boomer generation and the move of business toward more innovative, knowledge-based markets have combined to make the skills of the workforce paramount to successful economic development. Analyzing occupations and critical skill sets within Florida’s targeted industry clusters—at the state and regional level—can help identify which occupations provide the best opportunities for investment to build different types of skills, identify gaps and build career ladders—entry-level through advanced—in high growth areas. This occupational skills-focused, supply/demand modeling can help guide both new entrants to the workforce as well as incumbent workers, Florida’s workforce system and education providers by comparing workforce needs to the numbers and types of training, certificates and degrees awarded.

In 2011-2012, workforce analytics for the first two of six target industry clusters—Aviation and Aerospace and Clean Technology were developed. The Aviation and Aerospace is a legacy industry in Florida and well-defined from a traditional industry code and taxonomy perspective, and the Clean Technology is not. Therefore, CareerSource Florida approached this task in a hybrid fashion and continued to do so in similar work on the remaining industry clusters - Homeland Security & Defense, Life Sciences and Information Technology. Supply/demand analytics for the Information Technology sector was completed in 2013.

To summarize this three-year body of marketplace intelligence and to help shape potential workforce policy, in November 2013, CareerSource Florida hosted industry panelists in both target and infrastructure industries to offer summaries of cross-sector recommendations for improving Florida’s talent pipeline. These panelists included representatives from Homeland Security & Defense, Information Technology, Clean Tech, Aviation/Aerospace, Life Sciences, Healthcare, Water, Transportation Construction, Energy and Logistics and Distribution.

A matrix of recommendations included:

- Replacing the existing target occupations list process;
- Realigning 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
 - Continue to push and fund STEM education in middle and high schools
 - Promote the new CareerSource brand and all of the components which it provides to employers and workers

- Provide incentives to employers who offer paid internships, apprentice programs, or who engage retiring/retired workers to train new entrants into the workforce

Target Occupations List (TOL) Process: A Florida Occupational Training Governance Study was conducted for professional advisory and technical assistance services for modifications to CareerSource Florida’s Target Occupations List process. The study was of critical importance in order to better target training funds for workers needing improved employment and earnings opportunities for jobs and industries lacking skilled workers. Additionally, a comprehensive framework was developed for the larger context for how a reformed Target Occupations process should operate as a strategic tool to help build regional industry clusters and a skilled regional workforce.

Products developed with the study include:

1. **Baseline of the Current TOL Process** understanding 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
2. **Resource Matrix of Employment and Job Training Resources** highlighting the level of financial commitment that exists both statewide and regionally for educating and training the workforce. The Resource Matrix includes federal, state and philanthropic resources committed to preparing the workforce for jobs in various high-growth industries.
3. **Infrastructure Asset Map** informing policymakers and the public regarding the number and complexity of service delivery access points in various Florida regions. Florida has a foundational “abundance” of infrastructure assets providing critical services to employers, workers and low income individuals, sometimes working together, yet often working separately due to “silo” organizations and funding streams.
4. **Jobs Market Benchmark** connecting Florida’s growth industries to the federally-recognized industry categories (through NAICS) and aligned to occupational categories (through SOC) in order to understand Florida’s growth occupations tied to its identified growth industries. The Benchmark was conducted regionally using Florida’s eight identified economic regions, thus promoting alignment of the “supply” and “demand” for labor.
5. **Education and Skills Gap Analysis** recognizing that despite inherent limitations in data, an understanding of a region’s “gap in skills” can be achieved using the Jobs Market Benchmark against educational attainment levels tied to particular occupations. These skills gaps then become the basis for understanding where regional workforce development systems and organizations need to focus their education and training investments.

As a result of the study, along with recommendations from the cross-sector industry panelists (previously mentioned), action was taken by the CareerSource Florida Board Directors enacting policy changes to the Targeted Occupations List process. The policy revision is intended to promote regional alignment and economic growth as well as eliminate inefficiencies in the previous process. The new policy creates

regional and local flexibility and occupational targeting, incorporating business and industry feedback to complement traditional labor market information.

Career and Professional Education (CAPE) Act: The Florida Career and Professional Education (CAPE) Act was created by the 2007 Florida Legislature to provide a statewide planning partnership between business and education communities to attract, expand and retain targeted, high-value industries and to sustain a strong knowledge-based economy. One of the key aims of this law is to improve middle and high school academic performance by providing rigorous and relevant career-themed curriculum that articulates to postsecondary level coursework and leads to industry certifications.

The implementation of the Act involved a cross-section of several different agencies (CareerSource Florida, the Department of Economic Opportunity and the Florida Department of Education) as well as other organizations working toward the same goal.

The Florida Department of Economic Opportunity identified the highest and best industry certifications – based upon the highest available national standards for specific industry certifications to ensure student skill proficiency and to address emerging labor market and industry trends. This compilation of certifications that met the required standards is vetted by numerous entities which include regional workforce boards and several industry groups and associations. Responses from the reviewing entities were reviewed and final recommendations were presented to the CareerSource Florida Board of Directors. Each year, CareerSource Florida approves and publishes a “Comprehensive Industry Certification List.” It is from this approved Comprehensive Industry Certification List that the Florida Department of Education formulates the CAPE Funding List. For students earning certifications on the approved Funding list, school districts are eligible to receive additional FTE funding.

Youth State-level Initiatives

The Global Talent Competitiveness Council provided funding to help create new career academies to develop pipeline talent for international trade jobs and forge stronger partnerships between regional workforce boards and Florida's deep water seaports. The project will create fifteen (15) Career Academies in high schools throughout the state focused on international trade and logistics and advanced manufacturing for international trade opportunities. The project is expected to expand export markets for Florida businesses by filling containers with Florida goods and using more efficient logistics patterns to attract Advanced Manufacturing. Additionally, the project will help Florida emerge as a global hub for trade investments, while expanding vocational, associate degree, and workforce training programs to support skill requirements for trade, logistics, and manufacturing industries.

Each Florida International Trade and Logistics Career Academy (FIT&L) in Logistics and Advanced Manufacturing will be customized to meet the training needs of each port (inland and sea) and/or hub and the long term workforce talent needs of the geographic region and tied to national certifications and work experience such as internships and externships.

Technical Assistance for New Career Academies (The Middle School IT Academy Technical Assistance Demonstration Project): The Middle School IT (Information Technology) Academy Technical Assistance Demonstration Project was implemented as a result of Section 1003.493(6), F.S., which states that “CareerSource Florida, Inc., through the secondary career academies initiatives, shall serve in an advisory role and offer technical assistance in the development and deployment of newly established career and professional academies.” Florida has seen great success with career academies since

the passage of the Florida Career and Professional Education (CAPE) Act in 2007. To date, there are approximately 1,509 registered career academies statewide with an estimated 172,713 student enrollments.

In 2011, new legislation was passed (Section 1003.491(2), F.S.) which now requires each district school board, in collaboration with regional workforce boards, economic development agencies, and state-approved postsecondary institutions approved to operate in the state, to develop a strategic 3-year plan to address and meet local and regional workforce demands. Additionally, these organizations must include in the strategic plan the development of a career and professional academy in at least one middle school in the district pursuant to Section 1003.491(2), F.S.

With the largest number of high school academies focusing on Information Technology (IT) (currently at 242) and the potential for middle school students to actually earn an IT industry-recognized certification, a logical place to focus is on the creation of middle school IT academies. Additionally, by focusing on IT skills (Microsoft Office Specialist, Adobe Certified Associate and Certified Internet Web (CIW) Internet Business Associate certificates, among others) districts will ensure the smooth transition of middle school career and professional academy students into a high school career and professional academy currently operating within the school district while increasing both the input and output of the local talent supply chain.

On November 28, 2011, the WFI Global Talent Competitiveness Council approved funding for the Middle School IT Academy Technical Assistance demonstration project.

Through a competitive process, CareerSource Florida contracted with the Whetstone Group (TWG) to provide professional advisory and technical assistance services to assist in the establishment of 15 new Career and Professional Academies, with a focus on Florida's middle school academies targeting foundational IT skills certifications (i.e., Microsoft Office Specialist, Adobe Certified Associate and Certified Internet Web (CIW) Internet Business Associate, among others) for a one-year period. These services will reinforce compliance with the CAPE Act of 2007 and the direct connectivity between the career academies and/or career-themed course(s) and the school district's local economic drivers.

The Whetstone Group established a statewide Middle School IT Career Council made up of key stakeholders from Workforce, Economic Development, IT Businesses and Education. This council will provide ongoing support and assistance to the CAPE middle school IT academies and/or career-themed course(s) established under this project.

The Whetstone Group implemented their web-based technical assistance through a series of webinars. Examples include "Building the Middle School CAPE IT Career Academy," "Teachers Training, Certifications & Resources," and three webinars for products and services donated by CCI Learning to the project "E-learning, Courseware and IQ System."

The Whetstone Group convened a Florida Middle School IT Career Academy Council on July 20, 2012. This Council was established to provide input, feedback and recommendations to CareerSource Florida, Inc. through the Council facilitator, the Whetstone Group. The information and recommendations will be incorporated into an end of the project report and will assist CareerSource Florida in the determination of future technical assistance projects. Topics of discussion included IT industry certifications, skills matching, IT talent development marketing efforts, IT talent gap perception and reality, CCI webinar invite, and sharing contact information for further discussions.

As this project was slated to end in December 2012, metrics were analyzed to identify the success of the technical assistance by measuring the number of new IT middle school academies, number of industry recognized certifications earned by both teachers and students, and the strengthened partnerships with the local business communities. The outcomes were overwhelming and new funding was quickly identified to launch a Phase II adding an additional ten schools launched in fall 2013. With 15 new CAPE IT Career Academies being established in Middle Schools across Florida as part of Phase I, the Academies are continuing to produce nationally recognized industry certifications annually.

Below are some of the outcomes as a result of Phase I & II:

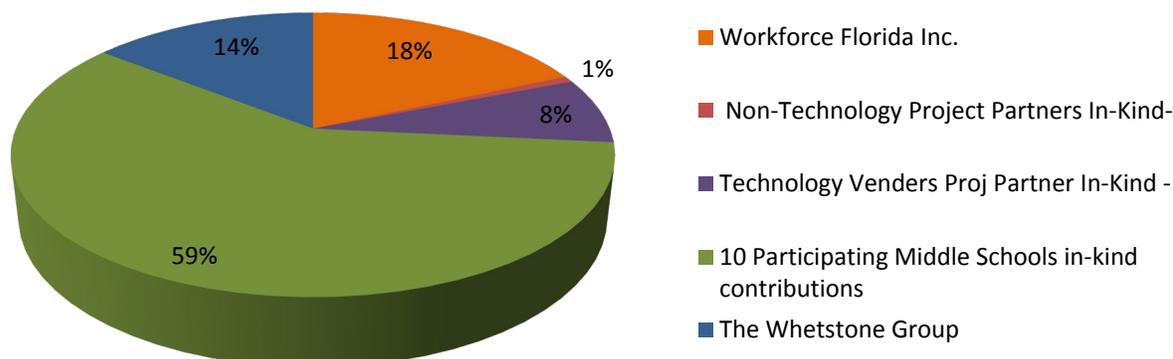
- \$300,000 Project Funding – Phase One - CareerSource Florida investment;
- \$2.05 million - In-kind contributions from project partners and participating schools;
- Phase I results for School Year 2012-2013;
- 1400 students enrolled in School Year 2012-2013 – Enrollment in Phase II to be determined in fall 2013;
- 1477 nationally recognized industry certifications in Microsoft and Adobe earned by students and teachers;
- 14 nationally recognized industry certifications earned by students confined in a Florida Department of Juvenile Justice residential facility; and,
- 222 nationally recognized industry certifications earned by students in the rural and small school districts.

With the implementation of Phase II, the charts below illustrate the amount and percentage of the total value provided by the various groups of stakeholders. In the final analysis of this data, CareerSource Florida Inc.'s, initial seed funding of \$280,000 was approximately 18% of the overall resources for the rapid deployment of Phase II of the project.

Phase II Middle School IT Career Academy Demonstration Project – A Collaborative Effort		
Stakeholder/Project Partner	Contributions & Project Funding for 10 Schools	Funding/ School
1. <i>CareerSource Florida Inc. - Technical Assistance & Technology Instructional Resources</i>	\$280,000	\$28,000
2. <i>Non-Technology Project Partners including Education Consortiums & Communication, Web Site- e-mail campaign-workshop sites- refreshments etc.</i>	\$10,500	\$1,050
3. <i>Participating School (personnel salary & benefits, computer lab, testing center, exams) travel and substitute teachers associated with Workshop</i>	\$900,000	\$90,000
4. <i>Technology Vendor Partners – Adobe, Certiport, WIN, Learning.com: software, soft skills technology, teaching resources, technology platform for best practices, certification exams, pre-post tests, etc.</i>	\$114,445	\$11,445
5. <i>TWG - Unpaid deliverables and the difference between the market value of the services provided and the amount paid to TWG through the WFI contract.</i>	\$220,200	\$22,020
Total Middle School IT Career Academy Project	\$1,525,145	\$152,515

Note: Contribution amounts listed are based on product and services pricing information provided by project partners and/or represent a conservative estimation of value based on market values for items such as e-mail distribution lists etc.

Phase II Project Contributions by Project Partners



Middle School CAPE IT Career Academy continues to garner recognition as a differentiator for the state of Florida. Many of the schools participating in the project have been highlighted in local TV news and other media outlets - <http://www.wctv.tv/home/headlines/Florida-Middle-School-Students-Earn-IT-Certifications-183198811.html>. The project was featured in Expansion Solutions Magazine (an Economic Development publication) as one of two innovative talent supply system initiatives Florida is using as a business recruitment and retention strategy.

CareerSource Florida's investment in this project proves the State of Florida is well on its way to establishing a Talent Supply System beginning with middle school students as Phase I schools earned 1477 industry certifications in Microsoft and Adobe in just the first year of implementation and will continue to produce an even greater yield, in the years to come. In addition, the expectation is Phase II schools will experience similar success as they implement academies in the 2013-2014 school year. Industry certification data for 2013-2014 will be released in January 2015.

For additional information on this exciting initiative, the project web site can be found at <http://www.middleschoolcareeracademytap.com/> Additionally, The project Facebook Page can be found at:

<http://www.facebook.com/pages/Florida-Middle-School-IT-Career-Academy-TA/354387727917306>

Quick Response Training (QRT) & Incumbent Worker Training (IWT) Initiatives

These two initiatives serve as flagship programs at CareerSource Florida, are market relevant and provide timely training driven by industry's needs and choice of training providers. QRT and IWT serve as powerful tools for workforce investment in leveraging considerable public/private funds for targeted training for skills in demand thus achieving greater use of limited public sector training funds. Virtually all businesses receiving training grants are within the state's targeted industries, ensuring investment in wealth-generating jobs for Florida's economic growth.

The QRT and IWT programs have an outstanding track record of return on investment as it relates to wage income. Per capita income is a strong indicator of the effectiveness of a regional or state economy. Both of these programs drive up per capita income training wages, even though we do not mandate wage increases with usage in either of these programs. Per capita income wage increases following training were significant. QRT had a 36.2 percent increase in wages pre-training to post-training and IWT pre-training to post-training had a 9.2 percent wage increase.

QRT & IWT Funding and Outcomes: Established in 1993 and housed within the former Florida Department of Commerce, the Quick Response Training Program is funded with state funds. The annual appropriation for QRT for Fiscal Year 2013 - 2014 was \$12 million. This was an increase over the previous year's appropriation of \$6 million. From July 2013 through June 2014, along with recaptured funds, 13,205 workers employed by 99 Florida businesses received customized training at an average cost per trainee of \$1,411. Extensive outreach activities were focused on counties in the state, particularly rural counties that have never had a company benefit from QRT training assistance. For every \$1 of QRT funds invested in training, companies matched \$31.11.

Established in 1999, Florida's IWT program is funded at \$2 million annually and provides grant funds to assist Florida companies with skills upgrade training for their existing workforce to help them remain competitive. Funding priority is given to businesses that are small, or located in rural, enterprise zone, brownfield or inner-city areas, and those businesses in a targeted industry. Since its inception, more than

\$100 million in requests for IWT funding have been received and, due to limited funding, 57 percent of the requests have resulted in awards. From July 2013 through June 2014, grants were awarded to 165 companies for the training of 7, 970 incumbent workers. Extensive outreach through presentations and workshops has been conducted to ensure that as many small businesses as possible are aware of the benefits of the IWT program. IWT is very popular and continues to meet a critical need for Florida's businesses. For every \$1 of IWT funds invested in training, companies matched \$7.48.

United States Department of Labor (USDOL) Trade Adjustment Assistance Community College and Career Training (TAACCT) Grant: On behalf of the Florida College Consortium, St. Petersburg College (SPC) received a \$15 million USDOL Trade Adjustment Assistance Community College and Career Training (TAACCT) Grant. SPC titled it Florida TRADE (which stands for Transforming Resources for Accelerated Degrees and Employment), because that's exactly the vision – to transform Florida's existing training and education system in advanced manufacturing. The Florida team began by collaborating to identify and align existing resources like curricula and equipment from 12 very different institutions – to help build capacity and serve as a sustainable way to offer training for a range of skill levels in advanced manufacturing by providing wide-spread access for students to take courses online and combine their training with practical work experience through internships and hands-on training activities.

The program targets displaced workers who have lost their jobs due to foreign trade, unemployed workers, incumbent workers looking to upgrade their current skills or learn new skills, students and returning veterans who are looking to transition back into the workforce.

The Florida TRADE program is designed to deliver accelerated training that can be completed in 3-6 months (depending on the program) and that lead to internships and jobs in manufacturing. As participants complete various components of the program, they will be provided with the skills and opportunities to achieve nationally recognized industry certifications that will also transfer into free college credits toward an Associate of Science degree.

As a strong partner in this initiative, the CareerSource Florida Network is fully engaged and working very closely with the Consortium, the Florida Manufacturer's Association and other key stakeholders to ensure that the right talent is being developed and delivered to Florida's manufacturing business sector. CareerSource Florida has offered its Manufacturing Intellectual Property as an in-kind contribution and is being used as a strong foundational component of the supply pipeline as it prepares students for the MSSC certification and for the industry's workplace needs.

The CareerSource Florida Network is also leveraging the use of its Employ Florida Marketplace system for data capture and closely collaborating with each of the twelve (12) State colleges on how best to recruit participants, manufacturing businesses for apprenticeships and ultimately for job placement. Each regional workforce board has entered into an agreement to partner with their respective state/community college to meet and/or exceed the goals of this grant. For instance, one local board, CareerSource Central Florida, earmarked nearly \$1 million in Individual Training Account funding for this initiative.

Additionally, to support the scaling of the Florida TRADE project, the Florida TRADE Consortium has been selected by The Collaboratory and the Office of Community College Research and Leadership (OCCRL) at the University of Illinois to join an elite group of TAACCT consortia in the Community College Transformative Change Initiative (CCTCI).

CCTCI brings the very best talent and latest research together to support and scale specific TAACCT programs toward real and lasting change in community college education. This new initiative is funded by the Bill & Melinda Gates Foundation, Lumina Foundation for Education, and Joyce Foundation. By participating in CCTCI, Florida TRADE will take part in an experientially-rich learning lab and collaborative network that is dedicated to advancing transformative change among community colleges. Multiple benefits will accrue as a result of the Consortium's participation in CCTCI, including the sharing of transformative policies, processes and practices with other selected TAACCT consortia and the opportunity to be a part of an emerging national network of community college leaders and strategic partners, such as businesses, to lead a national dialogue on community college transformative change. The Consortium will also develop a framework for a strategic scaling plan focused on bringing about transformative change that will enhance the implementation of Florida TRADE statewide and similar projects nationally. Further, CCTCI will embark on research activities to gather the knowledge, practices, policies and transformative innovations created across this national network to advance the role that community colleges play to meet the evolving needs for a highly skilled U.S. workforce.

As of June, 2014, almost 1600 students across the state of Florida have enrolled in Florida TRADE programs. Of this number, 670 (about 42%) have completed a program of study and 595 have earned at least one industry certification. 138 program completers (about 21%) have been placed in a paid internship or job position. The consortia is currently in the process of developing strategies and actions to significantly increase our placement rate. Of the total enrollment numbers, 42% are minorities, 18% are females, and 20% are veterans. The broad use of the online NTER system is behind schedule; however, the consortia has developed plans to focus efforts in this area with a goal to launch the first course in September. As of June, 2014 the Consortia has partnerships with over 200 manufacturers and a close working relationship with Florida's Manufacturing Associations and the CareerSource Florida network.

Florida TRADE recently focused on four key elements of implementation: 1) community outreach; 2) developing stronger partnerships; 3) training; and 4) job placements. Examples of community outreach activities include: Broward College delivered presentations to the Urban League and Hispanic Unity Group. Florida State College at Jacksonville (FSCJ) participated in the annual Jacksonville Chamber Trade Show. Hillsborough Community College gave Florida TRADE presentations to the United Way, Lutheran Ministries, and Metropolitan Ministries and also authored newspaper articles for the Regional Hispanic Newspaper. Valencia College presented to the senior class at one of the local high schools. Florida TRADE consortium members also worked to develop stronger partnerships with both our industry and CareerSource Florida Network partners. FSCJ launched an e-mail campaign to local manufacturers that resulted in the addition of five new partners. Gulf Coast State College worked with their local CareerSource Board to develop a comprehensive plan for outreach and recruitment. Indian River State College made several presentations to local manufacturers and Valencia College hosted the CareerSource Florida Board of Directors, and Valencia College and CareerSource Central Florida conducted a presentation to the CareerSource Florida Board of Directors at their quarterly Board meeting. In May 2014 several Regional Manufacturing Association (RMA) partners and CareerSource Boards joined the Florida TRADE Steering Committee and Program Managers Meeting hosted by Polk State College. The RMA and CareerSource representatives participated in a workshop that focused on improving our outreach, recruitment, training, and placement processes. The Consortium is working diligently to place program completers into internship and/or job opportunities. Broward College hosted a Job Resource Fair and was able to place three students into internships and eight students into employment. Daytona State College recently placed 10 out of 13 program completers into employment and has an overall job placement rate of 75%. Valencia College also conducted a Job Fair for program completers and placed seven completers into employment.

CareerSource Florida Boards and Regional Manufacturing Associations have placed the Florida TRADE logo on their web sites with links back to the TRADE website. Examples include:

<http://www.careersourcecapitalregion.com/job-seekers/programs/florida-trade-grant>,
http://www.careersourcenortheastflorida.com/jobseekers/educational_opportunities/FloridaTradeGrant.aspx,
<http://www.bama-fl.org/>,
<http://sfma.org/>, and
<http://vmaonline.com/education/florida-trade-grant/>.

In a statewide outreach effort, the Florida TRADE Director presented at the Sterling STEM Forum Conference in May in Orlando, and co-presented with CareerSource Florida staff at the Florida Economic Development Conference in Tampa in June. Several Florida TRADE colleges, Polk State, Broward College, Gulf Coast State College, and Pasco-Hernando State College have received awards for Best Practices at the Sterling STEM Conference in Orlando.

Florida Trade consortium partners continue to work with employers across the state to seek input and feedback on curricula and program development. Manufacturers play a crucial role on each consortium members Advisory Council. Many Manufacturers have hosted plant tours for TRADE students, served as guest speakers for TRADE classes, and attended campus job fairs and other special events. Manufacturers are beginning to request TRADE students to interview for potential job opportunities.

Performance Council

The Performance Council Chair and members are selected from the Board of Directors' membership by the Chair of CareerSource Florida and includes at least one board member from the membership of a regional workforce board of directors.

The Performance Council's role is to ensure compliance with federal common measures and to review and analyze federal, state and local performance measures. These include both short-term and long-term outcomes on measures such as job placements, employment retention and earnings. While focusing on the state's shared workforce and economic development agenda, federal workforce common measures and the Governor's strategic targets, the council designs, recommends, and oversees statewide performance measures to include recommendations for policies and performance-based financial incentives. The council's recommendations result in greater collaboration, effectiveness and efficiencies.

The council provides oversight and accountability for positive outcomes of Florida's federal common measures. The common measures include:

- Workforce Investment Act Adult Measures
 - Entered Employment Rate
 - Employment Retention Rate
 - Average Six-Month Earnings
- Workforce Investment Act Dislocated Worker Measures
 - Entered Employment Rate
 - Employment Retention Rate
 - Average Six-Month Earnings

- Workforce Investment Act Youth Common Measures
 - Placement in Employment or Education
 - Attainment of Degree or Certificate
 - Literacy or Numeracy Gains
- Wagner-Peyser Program Measures
 - Entered Employment Rate
 - Employment Retention Rate
 - Average Six-Month Earnings

The Council also serves the Board in reviewing and analyzing federal reports for state and regional outcomes. Examples of current reports for review and analysis may include, but are not limited to:

- Florida’s State Five-Year Integrated Workforce Plan to USDOL (WIA-WP);
- Federal Annual Report;
- Monthly Management Reports;
- Wagner-Peyser Reports;
- Workforce Investment Act (WIA) Reports;
- Florida Workforce Integrated Reporting System – Data/Reports; and,
- Quarterly Updates—Florida Workforce Scorecard.

To reward excellence, outstanding achievement, and alignment with Governor Rick Scott’s and the state’s workforce and economic development goals the council is charged with developing and recommending a financial incentive plan to the CareerSource Florida Board of Directors for Florida’s 24 regional workforce boards.

The council also serves in an advisory role to the Board of Directors on the development and implementation of measures, policies and strategies affecting workforce development performance.

Performance Council special initiatives during PY 2013-2014 included:

- **Performance Incentive Policy**—The council adopted a new Performance Incentive Policy for the annual establishment of performance measures aligned with the Board’s strategic goals and objectives and to recognize regional workforce boards’ efforts towards targeted strategies and to reward increased outcomes. This Policy was supported by three major Performance Incentive Programs during 2013-2014. Each of the following Performance Incentive Program included goals, objectives, criteria, methodology and timeframes for implementation. Performance Incentive Programs implemented were:
 - **Common Measures**—Common Measure goals were based on individual regional progress evaluated on each region’s progress toward meeting the overall state Common Measure goals. Performance Incentive Awards were conditioned upon the state meeting its federally negotiated Common Measure Goals. As of June 30, 2014, the state met all twelve Common Measure goals, exceeding three Common Measures goals.
 - **Employer Penetration**—Pursuant to Governor Rick Scott’s challenge to increase business outreach, Employer Penetration Performance Incentive Awards were provided to regions improving their employer penetration by increasing the net new number of business served. At the

end June 30, 2014, the CareerSource Florida network served 101,330 employers—58,343 more employers than the previous year.

- **Unified Brand Implementation**—In program year 2012-2013 the Workforce Florida Board approved a new statewide brand for Florida’s workforce system – CareerSource Florida – a major statewide priority. In 2013-2014, the Unified Brand implementation Performance Incentive Awards were established to recognize regions meeting specific criteria and completing essential tasks to align regional workforce boards and the One-Stop Career Centers with the CareerSource Florida brand. All regional workforce boards participated in statewide orientation programs. The CareerSource Florida Brand was officially launched in February 2014.

Florida Workforce Scorecard: Developed through partnership with the Florida Chamber of Commerce Foundation, the Florida Workforce Scorecard provides a tangible example of the impact of public-private partnerships aligning talent development goals of workforce and business in Florida. This initiative supports Florida’s workforce strategic plan, *Creating the Strategy*, as well as three of the Chamber’s Six Pillars of Florida’s Future Economy. Those pillars are Talent Supply and Education, Innovation and Economic Development and Business Climate and Competitiveness. The Scorecard highlights Florida’s Common Measures with quarterly data updates, regional best practices, education and economic indicators. The Performance Council received quarterly updates from the Florida Chamber Foundation on national, state and regional workforce, economic and education measures with detailed analyses on program and policy implications and potential opportunities to enhance Florida’s workforce investment system.

Florida Workforce Integrated Performance Reporting System (FWIPRS) - The Florida Department of Economic Opportunity continued to enhance the Florida Workforce Integrated Performance Reporting System (FWIPRS) - the statewide web-based reporting system providing performance metrics for three distinct user levels:

- Level 1 – Includes the CareerSource Florida Board, stakeholders, and the general public
- Level 2 – Provides performance metrics that are germane to regional workforce board Executive Directors, upper management and mid-level management
- Level 3 – Provides performance metrics and granular level data to the case managers

This system features an integrated approach to performance reporting measuring cross-program performance metrics. It leverages the data resources of Wagner Peyser, Workforce Investment Act, Welfare Transition, Food Stamp Employment and Training, Reemployment Assistance services (Unemployment Compensation data), New Hire, and a few additional data resources to create cohesive, coherent, and useful performance metrics.

Finance and Efficiency Council

The Finance and Efficiency Council’s primary goal is to work to ensure that the workforce system is in good financial health, that its assets are protected, and the state’s resources are used appropriately and accounted for sufficiently. Through this effort, the council assists the CareerSource Florida Board of Directors in ensuring that the resources available to the state for workforce training programs and support services are used effectively and efficiently with utmost accountability to maintain public confidence and support.

To this end, the council directs the allocation of statewide workforce funding and ensures policies and practices are in place to safeguard the system's assets and preserve the integrity of the system and the public's confidence.

The Chair and Finance and Efficiency Council members are selected from the Board of Directors' membership by the Chair of CareerSource Florida and include at least one member from the membership of a regional workforce board of directors.

The council continues to maintain the following primary areas of responsibility:

- **Directing the Allocation of Statewide Workforce Funding**

The Finance and Efficiency Council is responsible for proposing allocations of federal and state workforce funds to the 24 regional workforce boards and for state-level discretionary funding provided through the federal grant awards and state appropriations. Discretionary funding under the auspices of the Board is used to fund the Florida Department of Economic Opportunity, CareerSource Florida, and for demonstration and pilot programs funded through the Board. In the event funding modifications occur during the course of the budget cycle, the Finance and Efficiency Council reviews and proposes modifications to the previous budgets to ensure that over-commitments do not occur.

An integral part of this responsibility is the charge of ensuring that the limited workforce funding is utilized appropriately and in accordance with federal, state, and CareerSource Florida Board policies.

- **Safeguarding the Workforce System's Resources and Assets**

The Finance and Efficiency Council ensures that appropriate policies and practices are in place to protect the assets and integrity of the workforce system. The council is charged with the responsibility to protect the financial integrity of Florida's workforce system and to promote full accountability among all workforce partners. The Finance and Efficiency Council receives regular updates regarding the Florida Department of Economic Opportunity's financial monitoring efforts, results of special internal audits conducted by the Department's Inspector General, and program and financial audits conducted for the state and regional partners. Based upon these reviews and audits, the council reviews corrective action plans which may require the establishment of financial/program policies or modifications of existing policies for consideration by the full Board.

- **Executing and Administering the Florida Department of Economic Opportunity Contract**

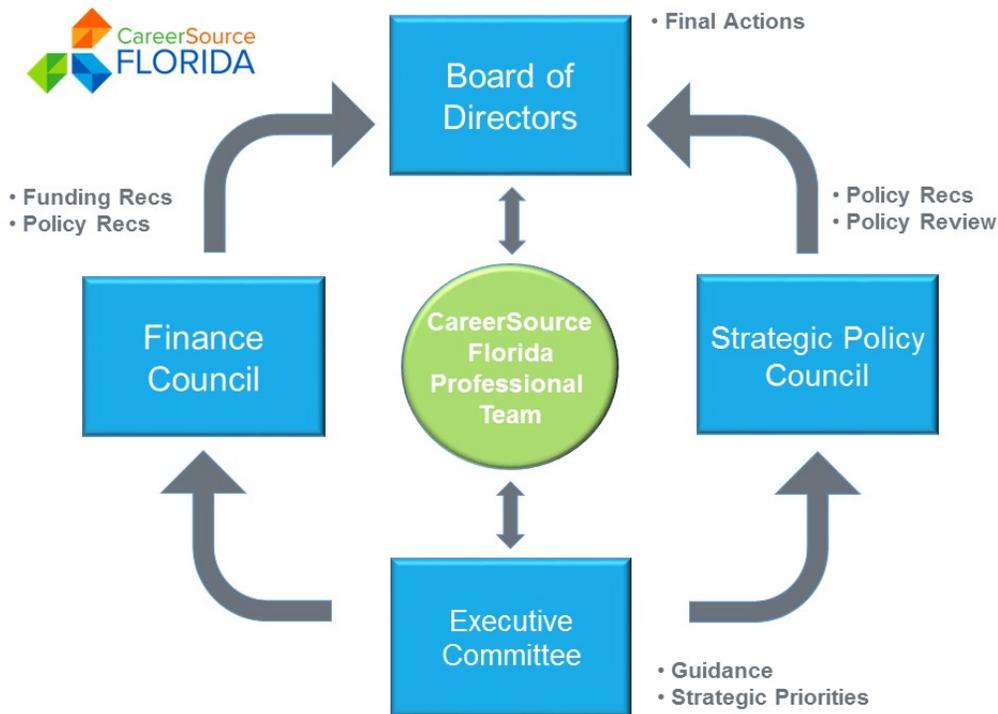
In accordance with Chapter 445, CareerSource Florida is required to execute an administrative contract with DEO for fiscal and administrative provisions associated with the grants received. This administrative contract, referred to as the Partnership Agreement, is critical to ensure the appropriate and accurate reporting under the terms and conditions of the several grants and programs received by the workforce system. The council provides the strategic direction for this administrative contract and performance under this contract is tracked and evaluated on a recurring basis by the council.

The Finance and Efficiency Council implemented the following special initiatives during PY 2013-2014:

- **Programmatic and Structure Efficiency Review** – A comprehensive CareerSource Florida Programmatic and Structure Efficiency Review began in the latter part of program year 2012-2013 with finance and functional analyses of CareerSource Florida’s programs, processes and organizational structure. In 2013-2014 this important initiative resulted in the design and development of a Project Portfolio Management process to align CareerSource Florida projects with strategic goals and enhanced decision-making; a new Policy Development Process, role identifications and competency analyses to implement CareerSource Florida strategic policies and programs and future state governance structure. Additionally, several business processes were analyzed, including incumbent worker training awards, contracts and grants, and communications resulting in more efficient and cost-effective methods of program management and enhanced communications with internal and external stakeholders.
- **Performance Incentive Awards** – The Finance and Efficiency Council established a priority of providing regional workforce boards with 2013-2014 Performance Incentive Awards in three primary areas: Common Measures, Employer Penetration and implementation of CareerSource Florida’s Unified Brand. Council members received quarterly updates on progress and final program year successes in all three areas.
- **Study on Direct and Indirect Service Providers** – At the direction of the Council Chair, DEO performed an analysis of those regional workforce boards who have requested and received approval to provide one-stop services directly. It was determined that there were substantial savings for those regions who chose to become direct providers. The council will continue to look at the effects of regions providing those services directly, and determine if any strategic policy should be developed to assist those regions not currently direct providers in evaluating the impact to their region.
- **“Next Generation—Employer Florida Marketplace”** – During the 2013-14 fiscal year, the DEO, CareerSource Florida and the regional workforce boards began the process for procuring our next generation Workforce Information Technology System. The Finance Council was updated regularly on the progress of the Procurement Steering Committee and subsequently the negotiations team. The result of this work will be a much more market focused system with greater efficient use through new advanced technologies.

CareerSource Florida - Enhanced Efficiency, Sharpened Focus

In the second half of the fiscal year and in conjunction with the launch of the new, unified statewide brand, the CareerSource Florida Board of Directors approved consolidation of its three councils to two – the Strategic Policy Council and the Finance Council, to further enhance efficiency and sharpen its focus on board priorities.



Through collaboration with its workforce, education, industry, economic development and community partners and its ongoing focus on developing Florida’s talent and responding to marketplace demands, CareerSource Florida has continued to advance the state’s strategic workforce goals.

Outreach to Employers and Job Seekers

EmployFlorida.com - Online Workforce Services and “Virtual One-Stop”



In today’s technology-driven marketplace, it is imperative that job seekers and businesses have access to workforce services 24 hours a day, seven days a week. As noted earlier in this report, the Employ Florida Marketplace (EFM) at www.EmployFlorida.com is Florida’s virtual job-matching tool, which provides access at *no charge* to the people and businesses that use it.

EFM has more than 100,000 registered employers who can list job openings and conduct searches for qualified workers across the state, while also accessing other resources in support of their efforts to find, retain and train workers. More than 400,000 resumes are indexed on the EFM for workforce professionals and employers to access qualified talent and match job seekers to employment opportunities statewide. Job seekers have access to more than 150,000 job listings as well as resume building assistance, skills assessment tools and more. Meanwhile, more than 60,000 visitors use the site daily to search for jobs, screen applicant resumes and research the latest labor market information.

EFM also provides businesses access to valuable information on training grants and other workforce services and resources, as well as labor market information and talent tools available at both the state and local levels.

Florida’s job seekers are able to search for employment opportunities from numerous job and corporate websites as well as those placed directly on EFM by businesses or through regional workforce boards and/or career centers – making the EFM the most comprehensive source for current Florida job openings.

Both employers and job seekers can locate Florida’s workforce services and resources anywhere in the state online at www.EmployFlorida.com or by calling the Employ Florida toll-free helpline staffed by the Florida Department of Economic Opportunity: 866-FLA-2345.

The EFM website is consistently upgraded to maintain relevancy and incorporate improved technology. As previously noted in this report, in early 2013, a comprehensive research and development process began to procure the next-generation system that will replace www.employflorida.com as the state’s online job-matching and workforce system case management tool. The new website will be a major brand extension of the new CareerSource Florida statewide universal brand. Building on the universal brand’s successful launch earlier this year, CareerSource Florida, with counsel from DEO, regional workforce board leaders and others, continues to take a market-driven, customer focused and research-based approach to further developing and building the new workforce system master brand through this latest IT solution. The public launch of the new system is slated for mid-2015.

The use of micro-portals, powered by EFM, that provide specialized and targeted job-matching continue to demonstrate value. To date, CareerSource Florida and the Department of Economic Opportunity, in collaboration with regional workforce boards and other partners, maintain dedicated entry points with customized job-search information and resources for Florida veterans, job seekers age 50 and older, and those interested in green jobs. Additionally, a portal for the disabled is under development.

The current lineup of permanent micro-portals created to address targeted job seekers includes:

Employ Florida Vets: (<http://veterans.employflorida.com>)

Of particular interest, this portal is a key element of the *Hiring Florida’s Heroes* campaign which works with Florida businesses to match them with veterans possessing the skills they need. CareerSource Florida has worked in partnership with both the Florida and U.S. Chambers of Commerce to encourage businesses to take advantage of the initiative’s offerings, which include concierge-style recruiting and screening services.



Employ Florida Vets was also chosen by the Florida Department of Veterans Affairs as the destination for employment inquiries made via its mobile app and its newly redesigned website.

Developed through a series of focus groups with Florida veterans, the Employ Florida Vets Portal translates a veteran's Military Occupational Specialty Code (a code that represents the employment classification for the specialty/job that the military veteran performed while on active duty) into an equivalent civilian job title.

Other portal highlights include:

- Information and advice about writing resumes and finding apprenticeships and jobs ideally suited to their military experience;
- Information about the Florida law that gives veterans hiring preference when they apply for public-sector jobs;
- Information for Florida businesses and organizations about tax incentives available for hiring veterans; and,
- A centralized jobs posting site for employers seeking veterans with specialized skills.

During PY 2013-2014, there were approximately 40,000 visits to the portal, reflecting the significance of this resource to veterans.

Employ Florida Silver Edition:
(<http://silver.employflorida.com>)

Created to assist job seekers 50 and older as well as employers seeking seasoned, experienced workers, the statewide Employ Florida Silver Edition was initially launched as a regional pilot project. The micro-portal was developed through a collaborative process engaging CareerSource Florida, the Florida Department of Economic Opportunity, regional workforce boards, the Florida Department of Elder Affairs and community-based organizations, among others.



It is designed to help older job seekers search for the right job, with access to a wide range of job training and job placement programs and services, while also helping older-worker-friendly employers identify the best job candidates.

The site serves as a resource for Florida's efforts to design a critical work model of the future, in which the knowledge, experience and capabilities of this demographic group are accessible to the business and civic organizations that need them, on terms that are mutually acceptable.

Employ Florida Green Jobs:

<https://www.employflorida.com/portals/greenjobs/>



This portal was created to provide online career resources for individuals who seek information on green jobs due to the expected growth of this sector. It provides multiple resources, including the former Green Jobs Survey Results.

The Abilities Work Portal

The Abilities Work portal is a tool for employers and job seekers with disabilities. It is in the final stages of development and will be housed on the EFM website with a logo next to the Veteran's Portal logo for ease of access. It was designed specifically to provide resources to persons with disabilities and to assist employers who are interested in hiring those job seekers. The 2014 Legislature appropriated funding for a help desk that will be staffed by DOE's, Division of Vocational Rehabilitation. The division has hired, and is currently training, those individuals.

The portal was developed in response to the Governor's Commission on Jobs for Floridians with Disabilities. In their first report to the Governor, one of the recommendations was for a single point of contact for employers seeking to hire persons with disabilities. The Employ Florida Marketplace seemed like a natural fit and the Abilities Work portal was conceived. This has been a collaborative process with input from the Agency for Persons with Disabilities, Department of Education's, Division of Vocational Rehabilitation and Division of Blind Services, and the Florida Developmental Disabilities Council to name a few. Focus groups were convened around the state allowing input from stakeholder groups such as employers, field staff and customers and family members. A communications group, comprised of representatives from the above mentioned agencies, has been meeting to develop a consistent message for roll out. The portal is scheduled for implementation in the near future.

STATE WORKFORCE PERFORMANCE

Accountability and Continuous Improvement

Florida workforce law expressly calls for increased accountability for the workforce system for the state, localities and training providers. Florida has several methods for continually monitoring performance that have great value as both real-time management tools as well as tools for continuous improvement.

Although federal law, regulations and instructions call for extensive reporting of multiple performance data for the array of federally funded programs, and some federal programs provide incentive bonuses for high performing states, coupled with potential sanctions and monetary penalties, Florida's incentive/corrective action mechanisms are largely the product of state law and state workforce board policy decisions and design. The structure is custom designed to cover all major programs – WIA, WP and TANF – under the state Board's oversight. As a further policy matter, Florida's incentive/corrections apply to both short-term, interim outcomes (mainly EER-Entered Employment Rates) as well as the longer-term outcomes (mainly Job Retention) reported annually to the USDOL (WIA and WP) and the U.S. Department of Health and

Human Services (TANF) using Reemployment Assistance/Unemployment Insurance (RA/UI) wage records. Certain other requirements imposed by state law are used as indicators. For example, Florida tracks the state law requirement for a 50 percent rate of expenditures on Individual Training Accounts (ITAs) and other training. Under state law, CareerSource Florida can approve a waiver of the 50% ITA requirement for a region, upon their request. Similarly, the federal participation rate for TANF participants is also tracked.

In 2013-2014, the CareerSource Florida Board placed a heightened priority and emphasis on increasing business outreach. Regions were challenged to improve their employer penetration by increasing the net new number of businesses they served. Employer Penetration Performance Incentive Awards were made to those regions who reached the targeted performance goals.

The CareerSource Florida Board also approved and implemented a new statewide universal brand for Florida's workforce system, CareerSource Florida Network. This re-branding of Florida's workforce system provides a single unified brand for the state, regional workforce boards and career centers providing streamlined and easier access and identification by job seekers and employers who are seeking workforce services. Unified Brand Performance Incentive Awards were made to those regions who met specific criteria and completion of essential tasks to align their local boards and career centers with the Career Source Florida brand.

Florida's workforce system continues to apply, re-examine, refine, and refresh its incentive/correction structure to maintain continuous improvement.

WIA Performance Indicators: Section 136 of the Federal Workforce Investment Act (WIA) identifies indicators of performance for the Adult, Dislocated Worker and Youth programs. For the PY 2013-2014, federal guidance prescribed 18 measures applicable to outcomes for the Adult, Dislocated Worker, and Youth programs; and two measures for customer satisfaction that apply across all three programs, bringing the total number of required measures to 20. These measures are as follows (definitions for each can be found in *Appendix Table 1*).

Adults

- Entry into unsubsidized employment
- Retention in unsubsidized employment six months after entry into employment
- Average Earnings
- Employment and Credential Rate

Dislocated Worker

- Entry into unsubsidized employment
- Retention in unsubsidized employment six months after entry into employment
- Average Earnings
- Employment and Credential Rate

Youth (aged 14-21)

- Placement in Employment or Education
- Attainment of Degree or Certificate
- Literacy and Numeracy Gains

Older Youth (aged 19-21)

- Entry into unsubsidized employment
- Retention in unsubsidized employment six months after entry into employment
- Earnings change six months after entry into employment
- Credential attainment

Younger Youth (aged 14-18)

- Attainment of secondary school diplomas and their recognized equivalents
- Attainment of goals and skills
- Retention in post-secondary education, advanced training, employment, military service or a qualified apprenticeship six months after program exit

All Programs

- Customer satisfaction for individuals
- Customer satisfaction for employers

In accordance with WIA, each of these measures is divided into sub-categories to track special populations and target groups. The aforementioned Adult and Dislocated Worker programs also provide three levels of service: Core, Intensive and Training services. Reports must be compiled detailing each level of service, breaking out special populations, such as Veterans, Displaced Homemakers, and Individuals with Disabilities, Out-of-School Youth and Persons on Public Assistance.

Florida is a Common Measure State

**Exhibit 2
Florida Common Measures Goals
PY 2013-2014**

Adult Measures	PY 2013-2014 Goals
Entered Employment Rate	79.0 %
Employment Retention Rate	91.5 %
Average Six Months Earnings	\$21,500
Dislocated Worker Measures	
Entered Employment Rate	90.0 %
Employment Retention Rate	90.0 %
Average Six Months Earnings	\$17,621
Youth Common Measures	
Placement in Employment or Education	53.0%
Attainment of Degree or Certificate	70.5%
Literacy or Numeracy Gains	50.0 %
Wagner-Peyser Measures	
Entered Employment Rate	61.0 %
Employment Retention Rate	85.0 %
Average Six Months Earnings	\$13,598

Levels of Service: Total participants served during the program year decreased by 3.4 percent for Adults and 20.7 percent for Dislocated Workers. Both Older Youth and Younger Youth had increases of 6.9 percent and 4.5 percent, respectively. **Exhibit 3** presents the total number of participants and exiters leaving the WIA program during PY 2013-2014.

Exhibit 3 2013-2014 WIA Participants/Exiters		
WIA Program	Total Participants Served	Total Exiters
Adults	29,476	14,556
Dislocated Workers	14,456	6,628
Older Youth	5,813	2,287
Younger Youth	10,091	3,038

Reporting Time Periods: Federal guidelines require varying time periods for reporting the counts of participants served, counts of those exiting programs, and performance outcomes for the nine WIA Common Core measures. The first reporting period is the April 1, 2012 to March 31, 2013 period (prior to the Program Year), used for the retention and average earnings measures. The second period is composed of the four quarters beginning October 1, 2012 and ending September 30, 2013 (prior to the Program Year), used for all entered employment measures, the youth placement in employment and education measure and the youth attainment of a degree or certificate measure. These delayed reporting periods are required so that follow-up data from Reemployment Assistance (RA) Wage Reports can be collected on participants during the various outcomes measurement periods. The third reporting period is the period beginning April 1, 2013 to March 31, 2014, used for the counts of exiters. The final reporting period is the actual PY 2013-2014 (the four quarters beginning July 1, 2013 and ending June 30, 2014), used for the youth literacy and numeracy gains measure and the counts of participants served.

WIA Performance Measures

Pursuant to the Workforce Investment Act, all states submitting a state plan must propose expected levels of performance for each of the prescribed measures. As a result of a waiver granted to the state, beginning with PY 2008-2009, Florida only reports the level of performance relating to the nine WIA Common Measures. Performance on the remaining measures is still tracked; however, in accordance with the granted waiver, no proposed levels of performance are provided. Federal guidelines describe core measures and/or Common Measures as the key measures of success in achieving the legislative goals of WIA. The measures are used to:

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

The proposed levels of performance are developed with the use of baseline data produced in accordance with federal instructions. As part of the state plan review process, the Secretary of USDOL and the Governor must negotiate an agreement on the levels of performance or goals for the Common Measures.

Data on core measures and Common Measures is collected from Florida's MIS system, RA Wage Records, and from the Wage Record Information System (WRIS). The MIS system gathers exit information on participants and covers the real-time data elements referenced above. RA Wage records contain information such as wage and retention information after exit. The WRIS system is a database consisting of several participating states' records for wages and employment, etc. WRIS records supplement Florida's RA data to provide a more complete picture of participant outcomes.

Exhibit 4 below displays Florida's negotiated rate for each of the required Common Measures along with the actual statewide outcomes achieved. Pursuant to federal policy, states achieving at least 80 percent of the negotiated goal are considered to have met the goal. The 80 percent criterion is shown in parentheses.

Exhibit 4
State WIA Statewide Common Measures Performance
PY 2013-2014

WIA CORE MEASURE	NEGOTIATED GOAL (80% of Goal)	ACTUAL PERFORMANCE	DIFFERENCE COMPARED TO 80% of Goal
Adult Entered Employment Rate	79.0% (63.2%)	79.87%	+16.67%
Adult Employment Retention Rate	91.5% (73.2%)	90.74%	+17.54%
Adult Average Earnings	\$21,500 (\$17,200)	\$17,479	+\$279

Dislocated Worker Entered Employment Rate	90.0% (72.0%)	80.32%	+8.32%
Dislocated Worker Employment Retention Rate	90.0% (72.0%)	83.99%	+11.99%
Dislocated Worker Average Earnings	\$17,621 (\$14,097)	\$15,785	+\$1,688

Youth Placement in Employment or Education	53.0% (42.4%)	61.20%	+18.8
Youth Attainment of Degree or Certificate	70.5% (56.4%)	81.80%	+25.4%
Literacy or Numeracy Gains	50.0 (40.0%)	56.18%	+16.18%

As the above table indicates, Florida's PY 2013-2014 performance met or exceeded the federal criterion of 80 percent of goal for each of the negotiated Common Measures. Compared with PY 2012-2013 outcomes, PY 2013 - 2014 results remained consistent.

Local Performance

Upon the completion of the state's negotiation with USDOL on state performance goals for Common Measures, CareerSource Florida conducted negotiations at the state level with each regional workforce board. Federal policy requires states to achieve at least 80 percent of the negotiated goal. As a result of this process, expected levels of performance or goals were agreed upon for each region. *Exhibit 5* below summarizes outcomes based on these goals and the federal 80 percent criterion. Individual performance tables for each of Florida's 24 regional workforce boards are also provided in the *Appendix Table O - Performance*.

Exhibit 5
Regional Workforce Board WIA Performance
Program Year 2013-2014

WIA COMMON MEASURE	STATE GOAL	# OF REGIONS ACHIEVING REGIONAL GOAL	% OF REGIONS ACHIEVING GOAL
ADULT ENTERED EMPLOYMENT RATE	79.0%	22 of 24	91.7%
ADULT EMPLOYMENT RETENTION RATE	91.5%	24 of 24	100%
ADULT AVERAGE EARNINGS	\$21,500	24 of 24	100%
DISLOCATED WORKER ENTERED EMPLOYMENT RATE	90.0%	22 of 24	91.7%
DISLOCATED WORKER EMPLOYMENT RETENTION RATE	90.0%	24 of 24	100%
DISLOCATED WORKER AVERAGE EARNINGS	\$17,621	23 of 24	95.8%
YOUTH PLACEMENT IN EMPLOYMENT OR EDUCATION	53.0%	21 of 24	87.5%
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE	70.5%	24 of 24	100%
YOUTH LITERACY OR NUMERACY GAINS	50.0%	22 of 24	91.7%

*Based on the USDOL, TEGL, No. 26-12, May 6, 2013, Fails is defined as the number of performance measures less than 80 percent of the negotiated goal. Met is defined as the number of performance measures between 80 percent - 100 percent of the negotiated goal. Exceeded is defined as the number of performance measures above 100 percent of the negotiated goal.

Customer Satisfaction Surveys

At the direction of, and in consultation with, CareerSource Florida, DEO earlier contracted with a vendor to evaluate Florida’s customer satisfaction survey processes and to develop a new protocol for assessing customer satisfaction by job seekers and businesses that utilize the services of Florida’s workforce system (i.e., career centers.) A Customer Satisfaction Team comprised of representatives from Workforce Florida at that time, DEO, and the regional workforce boards was established to provide input and engagement throughout the evaluation process. The vendor’s final report summarized the customer satisfaction processes formerly used by the state and recommended new processes and methodologies to better refine

and more accurately capture true customer satisfaction by job seekers and employers. Florida expects to further refine some of the recommended protocols and over the next year, and design and implement a new customer satisfaction survey process to capture customer satisfaction metrics for those who use the workforce system.

Florida plans to integrate customer satisfaction surveys as a component of the next generation workforce management system that will replace EFM, the state's current online job matching and case management system. The first phase of the new system is targeted for completion in mid-2015. CareerSource Florida and DEO will be working with the vendor to ensure its survey protocol, processes, and methodology meet the requirements outlined in TEGL 12-12.

Customer satisfaction survey results will be invaluable to the state as it continues to identify and refine strategies that can be implemented to better serve its workforce services customers.

STATE EVALUATION ACTIVITIES AND INCENTIVE POLICY

Overall Description and Background

Due to historical practices and state law mandates, Florida has long engaged in extensive program evaluation activities with a particular emphasis on results, outcomes and longitudinal information. In the workforce realm, much of that evaluation activity has been based on many of the key elements mandated by WIA, including use of many of the same or similar measures, similar definitions and heavy reliance on use of Reemployment Assistance wage records to verify initial job placement, job retention, and initial and long-term earnings over time.

Florida Education and Training Placement Information Program (FETPIP)

One of Florida's earliest and most successful innovations in evaluation and performance tracking has been the Florida Education and Training Placement Information Program (FETPIP) established in mid-1980 within the Florida Department of Education. This program was developed mainly to help evaluate the effectiveness of postsecondary education and training programs, particularly vocational education and similar career preparation programs. The scope of the groups to be tracked rapidly expanded to cover nearly all job training and placement programs including WIA, Wagner-Peyser, Job Corps, Veterans, Welfare Reform/Temporary Assistance to Needy Families (WT/TANF), Apprenticeship, Reemployment Assistance claimants, and ex-offenders. A total of nearly 600 groups or sub-cohorts are being tracked.

The FETPIP follow-up data is electronically derived from Reemployment Assistance quarterly wage records, federal military and civilian personnel records, public assistance, incarceration/parole records, and continued education rosters. Access to this data allows for annual reports with extensive detail and longitudinal capabilities. Each group is typically tracked for at least two years with many tracked over much longer periods, including the "Class of 1991" composed of all graduates (and drop-outs) of high school, certificate programs, and all levels of higher education. Quarterly reports covering employment and public assistance status and outcomes are regularly run and analyzed. For more details on FETPIP, including examples of annual outcome reports, see: <http://www.firn.edu/doe/fetpip/fmain.htm>.

FETPIP data is being provided to regional workforce boards to enable them to evaluate the strength of training programs offered throughout the state.

State “Balanced Scorecard” Report

Florida’s workforce system Balanced Scorecard Report includes the following mix of long-term measures, short-term measures and threshold indicators related to the state’s three major partner programs:

Services to Job Seekers:

Job Seekers Entered Employment Rate (Wagner-Peyser)

Veterans Entered Employment Rate (Wagner-Peyser)

Customer Satisfaction – Job Seekers (Wagner-Peyser) – in the process of being revised

Services to Employers:

Customer Satisfaction – Employers – (In the process of being revised)

Employer Market Penetration

Services to Disadvantaged Groups, Unemployed Adults and Youth:

Entered Employment Rate (Workforce Investment Act)

Employment Earnings Rate (Workforce Investment Act)

Employment Retention Rate (Workforce Investment Act)

Youth Average Grade Level Gain (Workforce Investment Act)

Youth Positive Outcome Rate (Workforce Investment Act)

Customer Satisfaction – (Workforce Investment Act Participants) – In the process of being revised

Services to Welfare Recipients:

Welfare Closed Case Outcome Rate

Welfare Transition Earnings Rate

Welfare Transition Retention Rate

Threshold Indicators:

Threshold Level of Service Indicator for All Customer Groups

Threshold Level of Service Indicator for Special Customer Groups

Threshold Indicator for Youth Diploma Attainment

Threshold Indicator for Welfare Participation Rate

Threshold Indicator for Data Validity

The threshold indicators are each based on a minimum criterion established by state or federal policy where a “yes” indicates that a local board has achieved the minimum.

All Balanced Scorecard measures and indicators are reported quarterly with the exception of the Employer Market Penetration measure and the Threshold Indicator for Data Validity which are reported on an annual basis only. During PY 2013-2014, the customer satisfaction measures were in the process of being revised and therefore scores for these measures are not available.

Appendix Table 3 contains a more detailed description of the measures and threshold indicators included in the Balanced Scorecard Report.

Exhibit 6 shows statewide PY 2012-2013 outcomes for each of the Balanced Scorecard measures available as of the calendar quarter ending September 30, 2013.

**Exhibit 6
PY 2012-13 Balanced Scorecard Measures
(Fourth Quarter Report)**

Job Seeker Entered Employment Rate	Veteran’s Entered Employment Rate	WIA Entered Employment Rate	WIA Employment Earnings Rate	WIA Employment Retention Rate
58.71%	56.33%	90.87%	114.80%	91.41%
WIA Youth Avg. Grade Level Gain	WIA Youth Positive Outcome Rate	Welfare Closed Case Outcome Rate	Welfare Transition Earnings Rate	Welfare Transition Retention Rate
N/A	85.58%	27.70%	51.40%	73.77%

The Balanced Scorecard approach has served the workforce system well in providing a good view of performance management and throughput.

State Longitudinal Measures — “Tier Measures”

The Florida Legislature has mandated that CareerSource Florida develop uniform measures and standards to cover all job training, placement, career education and other workforce programs [See Sec. 445.005 (9), F.S.]. Tier 1 measures are broad outcome measures that can be applied to all workforce-related indicators, including entered employment, job retention and earnings at various levels. Tier 2 measures are oriented to a logical grouping of programs and/or targeted populations and provide additional measures that are uniquely relevant to that group. These measures include continued education status for youth programs and reduction in public assistance dependency for TANF recipients and other low-income individuals. Tier 3 includes process/output measures including those mandated for federally funded programs. These measures also disaggregate the Tier 1 and 2 measures to sub-state breakouts, some of which are regionally adjusted. Examples of process measures would include caseloads for specific programs or first-payment time lapse data for Reemployment Assistance. Disaggregated results would include the WIA performance of specific regional workforce boards or the number/percentage of youth who complete teen pregnancy prevention programs in a specific county or region.

The nine measures against which performance is reported include the following:

- Total Individuals
- Initial employment or those who exited/completed workforce programs and were found employed expressed as a percentage of the total number of those exiting/completing programs

- Earnings or Wage Levels expressed as the percentage of those found employed at each of four full-time earnings or wage levels listed below:
 - Level 0 – those earning below a minimum quarterly wage of \$3,468
 - Level 1 – those earning at least minimum wage of \$3,468 but less than \$4,420 quarterly
 - Level 2 – those earning at least \$4,420 but less than \$5,200 quarterly
 - Level 3 – those earning \$5,200 and greater quarterly
- Continued Employment expressed as a percentage of those found employed at follow-up the year following program exit or completion
- Initial Earnings expressed as the average quarterly amount earned for those found employed the year after program exit/completion
- Earnings Growth expressed as the amount of gain or loss in average quarterly earnings as compared to the average initial earnings
- Public Assistance or those who exited/completed workforce programs and were found to be receiving public assistance expressed as a percentage of the total number of those exiting/completing programs
- Continued Public Assistance expressed as a percentage of those found to be receiving public assistance the year after program exit/completion
- Continuing Education or those who exited/completed workforce programs and were found to be in any education or training program expressed as a percentage of the total number of those exiting/completing programs

The Tier Measure Report is produced annually. Previous Tier Measure Reports can be reviewed as part of the CareerSource Florida Annual Reports at: <http://www.careersourceflorida.com>.

Job Placement Report

As a measurement tool and in support of Governor Scott and the Florida Legislature's priorities for efficient, effective and accountable use of public funds for workforce investment, DEO and CareerSource Florida distribute daily, weekly and monthly Job Placement Reports and weekly Veterans Placement Reports. These reports are intended to enhance existing federal, state and local performance measurement and to provide Governor Scott, legislative and other strategic partners with a real-time report of workforce system outcomes. The reports highlight job-placement achievements and facilitate the identification and sharing of best practices among Florida's regional workforce boards and the career centers they direct. More information on these reports is available at <http://www.floridajobs.org/workforce-board-resources/program-monitoring-and-reports/monthly-regional-workforce-board-job-placement-reports>.

Economic Security Report of Employment and Earning Outcomes

In 2012, the Florida Legislature passed legislation (Section 445.07, F.S.) requiring the Florida Department of Economic Opportunity beginning in December 2013, and annually thereafter, to prepare an on-line economic security report of employment and earnings outcomes for graduates of Florida's public postsecondary educational institutions. The law requires that the report include outcomes on employment and earnings, continued education, receipt of public assistance, and average loan debt.

The report and interactive website can be found at www.beyondeducation.org. DEO worked with its FETPIP partners and a contractor to develop and implement the report and website. The website provides outcome information for graduates/completers of the State University System of Florida, the Florida College System and District Technical Centers by institution, program level and degree level. The most recent report includes WRIS2 data which provides outcome information on graduates working in other states if those state are participating in a WRIS2 data sharing agreement.

This website and report are designed as a consumer reporting system and is particularly valuable to parents and students in helping them make informed career and postsecondary school choices. The information is also of value to the state and regional workforce boards as an information resource as they help job seekers identify and develop appropriate career and training paths.

Regional Performance Reviews

Section 445.007(3), F.S., mandates that, "The Department of Economic Opportunity, under the direction of CareerSource Florida, shall assign staff to meet with each regional workforce board annually to review the board's performance and to certify that the board is in compliance with applicable state and federal law."

During PY 2013-2014, DEO staff gave performance presentations to each regional workforce board at one of its local board meetings. These presentations included information on the region's program and financial performance, as well as local labor market statistics. The annual presentations provide a unique opportunity for dialogue with local board members providing them with a better understanding of state and federal performance requirements and their region's performance outcomes.

State Incentive Policy

Florida law expressly calls for increased accountability for the workforce system for the state, localities, and training providers. Accordingly, the state has established a state incentive corrective action policy based at the direction of CareerSource Florida. This policy is aimed at continuous improvement and designed to cover all major programs under the state Board's oversight, including WIA, WP and TANF. As a further policy matter, Florida's incentive/corrections apply to both short-term, interim outcomes as revealed in our state quarterly reports based on administrative data, as well as the longer-term outcomes reported annually to USDOL (WIA & WP) and HHS (TANF) using Reemployment Assistance (UC/UI) wage records. Certain other requirements imposed by state law are used as "threshold" qualifiers/disqualifiers. For example, regional workforce boards that do not achieve the state law requirement of the 50 percent rate of expenditures on Individual Training Accounts (ITAs) and other training are automatically disqualified for all WIA Incentive Payments.

During the annual budgeting process, CareerSource Florida may approve an incentive pool from state-level discretionary funds. The resulting pool combines short-term and long-term performance awards for each of the contributing funding sources. Regional workforce boards that have met the threshold qualifications related to expenditures on training, direct services, and out-of-school youth to become eligible for incentive awards based on the level of performance achieved.

State Performance Improvement Plan (PIP) Policy

Florida's approach also provides for consequences in situations where there is a pattern of low performance. Typically low-performing regional workforce boards are required to first develop and implement their own Corrective Action Plans. If low performance persists, state-level staff work with regional workforce board staff to design a state-approved Performance Improvement Plan (PIP) with specific deliverables, often supported by state and peer Technical Assistance and Training (TAT) and sometimes supplemental funding for specific interventions. Continued chronic performance and operational problems can result in progressive levels of direct, sustained on-site oversight by state staff or state-designated regional workforce board peer supervision, receivership, or replacement of local executive staff. So far, no region has been re-designated or consolidated due to performance problems; however, that option remains as an ultimate sanction.

COST OF WORKFORCE INVESTMENT ACTIVITIES

Expenditure Levels

During PY 2013-2014, Florida had \$261,033,799 in available funds including carry-forward from all WIA funding sources. Of this amount, \$170,840,151 or approximately 65 percent was expended to carry out state-level and regional activities. Of the \$157,411,248 expended in formula funding by the state's 24 regions, 93 percent went for direct client services. Of the \$13,428,902 in funds expended on state-level funds activities, 98 percent was for direct client services.

Cost of Program Activities Relative to Effect

Florida tracks and evaluates the cost of program activities relative to effect in a number of ways. Cost per participant and cost per positive outcome are computed at the state and regional levels for the Adult, Dislocated Worker, and Youth programs. The positive outcome tracked for the Dislocated Worker program was entered employment. Positive outcomes for the Adult program included entered employment and the successful completion of program activities designed to assist employed workers in upgrading their employment in order to attain a greater degree of self-sufficiency. Florida has placed an emphasis on assisting the under-employed worker as well as helping workers avoid layoff. As a result, the number of Adult program exiters with positive outcomes included 10,820 employed workers who successfully completed program activities in order to upgrade their employment. Positive outcomes for youth included entered employment, entrance into postsecondary education, advanced training, apprenticeship or the military, and the attainment of a diploma or a credential.

Generally, outcomes were tracked for the exit periods used for the corresponding WIA performance measures. The exit period used for the Adult, Dislocated Worker and Youth programs was the period from October 1, 2012 to September 30, 2013. Cost information was also tracked by major level of activity: core services, intensive services and training for the Adult and Dislocated Worker programs and for other services and training for the Youth programs. Florida also utilizes other means of gauging cost in relation to effect suggested by TEGE 14-00, Change 3 including cost per exit, costs for in-school and out-of-school youth and ITA costs. These data are regularly used in evaluating regional performance.

Statewide expenditure and cost data is displayed in ***Exhibit 7*** below. Similar data for each of Florida's 24 regional workforce boards are included in *Appendix Tables 4 through 6*.

**Exhibit 7
FLORIDA PY 2013-2014
WIA EXPENDITURES/COST PER POSITIVE OUTCOME**

**ADULT PROGRAM
10/1/13 TO 9/30/14**

REGIONS 1-24 TOTALS	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w/ POSITIVE OUTCOMES	COST PER POSITIVE OUTCOME
TOTAL AVAILABLE	\$99,878,054	100.0%				
TOTAL EXPENDITURES	\$71,455,193	71.5%	30,812	\$2,319	12,353	\$5,784
EXPENDITURES - OTHER SERVICES**	\$20,386,686	28.5%	30,812	\$662		
EXPENDITURES - TRAINING	\$46,994,926	65.8%	23,743	\$1,979		

**DISLOCATED WORKER PROGRAM
10/1/13 TO 9/30/14**

REGIONS 1-24 TOTALS	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w/ POSITIVE OUTCOMES	COST PER POSITIVE OUTCOME
TOTAL AVAILABLE	\$66,444,396	100.0%				
TOTAL EXPENDITURES	\$40,421,643	60.8%	17,201	\$2,350	6,145	\$6,578
EXPENDITURES - OTHER SERVICES*	\$15,301,840	37.9%	17,201	\$890		
EXPENDITURES - TRAINING	\$22,536,056	55.8%	13,658	\$1,650		

**YOUTH PROGRAM
10/1/13 TO 9/30/14**

REGIONS 1-24 TOTALS	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w/ POSITIVE OUTCOMES	COST PER POSITIVE OUTCOME
TOTAL AVAILABLE**	\$66,528,094	100.0%				
TOTAL EXPENDITURES	\$45,534,412	68.4%	15,212	\$2,993	3,060	\$14,881
EXPENDITURES - OTHER SERVICES***	\$16,082,267	35.3%	15,212	\$1,057		
EXPENDITURES - TRAINING	\$18,121,368	39.8%	5,320	\$3,406		

Use of Individual Training Accounts (ITAs)

Florida policy places emphasis on the provision of training services. Accordingly, Florida law requires the tracking of the number of ITAs awarded and their average cost. The law also requires 50 percent of WIA pass-through funds for Adults and Dislocated Workers to be allocated and expended on ITAs and ITA-related expenditures unless the region has a CareerSource Florida approved ITA waiver. For PY 2013-2014, 25,995 ITAs were awarded in the state. Of \$111,876,837 expended by Florida's 24 regional workforce boards for the Adult and Dislocated Worker programs during the program year, \$63,245,311 or almost 57 percent was expended for ITAs and ITA-related activities (see **Exhibit 8**; also included in Appendix Table 7).

**Exhibit 8: USE OF INDIVIDUAL TRAINING ACCOUNTS (ITAs)
WIA ADULT AND DISLOCATED WORKER PROGRAMS COMBINED
7/1/13 Through 6/30/14**

ITAs Awarded*					State ITA 50% Expenditure Requirement**		
Region	Enrolled in Training	Receiving ITA	Percent	ITA Avg. Expenditure per Individual	Total Expenditures	Total ITA Related Expenditures	Percent
1	780	769	98.59%	\$2,838.02	\$2,473,433.87	\$1,344,214.42	54.35%
2	255	209	81.96%	\$3,898.52	\$1,166,486.14	\$446,087.00	38.24%
3	124	110	88.71%	\$3,607.71	\$667,704.32	\$140,937.62	21.11%
4	371	361	97.30%	\$1,804.25	\$1,423,489.34	\$763,673.87	53.65%
5	523	506	96.75%	\$2,789.12	\$1,845,961.04	\$883,682.00	47.87%
6	225	180	80.00%	\$1,818.38	\$1,040,451.39	\$442,911.15	42.57%
7	169	160	94.67%	\$298.45	\$723,240.79	\$193,739.75	26.79%
8	3,362	2,799	83.25%	\$2,662.12	\$9,545,688.00	\$5,768,566.00	60.43%
9	636	412	64.78%	\$3,869.77	\$1,190,755.00	\$509,577.45	42.79%
10	850	467	54.94%	\$1,189.92	\$2,444,101.16	\$813,150.65	33.27%
11	1,050	413	39.33%	\$525.82	\$3,464,558.56	\$2,048,027.44	59.11%
12	2,723	2,598	95.41%	\$3,721.19	\$16,617,015.28	\$11,719,993.98	70.53%
13	582	374	64.26%	\$1,105.11	\$3,390,621.00	\$1,675,876.00	49.43%
14	3,262	1,728	52.97%	\$1,601.97	\$3,440,315.00	\$2,066,039.00	60.05%
15	4,161	2,172	52.20%	\$2,565.63	\$8,996,723.00	\$5,847,010.00	64.99%
16	1,213	1,030	84.91%	\$2,090.21	\$3,051,187.09	\$1,628,283.33	53.37%
17	1,814	1,459	80.43%	\$2,607.09	\$3,802,476.42	\$2,195,248.01	57.73%
18	784	589	75.13%	\$1,316.76	\$3,593,458.00	\$1,953,092.00	54.35%
19	176	77	43.75%	\$8,464.70	\$1,049,988.64	\$444,344.08	42.32%
20	864	666	77.08%	\$1,041.39	\$4,189,714.00	\$1,800,899.00	42.98%
21	960	587	61.15%	\$3,455.56	\$7,296,826.16	\$3,785,211.94	51.87%
22	3,060	2,788	91.11%	\$3,246.83	\$8,278,742.28	\$5,055,146.36	61.06%
23	4,239	3,889	91.74%	\$1,764.61	\$15,864,853.04	\$7,626,218.30	48.07%
24	1,779	1,652	92.86%	\$4,590.52	\$6,319,046.99	\$4,093,381.82	64.78%
Total All Regions	33,962	25,995	76.54%	\$3,158.32	\$111,876,836.51	\$63,245,311.17	56.53%

* Information from participant data provided by the Department of Economic Opportunity, September 2014.

**Based on data provided by the Department of Economic Opportunity, September 2014.

State-Level Discretionary Funding

The CareerSource Florida Board of Directors has dedicated Title I funding to state administration to induce, design, develop and fund innovative Individual Training Account pilots, demonstrations and special programs. Of these state-level funds, \$2 million of the regular WIA allocation and an additional \$3 million of state-level supplemental funding were reserved for the Incumbent Worker Training Program. Additionally, the CareerSource Florida Board directed funding for operating fiscal, compliance and management accountability systems, conducted workforce development research and evaluation through council initiatives and provided technical assistance and capacity building funding to enhance regional workforce boards.

Allocation of these funds was handled through various approaches. The first was through contracts with vendors to implement performance-based strategic initiatives such as workforce analytics, customer satisfaction indices, target industry cluster task forces, Occupational Training Governance Study, the Florida Workforce Scorecard, and state demographic and economic information and trends. Secondly, funds were disbursed through grants to regional workforce boards to provide innovative pilot projects to reach certain targeted populations such as incumbent workers, etc.

All funding proposals included stipulations for the leveraging of funds from private business, community-based organizations and/or partnering with area agencies to encourage and produce the greatest outcomes for the least funding. In addition, the evaluation process included additional allowances for proposals that specifically addressed special needs or that focused on projects within empowerment zones or enterprise zones. As a result of these efforts, Florida has been successful in funding projects to meet local needs and created many agency and community-based partnerships within the state to carry on these activities geared to creating an effective workforce. Various workforce development strategies funded from state-level discretionary funds during the year include:

- **State Strategic Plan** – Projects in support of the implementation of the CareerSource Florida Strategic Plan *Creating the Strategy for Today's Needs and Tomorrow's Talent* and the accomplishment of its operational projects, including the continuation of a demand-side satisfaction with the state's talent production efforts, the continuation of workforce analytics for Florida's targeted industry clusters, and business-led task forces to leverage intelligence in developing talent for targeted industries.
- **Youth** – Staying consistent with USDOL's Employment and Training Administration's (ETA) strategic vision for the delivery of services as stated in TEGE No. 28-05, CareerSource Florida encourages regional workforce boards to focus services on the youth most in need. Additionally, funding was allocated to provide technical assistance for the middle school IT Career Academy initiatives.
- **Rural Initiatives** – Funding to five local boards in rural areas to sustain operations and for employer outreach, on-the-job training initiatives, and strategies tailored to rural needs.
- **Incumbent Worker Training** – Funds to assist Florida companies with skills upgrade training for their existing workforce to help them remain competitive.

For more complete descriptions of key special initiatives, see the section of this report entitled "State Board and Council Programs and Initiatives."

Federal Waivers

Florida continues to take full advantage of the flexibility provisions in WIA for waivers. Florida has requested several waivers that have been approved. Currently, nine approved waivers are in place. The following is a list of waivers previously approved by USDOL that were in effect during the PY 2012-2013 and remain in effect. These waivers include:

A waiver of the limitation at WIA Section 133(b)(4) to permit 75 percent transfer of funds between the Adult and Dislocated Worker funding streams

- In previous years, local boards have experienced much higher demands for training and support services from Adults than from Dislocated Workers due to Florida's shifting demographics and economic situation. Under these circumstances, this waiver provided regional workforce boards greater flexibility in allocating and expending Adult and Dislocated Worker funds to meet changing local conditions and has, since its 2002 approval, been extensively used. Generally, in the past as the unemployment rate in the state was below the national average, it was used to meet the much higher demand for Adult training (ITAs). It allowed local boards the flexibility to maximize the use of funds for training Adults while still meeting the needs of Dislocated Workers. Some of the funds transferred to Adults have been used to upgrade the skills of incumbent workers, increasing their value and productivity and likely avoiding additional layoffs by employers. Other local boards see more people who meet the Adult criteria, and less that meet Dislocated Worker criteria, wanting to attend school or training. This waiver allows our local areas to respond to varying, economically induced challenges while also meeting the demands of Dislocated Workers who may face other unique circumstances.

A waiver of provisions of WIA Sections 136(b)(1 and 2) and 20 CFR 666.100(a) and 20 CFR 666.300(a) to allow the state to replace for federal reporting purposes the WIA core measures with the common measures delineated in TEGL 17-05

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

A waiver of the 50 percent employer contribution for customized training at WIA Section 101(8)(C)

- This waiver permits using a sliding-scale match, allowing no less than a 10 percent match for employers with 50 or fewer employees, and no less than a 25 percent match for employers with 51-250 employees. For employers with more than 250 employees, the statutory 50 percent contribution applies. As with the above-referenced OJT waiver, this sliding scale has created the necessary flexibility for small employers to provide a required match more reasonably suited to their size. This has resulted in the increased participation of small businesses in customized training programs.

A waiver of WIA Section 101(31)(B) to increase the employer reimbursement for OJT

- Under the waiver, reimbursement amounts of up to 90 percent for employers with 50 or fewer employees, and up to 75 percent for employers with 51-250 employees, are permitted. For employers with more than 250 employees, the statutory 50 percent limit applies. This has enabled the state to more effectively market WIA funded On-the-Job Training to support job creation in that sector of the employer community that supports the overwhelming majority of the state's jobs as it allows the small employer to be reimbursed at a level more reasonably suited to their size.

Waivers of the language that limits the authority to provide the activities in WIA Section 134 to the state to allow 20 percent of local Dislocated Worker formula funds and 20 percent of state-level rapid response funds to be expended on Incumbent Worker Training

- This waiver provides regional workforce boards and CareerSource Florida, Inc., the opportunity to effectively avert potential layoffs by providing incumbent worker training activities with a demand-driven, business focus. As global competition requires companies to adapt to survive and change in a changing environment, training can provide technical skills of workers at risk of layoff, thus stabilizing affected companies.

A waiver of 20 CFR 667.300 to minimize participant data capture requirements for Incumbent Worker Training programs operated with local WIA funds

- This waiver allows the state to streamline the data capture requirements to ensure that employers are not unnecessarily burdened with federal data requirements. Thus the use of the waiver has strengthened the ability of regional workforce boards to coordinate workforce investment activities with economic development strategies and develop employer linkages. One of the primary reasons that regional workforce boards provide Incumbent Worker or Employed Worker Training is to improve their regional economies by upgrading the skills of their existing workforce, enabling both the employer and the individual worker to improve their competitiveness. Additionally, as workers improve their skills and climb the career ladder, it enables the local boards to backfill those vacancies. Thus, the program builds employer usage and satisfaction of the public workforce system.

A waiver of 20 CFR 664.510 to allow the use of Individual Training Accounts (ITAs) for WIA older and/or out of school youth without requiring dual enrollment as WIA Adults

- The waiver has afforded older youth the ability to pursue their occupational goals without the additional barrier of having to meet Adult or Dislocated Worker eligibility requirements. The waiver has also eliminated the duplication of paperwork for enrolling older youth appropriately served with Youth funds into the Adult programs, and benefits training providers as they no longer have to follow two separate processes to provide services to Adult/Dislocated Workers and Older Workers/Youth. It has also allowed local boards to improve their expenditures on out-of-school youth and meet the federal mandate to expend 30 percent of youth funds for this population. Regional workforce boards also have had greater flexibility in delivering services based on the individual needs of participants as intended under WIA.

A waiver of 20 CFR 662.240(b)(10) to allow career center staff funded by WIA or Wagner-Peyser funds to perform participant intake and eligibility determination for other supportive workforce

programs such as Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), and Medicaid Programs

- Florida operates a totally integrated service delivery system and is an access point for the state's Department of Children and Families. The Department of Economic Opportunity also is the prime workforce provider for the state's TANF program. Customers come into local career centers for a variety of workforce services. This waiver addresses one of the primary barriers faced by the staff of the key partner programs that are integrated in the state's career centers managed by a single One-Stop career center operator. It allows the state to consider intake and eligibility services for a program such as TANF and relieves the burden from the One-Stop career center operator of having to collect customer data each time an individual is served in order to meet federal cost allocation principles. Tracking and recording those costs create additional administrative costs to the program and trying to negotiate the funding from the other agencies/partners is problematic. Conducting a common intake that can determine their initial eligibility for those services is a benefit to our customers. Career center customers benefit from an increased level of services available at the One-Stops as they do not have to expend extra time and effort to go to other non-WIA and WP-funded staff for intake and eligibility determination for their enrollment in other supportive workforce programs such as TANF cash assistance or food stamps. The waiver also increases the number of individuals coming into the career centers, thus increasing the number of individuals who can benefit from the workforce services offered.

The integrated approach facilitated by this waiver continues to result in increased numbers of low-income individuals being served.

WORKFORCE INVESTMENT ACT PROGRAMS AND INITIATIVES

Florida Implementation of WIA: The Workforce Investment Act (WIA) of 1998 rewrote federal statutes governing programs of job training, adult education and literacy, and vocational rehabilitation. The law mandated the use of One-Stop Operating Systems and increased customer choice, streamlining of services, eliminating duplication, and empowering individuals to obtain the services and the skills they want and need. The law also provided local Workforce Development Boards more flexibility to operate their programs while requiring more accountability.

The goals of WIA are to (1) improve the quality of the workforce, (2) enhance the productivity and competitiveness of the nation, and (3) reduce welfare dependency. The Florida Legislature addressed many of these goals with the passage of the Workforce Innovation Act of 2000.

The WIA Program provides services to three categories of individuals: Adults, Dislocated Workers, and Youth.

- **Adults:** Individuals over 18 years of age who may not fit the criteria for other categories.

Note that employed workers who need services to obtain or retain employment which leads to self-sufficiency as defined locally may also be eligible for WIA assistance.

- **Dislocated Workers:** Individuals who become unemployed due to a layoff or plant closure. Also included in the Dislocated Worker category are displaced homemakers and self-employed individuals who become unemployed because of economic circumstances or natural disasters.
- **Youth:** Individuals from 14 years to 21 years of age who are low-income and face one or more of the specified barriers. Youth who fall between the ages of 18 and 21 years may receive services as a Youth or Adult or both at the same time.

The state's seamless and fully integrated service delivery system ensures availability of all workforce services to WIA customers with a focus on targeted populations such as veterans, military spouses, individuals with disabilities, youth aging out of foster care, out-of-school youth, children of incarcerated parents, Native American youth, migrant and seasonal farmworkers, older workers, Dislocated Workers, low-income workers, displaced homemakers, and others. More than 46,635 Adults and Dislocated Workers were placed into training through the use of local WIA formula funds over the most recent year.

Additionally, more than 16,616 Adults and Dislocated Workers were placed into training through the use of state-level WIA funds designated for special project initiatives, including Quick Response Training and Incumbent Worker Training.

State oversight functions include identifying needs for improvement and providing training and technical assistance to regional workforce boards. Newly hired front-line staff members are required to attain Tier I certification (an overview and understanding of the workforce system) within six months of their hire dates, as well as the annually required 15 hours of continuing education for veterans' staff. Additionally, in 2013-2014, a Tier II training and certification process was developed and implemented to provide more in depth knowledge about the individual workforce programs. Tier II is designed to ensure that front-line staff are well versed and knowledgeable in the specific program areas they are assigned. This process is monitored on an annual basis to ensure that front line career center workers are trained in the delivery of various workforce programs and services. Communication mechanisms are in place to assess ongoing training and technical assistance needs of regional workforce board and staff. To address identified needs, DEO has posted to its website a comprehensive and evolving series of program and policy trainings complete with voiceover.

In addition, department staff conducted Internet-based training sessions customized to address a variety of regional workforce board training needs. Sessions on program fundamentals were directed to front-line career center staff while others covering more advanced topics were aimed at managers and supervisors. DEO staff members also provide ongoing technical assistance, such as the posting of questions and answers on the DEO website, and review of program policy under local board consideration. DEO has refined its coordination with external and internal managers of the various Management Information Systems—for example, developing complementary presentations when rolling out new modules in the Employ Florida Marketplace. DEO staff has the ability to conduct ad-hoc webinars to respond to the immediate needs of local staff. Additionally, DEO staff is working with the vendor as the next generation state workforce management information system is developed and implemented to ensure the front-line workers are fully trained upon implementation,

Regional workforce boards can make available “peer consultants” in cases of serious need. Out of this effort, the State Workforce Training Summit evolved and now functions as an annual opportunity for front-line staff around the state to learn about solutions to pressing workforce issues, create new dialogue about

the workforce challenges of tomorrow, and continue to develop core skills needed to assist Florida's job seekers and employers.

The workforce system has increased access and services for eligible Adults and Dislocated Workers. The following projects were either partially or fully funded with WIA funds during the PY 2013-2014:

- **Regional Performance Incentive Funds** – These funds were distributed to the regional workforce boards in accordance with the approved CareerSource Florida performance incentive policy.
- **Reserves for CareerSource Florida Councils for Special Project Initiatives** such as:
 - Supply/Demand Analysis
 - Customer Satisfaction Index
 - Targeted Industry Cluster Task Forces
 - Florida Workforce Scorecard
 - Occupational Governance Study

In addition, workforce partners, including CareerSource Florida, DEO, and regional workforce boards regularly support the efforts of outside entities to fund services and training initiatives that will benefit Florida's employers and job seekers. For example, The Florida Trade Grant was designed to improve upon Florida's existing training and education system in advanced manufacturing by aligning the state educational system's resources and offering wide access to training to address the growing shortage of critical skilled workers faced by the state's manufacturing related industry clusters. The core of *Florida TRADE* uses several evidence-based models and is designed to provide short-term certification training that results in stackable or latticed industry specific credentials that articulate statewide to Associate of Science (AS) degree programs.

CareerSource Florida continues to focus on leveraging strategic partnerships to meet the state's labor market needs and build the capacity to be more customer-focused by:

- Developing partnerships with business to deliver a demand-driven workforce system;
- Training and development of Florida's talent pipeline;
- Leveraging technology to enhance Florida's workforce system;
- Strengthening Florida's rural workforce system;
- Strengthening partnerships with workforce education and economic development;
- Marketing awareness and education relative to Florida's workforce system; and,
- Identification of entrepreneurial opportunities to deliver flexible earned income streams.

Labor Market Information

The Labor Market Information Program: The Florida Department of Economic Opportunity, Bureau of Labor Market Statistics' (LMS) primary purpose is to produce, analyze, and distribute labor statistics to improve economic decision-making. DEO's role is to support the data needs of state and regional data users in workforce, economic development, and education.

The following items highlight the accomplishments of Labor Market Statistics during the FY 2013-2014:

- **Produced Labor Statistics:** Produced labor force, employment, unemployment, unemployment rates, employment and wages by industry and occupation, employment projections by industry and occupation, and distributed Census data.
- **Produced Statewide and Regional Occupational Supply/Demand (S/D) Reports:** Produced quarterly occupational S/D reports to assist workforce and education in aligning training with the hiring needs of business. The S/D system has been under development for internet access for the last 3.5 years and is being launched in each workforce region as training takes place. The system uses real-time demand data from the Conference Board for short-term demand analysis and DEO projections of annual average occupational openings for long-term demand analysis. On the supply side, the system includes all sources of education data including public and private sources of enrollees and completers/graduates. The supply side also includes job seekers registered at career centers.

DEO has trained the Provosts from Florida's University and College Systems on how to determine jobs in demand. When these institutions consider new programs they must determine need related to the job market. The S/D system has been particularly useful for Economic Development in helping to determine available labor supply to support business recruitment.

- **Prepared Analysis of Potential Economic Impacts:** Produced several custom economic impact studies of requested industry clusters including aerospace, manufacturing, and other industries. These studies focused on impacts on employment, labor income, value added, and output. Most of these were for economic development in Northwest Florida.
- **Prepared Labor Supply Studies:** Produced labor supply studies and labor cost analysis to assist economic development efforts in the recruitment of businesses in manufacturing, information technology, aviation and aerospace manufacturing, fabricated metals manufacturing, paper manufacturing, pharmaceutical and medicine manufacturing, medical device manufacturing, and machine shops using computer numeric control technology.
- **Produced Employment Projections and Demand Lists for Jobs Requiring Associate's, Bachelor's, and Master's Degrees:** Produced statewide short-term employment projections to 2015 for the USDOL, Employment and Training Administration's Workforce Information Grant and long-term employment projections to 2021 for state workforce planning. These projections were used as a critical input to produce the Statewide Demand List for jobs requiring associate's degrees, bachelor's degrees, and master's and above degrees.
- **Produced the Regional Demand Occupations Lists:** Produced the 2021 occupational employment projections database for DEOs' Regional Demand Occupations List. With the end of the formal review and approval TOL process, workforce partners still needed data to assist with planning. To assist with the transition, LMS posted Excel files on the website that match the data extracts of the TOL. Work on the 2014-2022 projections commenced with the building and reviewing of industry databases for the next round of projections. Model selection for this round started in early 2014 and was finished for state and regional industry projections.
- **Produced the Science, Technology, Engineering, and Math (STEM) Occupations List:** Identified STEM occupations using a set of job subject knowledge, skills and abilities criteria. The

STEM occupations list has been shared with the Florida Department of Education and with the Florida Legislature and forms the basis for measuring current STEM employment and labor demand in Florida. Produced a special monthly report of STEM occupations using Help Wanted OnLine (HWOL).

- **Prepared Special Reports:** Prepared numerous special reports on employment and unemployment; wage and income data; occupations and industries; older/younger workers; housing; foreclosures; technology occupations; information technology wages; employment demand for college-level occupations; experimental small area time series by industry by county; forecasting methodology procedures; employment reports for science, technology, engineering, and mathematics (STEM); detailed analysis reports on the overall job market; Employ Florida Marketplace job orders; Help Wanted OnLine special reports including STEM, wages for all regions; employment projections; and Reemployment Assistance claimants.
- **Prepared Maps for Analysis:** Special order maps included unemployment rates, commuters and residents for several counties, sixty-mile radius commuting maps, employment density for selected industries, State University System graduates, SunRail stops employment density, custom density maps for local economic development (selected industries), and small businesses for Enterprise Florida, Inc.
- **Prepared Occupational Employment and Wage Data:** Prepared and released the final 2021 occupational employment for Florida, large counties, and each of the regional workforce boards. Also released the 2014 wage estimates for Florida and all metro areas. The wage data were indexed to the first quarter of 2014 using Employment Cost Index (as of June 30th). Wage data are re indexed each quarter.
- **Produced Industry Profile Reports:** Produced detailed analyses of Florida's leading industry clusters including aviation and aerospace; life sciences; financial and professional services; information technology; logistics and distribution; and manufacturing.
- **Provided Standard Income Level:** Calculated the 2014 Lower Level Standard Income Level adjusted by the Florida Price Level Index for each Region for CareerSource Florida, and DEO's Bureau of One-Stop and Program Support to use for program performance presentations.
- **Responded to Requests for Information:** Provided information for nearly 900,000 customers via mail, phone, email, and the website. Of these, a total of 9,486 requests were handled with individual customers as custom reports or data consultations.
- **Distributed Publications Statewide:** Distributed over 53,000 LMS printed publications to regional workforce boards, Career Centers, schools, and school districts throughout the state.
- **Distributed Labor Market Statistics Data Electronically:** LMS deploys: FREIDA, What People Are Asking (WPAA), in addition to the LMS website, Florida Wages (the Estimates Delivery System), Regional Demand Occupations Lists (RDOLs), and the Quarterly Workforce Indicators as major delivery vehicles for on-line uses. Total website page views and downloads were nearly 800,000 in FY 2013-2014. Website activity now comprises the majority of data and publications provided to customers and partners.

- **Maintained an Occupational Licensing Database:** LMS maintained a publicly-accessible database of all required occupational licenses in Florida, collating data from 12 different state agencies covering 219 occupational licenses which cross over to 306 different occupations.

The Bureau of Labor Market Statistics Center has developed a number of goals for FY 2014-2015 designed to improve data availability and services to the extent possible. They are highlighted below:

- Work with the U.S. Bureau of Labor Statistics Policy Councils to improve federal/state statistical procedures to improve data quality;
- Expand GIS mapping capabilities and economic impact analysis to support workforce, economic development and emergency management;
- Continue to improve Internet data delivery by providing easier and more complete access;
- Expand remote training capabilities for workforce and economic development;
- Improve local area data profiles to meet customers' needs;
- Continue to innovate in areas such as data visualization to deliver products and services; and,
- Improve projections processing and analysis to better fit the current unique labor market conditions.

Rapid Response Funding for Regional Workforce Boards

The federal Workforce Investment Act requires that up to 25 percent of the state's annual Dislocated Worker allocation be used for rapid response activities to respond to major layoffs and emergency situations. Pursuant to the state Workforce Innovation Act of 2000, the expenditure of these Rapid Response funds is to be carried out in accordance with approved CareerSource Florida Board policies by DEO under contract with CareerSource Florida. At the beginning of each program year, USDOL awards the state an allocation in Dislocated Worker funds. The state-approved allocation for Rapid Response/Dislocated Worker assistance consists of funds budgeted for the State Dislocated Worker Unit activities with a balance set aside as emergency reserve.

Reemployment and Emergency Assistance Coordination Team: The Reemployment and Emergency Assistance Coordination Team (REACT) serves as Florida's state-level Dislocated Worker Unit, as required by WIA. When employers submit layoff and business closing notices under the WARN (Worker Adjustment and Retraining Notification) Act, DEO staff review each WARN notice for completeness. The employer is contacted when additional information is needed, such as the name and telephone number of the employer's local contact person at each location, the type of business issuing the WARN, the worker residences by county, the reason for the layoff or business closing, and the possible applicability of the Trade Act. DEO staff then enter the WARN notice into the REACT database and distribute the WARN and the background information to the affected regional workforce board executive director, regional rapid response coordinator, and other appropriate workforce partners.

State-level REACT and workforce development board rapid response activities are carried out in accordance with WIA regulations at CFR 665.300 through 665.340.

- *Local workforce development boards are required to make Rapid Response services available when possible to any employer requesting Rapid Response. Routinely, Rapid Response visits are made to employers laying off 50 or more workers. When a layoff is smaller than 50 workers, the affected workers can be directed to the nearest Career Source Center for services. Rapid Response services must be made available to affected workers when a Trade Act petition is filed.*
- *Regional workforce boards receive a copy of all WARN notices received by the state.*
- *Regional workforce boards are expected to submit a monthly report on Rapid Response activities to the state office.*

In support of Rapid Response activities, the Department of Economic Opportunity has a Mobile Career Center Unit that can be deployed across the state to respond to layoffs and participate in job fairs. The Mobile Career Center Unit offers a full array of employment, reemployment and employer services. It contains nine computer workstations and a training room that can accommodate eight additional computer stations. Internet access is available for filing Reemployment Assistance claims, searching Employ Florida Marketplace and other job banks. When the regional workforce board staff members have a need for the DEO Mobile Career Center Unit, REACT staff schedule the vehicle, have the unit delivered to and from the site, set it up for use, manage the unit during the visit, and secure it overnight.

Examples of services provided by the regional workforce boards and their local career center_Service providers include:

- Presentations to the employer to show the advantages of working with the regional workforce boards;
- Presentations to the affected workers explaining workforce services;
- Assistance to the workers in filing Reemployment Assistance claims;
- Direct job referral and placement services;
- Providing information on maintaining health insurance and other separation issues;
- Arranging job fairs and other special employment events;
- Referral to community agencies for supportive services; and,
- Providing information on training opportunities.

State REACT staff initiated services for 115 dislocation events generated by WARN notices this program year, identifying 15,829 eligible Dislocated Workers. State-level Rapid Response expenditures are included in *Appendix Table 8*.

DEO plans to continue to coordinate with the regional workforce boards on Rapid Response activities and to provide technical assistance and staff support to any regions needing such assistance. DEO also plans to:

- Continue to work with employers by sharing information about the services of regional workforce boards;
- Continue statewide promotion of workforce services by DEO External Affairs;
- Promote the Short-Time Compensation program to encourage employers to avoid layoffs; and,
- Increase the use of the Mobile Career Center Unit to assist with plant layoffs and dislocations, especially in rural communities.

Youth Programs and Initiatives

Workforce Investment Act (WIA) Program Youth: The Workforce Investment Act (WIA) of 1998 rewrote federal statutes governing programs of job training, adult education and literacy, and vocational rehabilitation. The law mandates the use of One-Stop Operating Systems. The Act is designed to streamline and eliminate duplication of services and empower individuals to obtain the services and the skills they want and need. The law provided local workforce development boards more flexibility to operate their programs while also requiring accountability.

The goals of WIA are to (1) improve the quality of the workforce, (2) enhance the productivity and competitiveness of the nation, and (3) reduce welfare dependency. The Florida Legislature addressed many of these goals with the passage of the state Workforce Innovation Act of 2000.

The WIA defines “youth” as: individuals from 14 years to 21 years of age, who are low income and face one or more of the statutory barriers. Youth who fall between the ages of 18 and 21 years may receive services as a Youth or Adult or both at the same time. A lack of basic skills is the most common employment barrier for young people accessing services. Additionally, youth deal with issues such as lack of transportation, childcare, unstable housing, and the need for work supplies and other basic necessities.

The state’s seamless and fully integrated service delivery system is designed to improve the availability of all workforce services to our WIA Youth customers with a focus on targeted populations such as youth aging out of foster care; youth in and out of school; children of incarcerated parents; youth veterans; homeless youth; migrant youth; youth with disabilities; juvenile offenders and others. Examples of program activities that promote youth development include postsecondary education, industry recognized training, life skills instruction, work readiness training, tutoring, mentoring, support services, and work experiences.

Local areas have extensive experience working with disadvantaged youth and recognize the need for support services that assist youth in overcoming obstacles through their Youth Councils. Youth Council members are uniquely qualified to help the workforce system confront the serious barriers which prevent our youth clients from participating in activities authorized under WIA. WIA Youth programs are linked closely to local labor market needs, community services and academic and occupational learning.

Recruiting businesses is another challenge that local areas face when seeking job training opportunities for youth. Through the WIA program paid or unpaid work experiences are available. Employers must be flexible in working with youth who have barriers to employment, and must be willing to act as job mentors. Finding quality worksites result in a greater chance for work experiences that may lead to unsubsidized employment opportunities.

From July 1, 2013 – June 30, 2014, 15,212 youth were served through the use of local WIA Youth funds. DEO, working in conjunction with CareerSource Florida, continues to provide training and technical assistance to regional workforce board staff and partners in order to meet performance goals. DEO also provides assessment of workforce initiatives and projects to improve overall state workforce development services. With the goal of increasing WIA Youth performance, the state encourages local areas to focus on the following program elements:

- Improve participants' employability skills through work readiness training;
- Work with the private sector and public sector to provide more work experience opportunities for economically disadvantaged and disconnected youth; and,
- Strengthen activities that transition youth from subsidized work experiences into unsubsidized employment, educational pathways, occupational skills training, or co-enrollment into WIA Adult services.

Other WIA Youth program strategies include:

- Leveraging funding resources;
- Focusing on older and out-of-school youth;
- Improving eligibility processes;
- Identifying quality worksites for youth;
- Ensuring job matching in high growth occupations (green jobs, healthcare, etc.); and,
- Educating employers about tax incentives to hire youth.

The state continuously responds to these issues through its ongoing assessment of state and local projects to ensure continued service improvements, increased performance, and replication of successful program designs.

Youth Success Story – Destination Graduation: Destination Graduation was started in Cape Coral and Dunbar High Schools in Lee County in 2009. The program is a comprehensive mentoring and academic intervention program that targets high school students who are at-risk of dropping out of school. High school principals welcome workforce staff into their schools to mentor students with multiple barriers to graduation. The program offers students the opportunity to receive work-readiness training, one-on-one mentoring, individualized academic assistance, and incentives to attend school regularly, improve grades and graduate.

The program operates through a unique partnership between education, business and CareerSource Southwest Florida. The program is funded through Workforce Investment Act (WIA) funding. Student participants are expected to demonstrate progress toward graduation and are eligible to received incentives that included, summer jobs offered by area businesses.

Destination Graduation has:

- Grown from 2 schools in Lee County to 15 schools in all five counties of Southwest Florida;
- Enrolled just under 300 students with multiple barriers to graduation who were on a path to the juvenile or adult correctional system or are reliant on social service subsidies;
- Achieved an astonishing plus 94% success rate;
- Received \$500,000 from the 2014-2015 state budget to expand the program; and,
- Changed the dynamic of hundreds of individual's lives (students and peers) from the negative aspect of draining social services and correctional system resources to positive tax-paying contributing citizens.

The Destination Graduation Project has demonstrated impact of providing individual and personal attention required by some students to successfully complete secondary education programs. In addition, the

program encourages students to associate education and training with lifelong career aspirations and work towards improving future earning potential.

Reemployment Services

Reemployment Services: Reemployment services in Florida are fully integrated into career centers along with all Wagner-Peyser services, WIA services, the Trade Adjustment Assistance Program (TAA), SNAP, and WT/TANF. The purpose of Florida's Reemployment Services' Program is to provide claimants with appropriate work readiness tools to facilitate their return to stable employment. Reemployment services include the Priority Re-Employment Planning Program (PREP), Reemployment and Eligibility Assessment (REA) Program, and Wagner Peyser/Labor Exchange. Reemployment services are integrated into Florida's career center's service delivery.

- **Priority Re-Employment Planning Program (PREP):** Claimants are identified for reemployment service programs once they are in the fourth week of their claim *and* have received their first payment. A regularly scheduled file transfer from the Reemployment Assistance (RA) CONNECT system to the Employ Florida Marketplace transmits RA claimant information so that career centers can schedule appointments for RA claimants to come into the centers for workforce services.

A statistical methodology is used to select claimants who are most likely to exhaust their benefits. The goal of PREP is to shorten the RA benefit duration by providing claimants with job readiness tools to secure stable employment. This is accomplished by providing them with information on available workforce services and by involving them in scheduled workforce activities, training opportunities, etc. through their local career center.

- **Reemployment and Eligibility Assessment (REA) Program:** Florida was selected as one of the original pilot states to receive grant funding for the REA Program. This past year, 19 of Florida's 24 regional workforce boards participated in the program. REA participants are profiled and selected weekly from each participating region's pool of RA claimants. Participants are placed into pre-existing events managed by career center staff and scheduled for a one-on-one assessment interview. The assessment interview includes:
 - An orientation about the career center's services, with particular emphasis on accessing available career information;
 - Initial assessment to review the participant's strengths, weaknesses and barriers;
 - Provision of labor market information;
 - Development of an employability plan;
 - Scheduling appropriate work search activities for the participant; and,
 - Referral to employment and training opportunities when appropriate.
- **Reemployment Services and Wagner-Peyser/Labor Exchange System:** RA claimants are automatically registered as job seekers in EFM within 24 hours of filing for reemployment assistance. EFM's skills matching functionality generates an initial listing of current jobs in the system for individual claimants based on the employment information entered into the system when his or her claim was filed. This process generates an automatic email to the claimant that: 1) informs the claimant of his or her EFM login information; 2) provides a link to the initial list of jobs matched to his/her employment history; and 3) provides the link for him/her to complete a full

résumé and begin active use of the system to search and apply for jobs. This information is immediately available to staff and to employers who are searching for candidates based on the skills needed to fill a job opening. Each career center offers RA claimants work search tools and other services.

Florida's program has again proven successful in facilitating early intervention for new claimants. For example, claimants exiting the system during PY 2012 – 2013 had an Entered Employment Rate (EER) of 59 percent. Claimants exiting the system during PY 2013 – 2014 had an EER of 61 percent.

All Wagner-Peyser (WP) participants exiting the system during the program year 2012 – 2013 had an EER of 59 percent. All WP participants exiting the system during the program year 2013 – 2014 had an EER of 60 percent.

The state has a new RA Management Information System, CONNECT, that integrates reemployment assistance and workforce data, thereby providing more streamlined processes and innovative opportunities for better ways to serve RA claimants.

National Emergency Grant (NEG)

USDOL awarded DEO several NEG grants to provide reemployment services and training services to assist impacted workers.

Dislocated Worker Training Grant (NEG): Florida was awarded \$1,437,743 on June 26, 2013. This grant expands the use of training to meet the needs of Dislocated Workers, especially the long-term unemployed and Reemployment Assistance recipients who have been profiled as likely to exhaust their benefits. The following regions are participating: 4, 9, 10, 11, 14, 15, 16, 18, 21, and 22. This grant ends September 30, 2016.

As of June 30, 2014, the regions have 188 participants with 173 enrolled in training. Of those, 70 have exited and 68 of the 70 have entered employment.

On-the-Job Training (NEG): USDOL awarded the DEO \$3.4 million to provide On-the-Job training for the long-term unemployed to assist workers affected by the recession starting January 1, 2008. The grant covers the period of June 30, 2010 to June 30, 2012. Nine regional workforce boards (2, 4, 10, 11, 14, 15, 16, 21, and 23) participated in the grant.

In June 2012, USDOL gave DEO a three-month extension of the American Recovery and Reinvestment Act (ARRA) funds until September 30, 2012. In June, USDOL also gave DEO supplemental funding of \$1,079,546 until June 30, 2013. At present, USDOL will not offer any additional funding, but has granted DEO an extension until June 30, 2014.

Regions 11, 14 and 23 chose not to participate in the additional funding and will close out the grant in September 2012. DEO provides guidance to the regions based on the conditions of the award made by the USDOL. This includes eligibility requirements, monitoring guidance, and participant reporting instructions on how to enter program performance into the EFM system. DEO also communicates financial status information to the regions monthly. DEO provides regular technical assistance to the regions.

As of June 30, 2014, the regions exceeded their goal of 407 participants, with 894 registered in EFM. Of these, 656 participants have entered employment. This grant ended June 30, 2014.

Tropical Storm Debby (TS Debby – NEG): This grant was first awarded on October 1, 2012 to address clean-up work in Franklin County needed as a result of the storm. Region 4 is the only participating region. The initial award for temporary jobs was \$256,953. An additional \$2,699,712 was awarded to place 200 dislocated oystermen into temporary jobs helping to re-shell Apalachicola Bay which sustained damage from the storm. The grant period was later extended to June 30, 2016 and a supplemental award of \$2,131,425 was approved to provide workforce training for the oystermen who participated in and completed the re-shelling component of the project. The total award for this grant now is \$4,548,125.

During the temporary jobs component of the grant through March 31, 2014, 230 participants were served. The training component of the grant is now underway and to date, 21 participants have been enrolled.

Veterans' Programs and Initiatives

Disabled Veterans' Outreach Program (DVOP) and Local Veterans' Employment Representative (LVER) Program: USDOL Veterans' Employment and Training Service (VETS) awards Jobs for Veterans' Act grant funds to DEO to support the funding of DVOP and LVER staff, and associated support expenses. DVOP and LVER staff members are assigned to Florida's career centers. DVOPs, LVERs and all career center staff are tasked with providing priority of workforce services to veterans, especially veterans with barriers to employment, and employers on behalf of veterans. In FY 2013-2014, DEO was awarded approximately \$11.4 million that will support 104 DVOPs and 72 LVERs. One percent of Florida's total FY 2013-2014 Jobs for Veterans State Grant (JVSG) award, or \$114,000, was designated for performance incentive awards to recognize career centers that provide exceptional services to Florida's veterans.

LVER staff members are responsible for the functional oversight of the local career center Veterans' Program, ensuring that mandated priority services for veterans are provided by all staff in the career centers. They also conduct outreach to employers to develop jobs for veterans, conduct seminars for employer organizations and trade associations. DVOP specialists focus on staff-assisted intensive services to meet the needs of veterans with significant barriers to employment, e.g., disabled veterans, homeless veterans, etc., using the case management approach to deliver services. DVOPs also coordinate with other area service providers to assist veterans and other eligible persons to overcome barriers to employment.

LVERs and DVOPs are considered part of the career center Team and are responsible for promoting all career center services, especially services in the employer marketing arena, e.g., employer visits, employer job fairs, and employer recruitments, among others. Veterans' Program service-delivery strategies are fully integrated into the career center delivery system. This seamless integration ultimately benefits veterans.

The DEO Veterans' Program includes the following ancillary services:

- **Vocational Rehabilitation and Employment (VR&E)** is an employment and training program facilitated by DVOP staff to assist disabled veterans who are being trained/retrained and rehabilitated for new careers by the U.S. Department of Veterans' Affairs (VA). DEO DVOP specialists are currently located at VA VR&E Centers in Pensacola, Ft. Walton Beach, Jacksonville, Orlando, St. Petersburg, and Ft. Lauderdale. All returning disabled/injured veterans are exposed to education/training and rehabilitation services through the VA VR&E Program.

- **Transitioning Incarcerated Veterans' Program (TIVP)**, an employment and training program facilitated by DVOP specialists, TIVP provides intensive case management and other workforce services to incarcerated veterans who are transitioning from correctional centers back to society and the workforce. These services will result in reducing the risk of homelessness and prevent a reversion back to crime among this population. See the DEO Veterans' Program Web Page at: <http://www.floridajobs.org/office-directory/division-of-workforce-services/workforce-programs/veterans-employment-program>

Florida has one of the fastest growing veterans' populations in the nation with more than 1.5 million veterans. To ensure that Florida's veterans are aware of and receive quality services from our workforce system, the state coordinators provide guidance and planning instructions to regional workforce boards to ensure they are aware of the Jobs for Veterans' State Grant (JVSG) requirements as set forth in Title 38 USC, Chapters 41 and 42. The state coordinators also provide guidance as set forth in the Federal Register, dated August 15, 2009, and 20 CFR Part 1010, Priority of Service for Covered Persons. The regional workforce boards have updated their local plans based on guidance from the state coordinators.

The following are highlights for the Program Year:

- **Paycheck for Patriots (P4P):** With sponsorship from Dollar General Corporation and support from Governor Scott, the Florida Department of Veterans Affairs and the Florida National Guard, DEO in partnership with nine regional workforce boards organized and conducted the Paychecks for Patriots (P4P) Veterans Hiring Fair. On July 16, 2014, P4P hiring events were held at twenty separate locations throughout Florida. These events brought together employers (more than 596 participating employers with current job openings in the applicable geographical areas) with talented, transitioning service members and veteran candidates. There were over 1554 veterans that attended throughout the state.

Targeted job seekers were encouraged to take advantage of preparatory services at their local career centers. "Getting the Most from a Job Fair" seminars and resume review sessions were scheduled and conducted by Veterans staff to better prepare for success. All P4P participants were encouraged to take advantage of these opportunities. Companies with reputations of excellence that we believe have an interest in helping our military community find employment within their organizations were recruited. A few of the event participating companies included: Army & Air Force Exchange Service, BAE Systems, Dollar General, Hospital Corporation of America, Home Depot, L-3 Communications, Lockheed Martin, Lowe's, ResortQuest/Wyndham, and Walmart.

- **Veterans' Program Staff Training:** The state veterans' program coordinator and assistant state coordinator provided five regional staff training sessions and one management staff training. These sessions included presentations from staff of the National Veterans Training Institute (NVTI) and USDOL Veterans Employment and Training Services (VETS). The primary objective of these training sessions were to raise awareness and focus on the roles, responsibilities and regulations for the Veterans' Employment Program in order to ensure appropriate delivery of services by veterans' program staff to veterans and eligible persons.
- **Mobile One-Stop Career Center – Veterans Services:** DEO's Mobile One-Stop Career Center continues to be utilized for Veterans' Job Fairs and Stand Downs throughout the state. In addition

to Job Fairs and Stand Downs, the Mobile Unit has proven to be an invaluable asset in providing services to veterans in rural areas.

- **Veterans Retraining Assistance Program (VRAP):** Florida has consistently ranked number two in the nation for Veterans Retraining Assistance Program (VRAP) applicants and approved participants. In accordance with the VOW Act specific requirements, outreach and employment services are provided by local career center staff to participants. Each participant is assigned to a case manager and every effort is made to contact participants within 30 days after notification. A new activity code (VRP) has been established in the Employ Florida Marketplace system and regional workforce boards use the code to identify VRAP participants in EFM.
- **USDOL Gold Card Initiative:** In response to the USDOL Gold Card initiative, a new activity code was established in the Employ Florida Marketplace system that enables staff to identify and record a Post 9/11 Veteran's participation in the USDOL Gold Card initiative. Services are provided to participants and follow-up is conducted on a regular basis to make every effort possible for employment within 6 months.

The state and the regional workforce boards will continue to submit quality proposals for competitively awarded grant funds such as VWIP and HVRP in order to assist veterans with training, housing, and other supportive and workforce services.

DEO continues assessment of workforce initiatives and projects that will improve overall state workforce development services for veterans, transitioning military members, and National Guard Members and Reservists.

Veterans – Effectiveness of Services/Performance Data: In addition to the federally required performance data that is captured in the state's Employ Florida Marketplace on services to veterans, the state has also implemented additional performance tools/reports to help regional workforce boards better manage the services provided to this population to ensure they are effective. The state has implemented the Monthly Management Report (MMR) that provides a monthly performance snapshot by region and includes data on Short-Term Veterans Entered Employment Rate and Short-Term Veterans Entered Employment Rate for those Employed at Participation. Additionally, a Weekly Job Placement Report for Veterans is distributed to each region as well as is number of ad hoc veterans reports that are produced on a regular schedule and upon request – all designed to assist regional workforce boards in better serving veterans.

These various reporting tools are used by regional workforce boards in strategic management and decision making when developing their local veterans services' business models. The tools further help regional workforce boards in program assessment, identification of areas needing improvement, refinement of current strategies, and development of best practices to more effectively serve the state's veterans.

Military Family Employment Advocacy Program: The Military Family Employment Advocacy (MFEA) Program was established to provide advocates and services at Florida's career centers in regions with the densest populations of active duty personnel and military installations. Persons eligible for assistance through this program include spouses and dependents of active-duty military personnel and activated Florida National Guard members and military reservists. Approximately 49,000 military spouses, including military spouses of mobilized National Guard Members/Reservists, currently reside in Florida.

Due to its ongoing success, CareerSource Florida annually allocates funding to keep the program operational.

The state's role is to set the vision and expectations for the program year and provide a statewide coordinator that provides technical assistance and training to local advocates, develops strategies for statewide marketing of the program, and collects and analyzes service data from EFM. The state's strategy is to support the efforts of the local advocates as they develop tailored programs to meet the military family employment needs of their regional area, and to provide technical assistance, guidance and feedback as needed.

Ten Military Family Employment Advocates (MFEAs) are currently assigned to career centers in Pensacola, Ft. Walton Beach, Crestview, Panama City, Jacksonville, Melbourne, Tampa Bay, and Miami/Dade (Regions 1, 2, 4, 8, 13, 15, and 23). Many of the advocates are co-located on military bases at the Family Support Centers and frequently participate in welcome events and briefings for newly stationed families and job fairs throughout their regions.

Services include, but are not limited to: job search and placement assistance; career planning and counseling; case management; resume assistance; assessment and testing services; interviewing skills training; referral to educational and training programs; job fairs; and job clubs. Military spouses are also eligible to receive training and other support services under the WIA and may be eligible to collect Reemployment Assistance benefits if they have quit their jobs to relocate with their active duty military spouse.

- During the PY, there were 9,619 military family members registered in EFM and 5,580 secured employment for a statewide Entered Employment Rate (EER) of 58 percent; a statewide Employment Retention Rate (ERR) of 80 percent; and an average statewide salary of \$11,530 for a six-month period.
- MFEA program advocates participated in numerous employer recruitments, employment workshops and jobseeker outreach activities on and around military installations statewide.
- MFEA program advocates worked with staff at local military installations and family support centers to assist military family members in developing resumes, performing job searches, and coordinating military and state activities. Some advocates are provided an office by the military staff for more accessibility to military family members on base.
- Military family outreach initiatives, peer employment support groups and related activities were initiated and coordinated by MFEA program advocates on and around the military installations in their regions.

The target clients, military family members, are a challenging group to support for a number of reasons. This population is highly transitory by nature of the active duty member's national security commitments. Military family members may only reside in a location for a limited period of time before relocation. This can limit their ability to build a strong work history when seeking employment at a new location. This unique transitory lifestyle can also limit their abilities to participate in education and/or training to establish or update competitive work skills. Finally, military family members, particularly spouses, who possess a good work history and/or education to compete for high paying and/or personally rewarding positions, experience limited opportunities in and around military installations.

For PY 2013-14, DEO used production reports, a programmatic questionnaire, and SWOT analysis to identify opportunities to build on successes and address areas for improvement. Regional visits by the program coordinator provided technical assistance and performance planning, and facilitation of realistic program achievement markers to assure a positive return on investment for the grant, and beneficial impacts for military family members residing in Florida.

Wagner-Peyser Programs

Wagner-Peyser 7(a) Program: The Wagner-Peyser Act of 1933 created the nationwide public employment service. This program is funded under the Federal Unemployment Tax Act (FUTA) for labor exchange services to match employers with qualified workers. In the 1990s, the Wagner-Peyser funded public labor exchange system became a core component of the new workforce development system, and in 2000, Wagner-Peyser became the universal access component of the nation's career centers. Changes in traditional employment service planning, coordination and funding have occurred as a result of amendments to the Wagner-Peyser Act, but labor exchange continues to be the primary purpose and mandate of the Wagner-Peyser program.

Current federal regulations require that career centers have the capacity to: assist job seekers in finding employment, assist employers in filling jobs, facilitate the match between job seekers and employers, participate in a national system for labor exchange, and meet the work test requirements of the state reemployment assistance law.

Additionally, USDOL, Employment and Training Administration established equity and minimum service level performance standards for migrant seasonal farmworkers (MSFWs) which must be met annually. These federal standards are designed to measure the quality and level of employment services provided to MSFWs. To meet compliance standards, services provided to the MSFW participants must be proportionate to services provided to the total registered applicant pool.

Performance highlights for PY 2013-2014 include:

- The number of job seekers that entered employment in the current program year remained close to the number that entered employment from the previous program year. The total number of job seekers who entered employment for PY 2012-2013 was 502,158 and for PY 2013-14 was 474,060.
- The state met all five equity ratio indicators for services to MSFWs for PY 2013-2014. These indicators are: referred to jobs, received staff assisted services, referred to support services, career guidance, and job development contacts. Additionally, 82 percent of MSFW job seekers entered employment.

Achieving the level of services attained at career centers is attributed to the unique Florida workforce delivery system and its intensified efforts to reach and serve all customers. Emphasis by career centers on proper identification of agricultural workers (MSFWs) and proper coding of applicants and the services provided to them contributed to the state's accomplishments. Agency training and technical assistance, on-site monitoring, more comprehensive and expanded data analysis, and the Senior Monitor Advocate's oversight also supported this higher level of achievement during the program year.

An ongoing challenge facing the provision of Wagner-Peyser services is the consistently high number of job seekers requiring employment, training, and supportive services. The workforce system has addressed this by providing a seamless, integrated online job-matching system for both job seekers and employers through the Employ Florida Marketplace. CareerSource Florida, DEO, and the regional workforce boards are actively seeking opportunities to enhance, consolidate and streamline these critical applications and services to both employers and job seekers.

The Wagner-Peyser program serves as the basis for core activities and services provided through the career centers. The goals that have been established for this program are based on the premise that Wagner-Peyser is a labor exchange function, serving both job seekers and employers. The performance goals that have been established for the Wagner-Peyser Program in Florida directly reflect the degree to which program success is achieved.

Continued training is being offered to the regions to improve Wagner-Peyser program business and reporting requirements. Additionally, the Wagner-Peyser Team is developing standalone presentations on basic Wagner-Peyser issues.

Wagner-Peyser 7(b) Program: The Wagner-Peyser Act provides that Section 7(a) funds are to be used to provide basic employment services in the career centers. Section 7(b) of the Wagner-Peyser Act reserves 10 percent of the available grant funds to be used for state level activities, including services to groups with special needs such as youth and offenders, exemplary workforce models and performance incentives for the regional workforce boards. Regions that meet or exceed required performance goals are eligible for performance incentive funds. The CareerSource Florida Board approves the use of all Wagner-Peyser 7(b) funds.

The following projects were either partially or fully funded from Wagner-Peyser 7(b) funds during PY 2013-2014:

- **Military Family Employment Advocacy Program** which provides services to spouses and dependents of active-duty military personnel and activated National Guard members. Services include, but are not limited to, job search and job placement assistance; career planning and counseling; resume assistance; assessment and testing services; and referrals to educational and training programs.
- **Operation of the Disability Program Navigator (DPN) Program** due to its statewide success. It is anticipated that local funding and the additional revenue generated by the Ticket to Work Program will sustain the DPN program in FY 14-15. This program provides services to job seekers with disabilities in order to enhance their career advancement.
- **Business Outreach Initiatives** as they relate to facilitating business awareness and access to workers from special population groups (e.g., youth, veterans, elders, disabled) as well as addressing workforce needs in targeted industry sector groups.
- **Integrated Communications and Business Outreach** which includes continued facilitation of an integrated communications program that provides a comprehensive outreach and marketing effort to build a skilled, high-quality and competitive Florida workforce.

- **Youth Outreach Efforts** which provide outreach through *Florida Trend* NEXT magazine, which serves as an outstanding tool to inform and educate Florida youth about career opportunities.
- **Regional Performance Incentive** funds which are distributed to the regional workforce boards in accordance with the approved CareerSource Florida performance incentive policy.
- **Branding Initiative** which provided funds for a workforce brand evaluation study required as a result of legislation passed in 2012 known as the regional workforce boards Accountability Act requiring CareerSource Florida to “evaluate the means to establish a single, statewide workforce system brand” and to submit its recommendations to the Governor.

At the state level, CareerSource Florida continues to lead strategic investment in numerous workforce initiatives and programs that address critical, statewide workforce needs. The projects are varied but all lead to helping Floridians get back to work and ensuring that businesses have the talent they need today to compete in the future.

The state has laid the groundwork for enhancing opportunities to improve alignment of resources, collaboration and responsiveness to businesses and embraced key partners and stakeholders in workforce, education, industry and economic development to build on our successes.

Funding for state-level 7(b) Wagner-Peyser services has remained stagnant over the past several years and creates special challenges to funding new initiatives while continuing to maintain current 7(b) activities such as performance incentive funding to regional workforce boards, business outreach, etc. Additional funding is needed to support new state-level initiatives that could help with the successful delivery of workforce services throughout the state.

To continue funding state-level activities including special projects and performance incentives that are aligned to Florida’s five-year statewide strategic plan for workforce development, *Creating the Strategy for Today’s Needs and Tomorrow’s Talent*, the 5-Year State Strategic Workforce Plan for 2012-2016 submitted to USDOL, and Florida’s Strategic Plan for Economic Development, additional WP funds will be needed. These strategic plans link to and align with specific workforce components. Florida would like to continue its support of state-level projects that support these strategic workforce components.

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be needed. These strategic plans link to and align with specific workforce components. Florida would like to continue its support of state-level projects that support these strategic workforce components.

Targeted Populations

Non-Custodial Parent Employment Program: In October 1996, the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) eliminated the open-ended federal entitlement program, Aid to Families with Dependent Children (AFDC), and replaced it with the Temporary Assistance for Needy Families (TANF) block grant. In addition to ending the entitlement program, it encouraged states to implement pilot programs that fall under the four purposes of TANF to help eliminate issues plaguing families in the United States. TANF's four purposes are:

1. Assisting needy families so that children can be cared for in their own homes;
2. Reducing the dependency of needy parents by promoting job preparation, work and marriage;
3. Preventing out-of-wedlock pregnancies; and
4. Encouraging the formation and maintenance of two-parent families.

PRWORA also mandated that states continue efforts to enforce child support payments from non-custodial parents who either refuse or are unable to pay child support. The federal government encouraged states to implement pilot programs that would:

- Help non-custodial parents pay or contribute to child support they owe; or
- Fulfill all financial obligations and meet all conditions imposed on non-custodial parents, such as participation in a work program or other related activity.

Florida complied by including the ability for the regional workforce boards to implement and manage local Non-Custodial Parent Employment Programs (NCPEP). Section 414.065(5), F.S., provides the acceptable work activity requirements for non-custodial parents. Under Section 414.065(5), F.S., the court may order a parent who is delinquent in support payments, pursuant to the terms of the support order, to participate in work activities so the parent may obtain employment and fulfill the obligation to provide support payments. A parent who fails to satisfactorily engage in court-ordered work activities may be held in contempt. Florida's plan also allows non-custodial parents to volunteer to participate in a non-custodial program if they meet TANF eligibility requirements.

DEO develops NCPEP reporting instructions and pulls monthly reports of program enrollees and benchmarks. DEO continues to clarify instructions for program administration and provide participating regional workforce boards with regional performance information for program participants.

NCPEP participant information is tracked in the One-Stop Service Tracking (OSST) system. The success of the NCPEP program may be measured by the number of enrollees who become employed or maintain employment and who report they are making regular child support payments. Program benchmarks are designed to capture program and participant success. Success indicators include.

- The number of enrollees who retained employment for 90 days for at least 20 hours per week;
- The number of enrollees who retained employment for 180 days for at least 20 hours per week;
- The number of enrollees who earned a position upgrade;
- The number of enrollees who enter employment while in the program;
- The number of enrollees who report a wage increase while in the program;

- The number of enrollees who report they have started and continued to pay child support; and,
- The number of enrollees who report they continued to pay child support for more than three months.

The Non-Custodial Parent Employment Program services are available to participants in Miami-Dade, Hillsborough, Pinellas and Pasco counties with CareerSource Pinellas administering the NCPEP funds.

The NCPEP has been beneficial to families in the areas that offer and manage a local program. Non-custodial parents and their children benefit from a program that assists with overcoming educational and employment barriers to help non-custodial parents obtain and retain employment so that they can contribute financially to the maintenance and well-being of their child or children. A challenge that the program faces is funding. Since the program is a TANF-funded special project, the funds to manage a NCPEP are limited.

The first goal is to solicit more regional workforce board participation to manage a local NCPEP. However, the major goal of the NCPEP is to assist as many non-custodial parents as possible so they can obtain and retain employment to improve the quality of life for themselves and their children.

Recently, DEO met with the Florida Department of Revenue (DOR), Child Support Enforcement (CSE) to discuss how to provide employment and training services to the NCP population to increase employment outcomes and NCP contributions to their child's well-being. The two departments also started preliminary discussions on identifying resources the better serve this population.

Individuals with Disabilities: In an effort to strengthen alignment and leverage resources to address the workforce challenges faced by job seekers who must overcome barriers to employment, state and local workforce leaders work closely with major partners such as the Department of Education which houses Florida's Vocational Rehabilitation program and the Division of Blind Services, the Department of Children and Families and the Department of Veterans' Affairs.

CareerSource Florida has a board member representative on the board of the Florida Rehabilitation Council for the Blind. Section 413.011, F.S., creates the Florida Rehabilitation Council for the Blind which is an advisory council to the Florida Department of Education, Division of Blind Services, to assist the division in the planning and development of statewide vocational rehabilitation programs and services and to recommend improvements to such programs and services. Members are appointed by the Governor. The current CareerSource Florida Board member who serves on this important council, Benedict Grzesik, has served with such distinction that the U.S. Department of Education recognized his efforts and Florida's by appointing him to the 37th Institute on Rehabilitation Issues in 2012.

Additionally, as mentioned earlier, DEO is in the process of developing a new micro-portal in Employ Florida Marketplace for individuals with disabilities. DEO is developing the portal in collaboration with the Agency for Persons with Disabilities, Vocational Rehabilitation, the Governor's Commission on Jobs for Floridians with Disabilities and other state and local partners. This portal should be implemented and available as a link in Employ Florida Marketplace in the near future.

The workforce system's Disability Program Navigator Initiative is an example of the success of Florida's partnerships for the disabled.

Disability Employment Initiative (DEI): The Disability Employment Initiative is a collaborative effort between the USDOL, Employment and Training Administration and the Office of Disability Employment Policy. One goal is to improve coordination and collaboration among employment and training and asset

development programs carried out at a state and local level, including the Ticket to Work program. Another is to building effective community partnerships that leverage public and private resources to better serve individuals with disabilities and improve employment outcomes.

Florida received an award on October 2012 for \$3,402,124 through September 2015. Ten regions chose to participate, 4, 6, 7, 8, 13, 14, 17, 21, 22, and 24. Of those ten regions, USDOL and their independent evaluators, Social Dynamics, chose five pilot sites for full funding: Regions 4, 14, 17, 21, and 22 and five as control sites which provide data: Regions 6, 7, 8, 13, and 24. Florida chose Partnership and Collaboration, Blending and Braiding Funds/Leveraging Resources, Integrated Resource Teams and Asset Development Strategies as our service delivery models.

USDOL required that all participating regions be employment networks, all Florida regions already were, and they required the hiring of dedicated staff for this grant. Florida's regions already had staff in place and were able to begin implementation of the grant with no delays. USDOL assigned a technical assistance advisor from the National Disability Institute to assist with implementation and together with the state lead holds monthly conference calls and twice yearly face-to-face meetings.

Disability Program Navigator (DPN): The primary objectives of the DPN initiative are to increase the ability of the career center system to enhance the employability of job seekers with disabilities and increase the number of career advancement opportunities available to them.

The Disability Navigator:

- Guides career center staff in assisting persons with disabilities to access and navigate the complexities of various programs and services that affect their ability to gain/retain employment by providing periodic training
- Identifies appropriate community resources for job seekers with disabilities to remove barriers to employment (i.e., training, transportation, housing, assistive technology needs, etc.)
- Develops linkages and collaborates on an ongoing basis with employers to facilitate job placements for persons with disabilities
- Facilitates the transition of in-school or out-of-school youth with disabilities to obtain employment and economic self-sufficiency
- Serves as a resource for referrals on Social Security Administration's initiatives: work incentives and employment support programs; Protection and Advocacy systems (P&A); and employment-related demonstration projects
- Serves as a resource to the workforce development community to ensure the availability of comprehensive knowledge of federal, state, local and private programs that impact the ability of persons with disabilities to enter and remain in the workforce
- Creates systemic change and transforms the culture of how the career centers serve customers with disabilities

The DPN Initiative was initially a joint venture between the USDOL, Office of Disability Employment Policy, and the Social Security Administration (SSA) and was administered by the former Agency for Workforce Innovation, now reorganized and renamed the Florida Department of Economic Opportunity. Although federal funding ended June 30, 2010, due to its success, CareerSource Florida allocated funds to continue operating the program through June 2014. These funds went to those 17 regional workforce boards that are Employment Networks.

The DPN initiative provides dedicated staff to career centers who train other staff members to better serve persons with disabilities; make contact with employers in their communities; develop job opportunities for persons with disabilities; become acquainted with the resources in their communities that can assist their customers; and ensure that all persons with disabilities entering a career center do not encounter barriers to using the facility.

The state's role is to monitor and support the DPN's and disability specialists in their efforts. The state facilitates technical assistance for the regions that participate in the Ticket to Work program and provides information that informs and assists the regions in better serving all persons with disabilities.

The following are highlights and accomplishments:

- Increased employment and self-sufficiency for Social Security beneficiaries and others with disabilities by identifying and facilitating employment and training opportunities and helping individuals understand how earnings may affect their Social Security benefits and other support programs;
- Facilitated seamless and comprehensive services to persons with disabilities in career centers through collaboration and partnerships with in the community;
- Facilitated access and referrals to other local programs and services and linkages to the employer community;
- Increased participation of regional workforce boards in the Ticket to Work Program. Currently, 17 of the 24 Boards have become Employment Networks under the Social Security Ticket to Work program;
- CareerSource Broward is now the number one workforce Employment Network in the country in terms of money earned and ticketholders served;
- Participation in a pilot initiative with the Social Security Administration (SSA) in which the DEO became an administrative Employment Network in the Ticket to Work Program; and,
- Facilitation of information between SSA and the regional workforce boards that are Employment Networks helps the regions identify and market to those people with Tickets that are already registered in Employ Florida Marketplace.

One of the primary challenges is conducting outreach to develop and maintain long-term relationships with advocacy groups, community organizations, and agencies that facilitate the employment of persons with disabilities. The rural regions report that lack of public transportation hinders their customers' ability to find and keep a job.

Regional workforce boards will continue to expand employment and training opportunities for persons with disabilities by leveraging workforce and community resources. Regional workforce boards will continue to work with community partners to promote systemic change within the career centers.

From its inception, USDOL and SSA have promoted the Ticket to Work (TtW) program as a way to sustain the DPN program into the future. The goal of TtW is to increase opportunities and choices for Social Security disability beneficiaries to obtain employment. The SSA provides disability beneficiaries with a Ticket they can use to obtain the services and job search assistance they need from a new universe of organizations called Employment Networks. To date, 17 RWBs have become Employment Networks.

DEO is working diligently with representatives from SSA, Maximus, and the Institute for Community Inclusion to provide the technical assistance the regions need to make the Ticket to Work program

successful, which will in turn provide the monies needed to sustain and expand the Disability Navigator program into the future.

DEO is an administrative Employment Network with the Social Security Administration. This enables us to transmit data from EFM and OSMIS on participants to SSA so they can perform a data match, determine which customers in EFM/OSMIS are Ticket holders, and send that information to the regions that are Employment Networks so they can provide the required services under the Ticket-to-Work program.

Disability Navigator Success Story: Richard Nieves came to CareerSource Broward in search of training and job placement assistance. Richard had been incarcerated for five years and has a hidden disability. After his release in September 2014, he was referred by the Florida Department of Corrections to meet with the Disability Resource Coordinator (DRC). He came to the center with his resume on a laptop, a list of job goals, a work record from his incarceration and “Things-to-Do” list. The DRC provided guidance and information on the steps necessary to obtain employ. It was determined he needed a forklift license to be more marketable for a warehouse employment opportunity, interview skills, federal bonding and interview clothing. A mock interview was conducted and his resume was revamped and brought up to date.

He was referred to a community partner for a tuition voucher for his forklift license and a class was found he could attend. The DRC assisted him in completing job applications and interviews were scheduled with two employers.

On September 18, 2013, Richard had his first interview and was offered a part-time position. On September 25, 2014, he was offered employment as a Warehouse Operator. He returned to the center with his letter of hire requesting Federal Bonding which he obtained. He started employment the very next day.

The DRC kept Richard motivated, focused during the job search process and continues to provide post-employment support. The customer, despite having multiple barriers to employment, was able to obtain employment within 30 days of his release.

Florida Goodwill Association Program: Effective July 1, 2009, the Florida Legislature has annually provided funds for the Florida Goodwill Association Program to provide vocational training services. In FY 2013-2014, the Florida Legislature appropriated \$750,000 for the Florida Goodwill Association Program to provide vocational training services and employment opportunities to mentally and physically handicapped individuals.

DEO provides guidance to the service provider based on the conditions of the award. This includes program requirements and monitoring guidance. DEO processes invoices and provides technical assistance regularly to the service provider and monitors performance via the Quarterly Performance Report provided to CareerSource Florida.

As of June 30, 2014, all funds were expended. The Florida Goodwill Association created over 300 jobs in new Goodwill stores and stores that were expanded.

Home Builders Institute: Since July 1, 2012, the Florida Legislature has annually provided funds for the Home Builders Institute Program to provide veterans with vocational training and job placement assistance services in the home building industry. In FY 2013-2014, the Florida Legislature appropriated \$750,000 for the Home Builders Institute Program to provide training services and employment opportunities to veterans.

DEO provides guidance to the service provider based on the conditions of the award. This includes program requirements and monitoring guidance. DEO processes invoices and provides technical assistance regularly to the service provider and monitors performance via the Quarterly Performance Report provided to CareerSource Florida.

Federal Fidelity Bonding Program: In 1966, USDOL established the Federal Bonding Program to provide Fidelity Bonds that guarantee honesty for “at-risk”, hard-to-place job seekers. The Federal Bonding Program provides a fidelity bond, free of charge, to employers who hire ex-offenders or others who have some risk factor in their personal background. The bonds cover the first six months of employment. The bond protects the employers in the event of any loss of money or property due to employee dishonesty. The average bond coverage is \$5,000 per applicant, although larger bonds are possible.

Local career centers complete and submit bonding applications to the DEO. DEO reviews the application and issues the bond. The state provides marketing materials to the regional workforce boards to publicize the program to employers and potential applicants. In addition, staff provides information to individuals regarding the program requirements and directs them to the local career center.

In FY 2013 - 2014, 415 individuals with barriers to employment were employed due to the bonds being provided to the employer. Florida provides more bonds than any other state.

Future program goals and strategies include continuation of working with career centers to develop more effective marketing strategies so that a greater number of at-risk applicants can take advantage of the program and employment.

Black Men and Boys Program: DEO participates on the Florida Council on the Social Status of Black Men and Boys in accordance with Section 16.615, F.S. The mission of the council is to research and propose measures that improve conditions affecting black men and boys. Each year the council publishes its findings in an annual report that is submitted to the Governor, President of the Senate and Speaker of the House of Representatives. DEO’s agency representative serves as a member of the full council, the Chair of the Employment and Economics Subcommittee and on other committees as appointed by the council’s chair. The scope of the council’s research is comprehensive and encompasses studies on education, health and families, criminal justice and employment and economics.

In 2012, a strategic plan was adopted by the council with key performance indicators and measurable strategic goals. The Employment and Economics Subcommittee will continue to seek strategies that improve economic opportunities for black males. The employment and economics’ annual performance measurements are (1) the annual increase in the number of black males who obtain jobs; and (2) the statewide annual increase in the number of black male youth (ages 14-22) who obtain industry certifications.

The council will monitor key performance indicators throughout the year and provide updates in the annual report. DEO will continue to work collaboratively with the Florida Council on the Social Status of Black Men and Boys, CareerSource Florida and Florida’s 24 regional workforce boards, to promote increased workforce participation, positive employment outcomes and an increased number of industry certifications.

Welfare Transition and Supplemental Nutrition Assistance Program (SNAP)

Welfare Transition Program: In October 1996, the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA), Public Law 104-193, eliminated the open-ended federal entitlement program, Aid to Families with Dependent Children (AFDC). The AFDC program was replaced with the Temporary Assistance for Needy Families (TANF) block grant. Federal funds are now used to provide time-limited cash assistance to needy families in exchange for participation in work activities designed to move the family towards self-sufficiency. Flexibility in the legislation allows TANF funds to be utilized creatively to serve families.

To implement the requirements outlined in PRWORA, Florida's Work and Gain Economic Self-Sufficiency (WAGES) Act was passed in 1998. The WAGES legislation emphasized work, self-sufficiency, personal responsibility and accountability. The Workforce Innovation Act of 2000 substantially redefined the welfare delivery model in Florida, replacing WAGES with the Welfare Transition (WT) program. In an innovative effort to establish the workforce system as a substantial contributor to the reduction of public dependency, the reduction of poverty and the catalyst for economic development, the legislation consolidated the state workforce and welfare support service programs.

The PRWORA was scheduled to sunset in 2001 and instead of being reauthorized in 2001, the federal WAGES Act was extended. The TANF block grant was reauthorized through 2010. The TANF Block Grant has been extended multiple times. The most recent extension was part of the Consolidated Appropriations Act of 2014, which extends TANF through September 2014.

DEO provides guidance on TANF and WT program requirements in accordance with federal law, Florida Statutes, Florida Administrative Code (FAC) and policy outlined by CareerSource Florida. DEO offers technical assistance in various WT program areas including program administration and creating local procedures and offers on-site, web-based, and/or telephonic technical assistance at local board request, as well. DEO also conducts quality assurance reviews of the WT program to ensure that Regional workforce boards are adhering to laws, rules, and regulations set forth in federal or state law and guidance.

Florida continues its efforts to be innovative leaders in welfare reform. Florida is one of the states that made up-front work registration an eligibility requirement for Temporary Cash Assistance (TCA). On September 18, 2013, the state launched a project that allows TCA applicants to complete the work registration process online. Applicants receive a program overview and complete a Needs Assessment which helps identify barriers to employment or program participation during the application process. The Needs Assessment is designed to identify several issues such as medical limitations, emergencies, Substance Abuse and Mental Health (SAMH) and Domestic Violence. If an applicant identifies that they have an issue such as SAMH and indicate they would like assistance or counseling for the issue, they are given the opportunity to access a list of counseling resources in their area which is displayed online after they have completed their assessment.

Prior to creating the ability to complete this process online, applicants were engaged locally by each of the 24 regional workforce boards. Data entry for work registration by case managers is time-intensive, taking the case manager on average one hour per work registration entry. Repetitive system functions such as creating the applicant case and recording program orientation is now completed by an online system driven by the applicant's access to their online account. As an enhancement to online work registration, a quiz has been embedded into the program overview. While reviewing the orientation, customers are intermittently presented with a quiz to ensure that they have read and understand the information in the

overview or have listened to the narrator regarding program expectations. If the customer misses two questions, the system will send them to the beginning of the section to review and listen to the program overview again. Once back at the quiz, the system will present the customer with a different set of questions and will only allow the customer to move forward once they have correctly answered the questions. Since implementation through June, 2014, a total of 16,967 applicants have completed the online process. Of those that completed, 10,660 were sent to workforce system to participate in the TANF work program. Nearly 9,400 of those were sent back within an average of 13 days. This quick turn-around allows the workforce system to start working with families toward self-sufficiency as quickly as possible.

Florida amended its Work Verification Plan to include a subsidized employment model which allows the RWBs to offer a subsidy to employers who agree to provide work-study opportunities to work-eligible participants who are enrolled in degree-seeking or vocational programs. This allows students to gain practical skills to be coupled with their education to close the skills gap reported by employers. One region is taking advantage in this model and realized moderate success with its first cohort of work-study students.

DEO continues to coordinate with the Department of Children and Families in its modernization of the public assistance eligibility process. As partner agencies, DEO and DCF continue to work on system interfaces between the two agencies to continually increase efficiencies. Recently, DEO started discussions with the Department of Revenue (DOR) to determine how coordination efforts with Child Support Enforcement (CSE) can benefit the populations served between the two departments. The departments will start with simply educating staff about services provided by both departments and preparing staff to answer commonly asked questions relative to each agency. DEO and DOR will continue communications to discuss how to increase coordination efforts to serve each department's populations more effectively.

In light of a rebounding economy, DEO finds that many TANF recipients that remain on or enter into Florida's TANF caseload do not have the education and or skills to enter into the workforce with self-sustaining employment. Many are first time or brand new recipients with multiple barriers. Some of these barriers include basic educational skills, soft skills and life skills. Life skills such as managing family, money and work are essential to the upcoming workforce. Without these skills, program participants may falter in the program and in their efforts to become self-sufficient, and consequently continue in a cycle of dependency. Additionally, because providing young families with these skills is not counted in the consideration of meeting federally established participation rates, meeting participation rates still pose a challenge.

The state continues to make strides in its All Family participation rate. Florida uses two methods to measure the state's participation rate performance. The state's Monthly Management Report (MMR) is a monthly indicator of how each region is performing and how the state is performing as a whole. The Participation Report closely mirrors the federal methodology for determining participation rates for all states. Florida continues to struggle with the Two-Parent Family Participation Rate. The federal requirement is 90 percent. The state's highest average during the PY was 54.6 percent.

Major goals of the program include continuing the collaborative relationship between DEO, DCF and CareerSource Florida; providing training to regions to meet performance requirements; and, improving the performance of the WT program. Efforts are ongoing to identify ways to improve and enhance data entry systems, communication with the regions, and methods for reporting programmatic outcomes.

The WT caseload is expected to continue to decline as the economy shows evidence of rebounding. However, the caseload reduction credit will possibly decrease with each passing year, making it imperative

for Florida to meet the required 50 percent All Family participation rate and 90 percent two-parent family participation rate. The state strives to achieve a consistent All Family participation rate greater than 50 percent. During the PY, Florida's All Family participation rate was 45.3 percent. The state's highest average during the PY was 48.0 percent.

Florida strives to provide the best possible service to its WT participants and program staff. DEO continues to create training materials that are useful and practical to the Regional workforce boards by appealing to different learning styles. DEO will continue to offer web training, step-by-step "How-To" guides for system navigation and usage, and resource guides to help understand and apply WT program policy. A major focus of program training for the upcoming year is practical application of program policy with hands-on exercises and peer modeling.

Welfare Transition Success Story – Ms. Caily Perez entered the WT program in CareerSource Palm Beach County (Region 21), while attending school to become a Nurse. Ms. Perez is a single mother who was determined to continue her education in spite of the long hours in school, financial difficulties, and taking care of her child who has Autism. Against all odds, Ms. Perez graduated from nursing school and obtained employment as a Nurse making \$35 per hour. Ms. Perez is bright, responsible and strong role model. Ms. Perez' professionalism, drive and charisma will allow her to achieve greatness.

Another success story out of Region 21 is Paris Purce. He came into the program in September 2012. From his first meeting, the career consultant recognized he was a "go-getter". He asked a lot of questions and was very interested in the services the program provided to help him become self-sufficient. He is a single parent of two children who lost his job and needed help with childcare, transportation and clothing. Through the WT program, he received childcare assistance, vouchers for clothing and bus passes to assist him with getting to Job Skills classes and to job search. Mr. Purce gained employment in the Transportation industry in August 2013 and remains employed. He currently earns \$720 per week.

Supplemental Nutrition Assistance Program (SNAP) Employment and Training: Florida's Supplemental Nutrition Assistance Program (SNAP) is designed to provide food assistance recipients who are interested in volunteering in the program with the training, education, support services, and skills needed to increase the likelihood of self-sufficiency through employment. The Department of Children and Families (DCF) staff registers participants for work and refers them for participation in SNAP components delivered by participating regional workforce boards. Federal funds from the U.S. Department of Agriculture and state General Revenue are used to support the program.

DEO provides guidance on SNAP program requirements in accordance with federal law, Florida Statutes, Florida Administrative Code (FAC) and policy outlined by CareerSource Florida. DEO offers technical assistance in various SNAP program areas including program implementation and creating local procedures, as well as on-site, web-based, and/or telephonic technical assistance at the Region's request. DEO also conducts quality assurance reviews of the DEO program to ensure that regional workforce boards are adhering to laws, rules and regulations set forth in federal or state law and guidance.

With the passing of the American Recovery and Reinvestment Act (ARRA), Florida took advantage of the opportunity to apply for a statewide waiver for the FSET program. The statewide waiver exempts food assistance recipients from time limits and sanctions. In May 2009, the state applied for the statewide waiver which also allows the state the ability to operate a voluntary SNAP Employment & Training (E&T) program. Florida received the waiver and set in motion the elements to transition from a pledge state

servicing all Able-Bodied Adults Without Dependents (ABAWDs) to a waiver state serving SNAP volunteers.

Florida currently operates a volunteer SNAP E & T program based on its eligibility for extended Reemployment Assistance benefits as indicated by USDOL's Extended Benefit (EB) Trigger Notice 2011-13. Under longstanding guidance, states that meet the EB criteria can qualify for a 12-month statewide waiver, up to 12 months after the trigger date. The USDA Food and Nutrition Services (FNS) can approve a waiver if the state's unemployment triggers the criteria for extended benefits regardless of whether the state has elected the option to offer EB itself. Florida learned that it is one of the states that meet the EB criteria under DOL Trigger Notice 2013-38. Therefore, the state of Florida will continue to operate a volunteer E&T program in Federal Fiscal Year (FFY) 2015.

Although SNAP E&T is voluntary, participants are still referred to the program via a system interface. Recipients between the ages of 16-39 who do not meet an exemption are mailed letters to inform them about available services and are provided instructions on how to start participating if they choose to volunteer. If the customer does not take steps to volunteer, DEO's One-Stop Service Tracking (OSST) system will automatically close their OSST case after 90 days of inactivity.

In 2012, the CareerSource Gulf Coast regional workforce board (Region 4) started piloting Employment Retention Services (ERS) for SNAP E&T customers. Effective October 2013, WorkNet Pinellas started providing these services to SNAP E&T participants. Employment Retention Services allowed program volunteers who gained employment while participating in SNAP E&T to receive transitional services for up to three months. These services included additional transportation services beyond the traditional Food Stamp Reimbursement (FSR) transportation, childcare reimbursement, clothing, tools and equipment. Program participants who meet ERS criteria are eligible to receive a reimbursement for these expenses. The OSST system was updated to track ERS eligibility for service areas. Employment Retention Services have been well received by the two regions and customers who qualify for the services. Florida is hopeful that it will be able to continue services to the SNAP population to continue to promote, encourage and support employment.

While SNAP E&T engagement is on an incline, the state still faces challenges with engagement due to funding. Regions are using SNAP E&T funds to help program volunteers gain education and training that will ultimately help them gain employment. These funds are used to pay for General Equivalency Diploma (GED) classes and tests, adult education, and vocational education. The education and skills gained by participants in E&T programs help them become more marketable and employable. As previously indicated, the ability to pay for these classes may decrease as regions start to exhaust their allocation.

State-Level Programs

Alien Labor Certification (ALC) Programs: The Alien Labor Certification (ALC) Programs are designed to ensure that the admission of foreign workers into the United States on a temporary basis will not adversely affect the job opportunities, wages and working conditions of American workers. The programs also enable American businesses to employ the skills and labor not readily available in the domestic labor force in order to effectively compete in the global economy.

The ALC Program Unit is divided into two major areas:

- **H-2A – Certification for Temporary Seasonal Work:** This program is for agricultural employers who anticipate a shortage of domestic workers to bring non-immigrant foreign workers to the U.S. to perform agricultural labor or services of a temporary or seasonal nature. This includes agricultural clearance orders, housing inspections and agricultural prevailing wage surveys, which establish wage and practice activities of employers.
- **H-2B – Certification for Temporary Nonagricultural Work:** This program permits employers to hire foreign workers to come to the United States and perform non-agricultural work, which may be one-time, seasonal, peak-load or intermittent workload needs for 12 months or less.

During FY 2013 -2014 (July 1, 2013 – June 30, 2014), the ALC Unit:

- Conducted 157 H-2A housing inspection visits;
- Completed a combined total of 46 H-2A prevailing wage and practices surveys;
- Posted 282 H-2A intrastate job orders into Employ Florida Marketplace;
- Posted 385 H-2A interstate job orders into Employ Florida Marketplace; and
- Posted 211 H-2B job orders into Employ Florida Marketplace.

DEO is experiencing a substantially increased workload in the H-2A Program due primarily to federal regulation changes regarding the processing of applications submitted by Farm Labor Contractors operating in multiple Areas of Intended Employment. Additional staff was added as a result of the increased workload to meet the new challenges and to ensure continuation of successful program implementation.

Work Opportunity Tax Credit (WOTC) Program: The Work Opportunity Tax Credit Program (WOTC) is designed to help job seekers from certain target groups, who consistently have a particularly high unemployment rate, enter employment. By hiring from these targeted groups, employers may receive a potential maximum tax credit of up to \$9,600 during the first year of employment or up to \$9,000 over two years, depending on the qualified applicant. The targeted groups are: Qualified Temporary Assistance for Needy Families Recipients; Qualified Veterans/Disabled Veterans; Unemployed Veterans; Qualified Ex-Felons; Designated Community Residents; Vocational Rehabilitation Referrals; Qualified Food Stamp Recipients; Qualified Supplemental Security Income Recipients; Long Term Family Assistance Recipients.

Noted below are programmatic highlights and accomplishments:

- During FY 2013 – 2014, the WOTC Program issued 69,411 certifications which resulted in a potential tax credit savings of \$166,586,400 to Florida employers;
- The online application processing system (E-WOTC) currently has approximately 55 WOTC consulting companies and over 80 Florida employers who are participating; and,
- From July 1, 2010 to June 30, 2014, DEO received over 545,400 electronic applications from employers and tax credit consultants.

On January 2, 2013, President Obama signed into law the American Tax Payer Relief Act of 2012. Section 327 reauthorized retroactively the Empowerment Zones and Section 309 retroactively extended the WOTC Program for all the non-veteran target groups. This retroactive extension applies to individuals who began to work for an employer on or after December 31, 2011, and before January 1, 2014. It includes the following:

- Continuation of all veteran target groups (including those implemented under the VOW to Hire Act of 2011) until December 31, 2013;
- Retroactively reauthorized all WOTC non-veteran target groups from December 31, 2011, to December 31, 2013;
- Retroactively reauthorized Empowerment Zones which determines eligibility for the summer youth target group and the Designated Community Resident target groups to December 31, 2013' and,
- Does not reauthorize the 2009 Recovery Act target groups: disconnected youth and unemployed veteran, which expired in December 2010.

On December 31, 2013, the legislative authority for all WOTC target groups expired. As a result, the WOTC Program is currently undergoing an authorization lapse. During this authorization lapse, the Department of Economic Opportunity (DEO) is adhering to the following procedures pending further Congressional actions:

- DEO will accept and fully process timely filed WOTC certification requests to employers' new hires made on or before December 31, 2013;
- DEO will accept and fully process WOTC certification requests for employers' new hires made on or after January 1, 2014;
- DEO will withhold issuance of certifications and denials on all WOTC certification requests for employers' new hires made on or after January 1, 2014 until the Program is reauthorized.

To be eligible for the tax credit during this authorization lapse, employers must have properly filed WOTC certification requests in a timely manner (must be postmarked within 28 calendar days after the new employee's job start date of employment).

The WOTC application process traditionally requires employers to mail original, signed copies of IRS forms and supporting documentation to their state workforce agency (DEO) in order to apply for the tax credit. However, the new electronic Work Opportunity Tax Credit ("E-WOTC") application process is a paperless alternative to the traditional process. The electronic process streamlines application submittal and processing for businesses, resulting in increased program efficiencies. As the program continues to be publicized, DEO anticipates that more business organizations will begin using the E-WOTC application process resulting in quicker approvals of their tax credit certifications.

DEO will continue to promote the WOTC Tax Credit Program and the E-WOTC online system through outreach initiatives with our workforce partners, Regional workforce boards and other interested organizations by providing training and technical assistance. Additionally, DEO is working to better publicize the program so that more employers are aware of the potential tax benefits.

LOOKING AHEAD

Florida's economic turnaround story as a national leader in job gains, unemployment rate decline and growth in job demand continues to be written, with the CareerSource Florida network recognized as a key contributor to the state's economic revival. The complete adoption and activation of the network's new unified brand represents more than merely an alignment of brand names and logos system-wide. The rebranding has ushered in a significant cultural shift for the state workforce system that has galvanized state and local leaders, workforce professionals, economic developers and education partners through a unified vision, mission and values—resulting in performance and customer service improvements and new and improved strategies for meeting the needs of job seekers, workers and employers.

The system's shared vision is to make Florida the global leader for talent through workforce investments that are guided by five core values: business-driven, continuous improvement, integrity, talent focus and purpose-driven. These values provide the roadmap for the Florida workforce system's daily efforts to meet its mission of connecting employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity.

Florida already is a recognized leader through the Workforce Investment Act in areas including investing in skills-upgrade training to support job retention and business competitiveness, integrating services and programs to improve effectiveness and efficiency, measurement and performance outcomes, and developing strategies to address the needs of industries demanding high-skill workers. Now, with implementation of the federal Workforce Innovation and Opportunity Act (WIOA) underway, Florida is poised to build on its foundation of strategic investments, business intelligence and workforce development success.

The system's foundation and its future focus are consistent with the seven elements of the new job-driven checklist:

- ✓ Engaging employers
- ✓ Earn and learn
- ✓ Smart choices
- ✓ Measuring matters
- ✓ Stepping stones
- ✓ Opening doors
- ✓ Regional partnerships

Supporting continued system transformation and outcomes that matter most to build and enhance the competitiveness of Florida's workforce and its businesses, which are the state's job creators, the CareerSource Florida Board has identified three statewide strategic priority initiatives for 2014-2015. These initiatives are being designed to enhance performance outcomes, create replicable strategies that cultivate business intelligence and improve the marketplace responsiveness of Florida's talent delivery system while strengthening coordination among the state's education and employment and training systems.

The three initiatives call for:

- Development of a performance funding model that will inform policy discussions and decisions, align resources to shared strategic goals, reward excellence and showcase improvement through a series of critical metrics to be achieved by regional workforce boards.
- Creation of a new sector strategy approach for Florida that builds on the marketplace business intelligence experience already garnered by the workforce system. This strategy, which will focus first on advanced manufacturing and healthcare, will better position the workforce system to respond to rapid economic and competitiveness changes to gather, analyze and distribute data and intelligence that enhances efforts to deliver the right skills, to the right industries at the right time.
- Leveraging of the CareerSource Florida network's leadership in market intelligence and market-responsive workforce solutions to develop a market intelligence portal that will enhance strategic integration throughout Florida's Talent Supply System. The new portal will better position Florida education, workforce and economic development partners to leverage education and training programs to support future economic development, both regionally and statewide, through data-driven solutions.

Collectively, these three initiatives focus on strategic performance, market intelligence and resource integration, complementing the continuing focus on job placement performance and employer engagement to enhance the system's effectiveness, efficiency and outcomes. Like the state's economic outlook, they are indicators of the bright future ahead as the CareerSource Florida network continues to collaborate, innovate and lead.

APPENDIX OF TABLES

DEFINITIONS FOR WIA PERFORMANCE MEASURES

Customer Satisfaction Measures

Participant Satisfaction

The weighted averages of participant ratings on each of the three questions regarding overall satisfaction are reported on a 0-100 point scale. The score is a weighted average, not a percentage.

Employer Satisfaction

The weighted averages of employer ratings on each of the three questions regarding overall satisfaction are reported on a 0-100 point scale. The score is a weighted average, not a percentage.

Adult Measures

Adult Entered Employment Rate

Of those who are not employed at registration:

Number of adults who have entered employment by the end of the first quarter after exit divided by the number of adults who exit during the quarter.

Adult Employment Retention Rate at Six Months

Of those who are employed in the first quarter after exit:

Number of adults who are employed in the third quarter after exit divided by the number of adults who exit during the quarter.

Adult Average Earnings

Of those adult participants who are employed in the first, second, and third quarters after the exit quarter:

Total earnings in the second quarter plus total earnings in the third quarter after the exit quarter divided by the number of adult participants who exit during the quarter.

Adult Employment and Credential Rate

Of adults who received training services:

Number of adults who were employed in the first quarter after exit and received a credential by the end of the third quarter after exit divided by the number of adults who exited services during the quarter.

Dislocated Worker Measures

Dislocated Worker Entered Employment Rate

Number of dislocated workers who have entered employment by the end of the first quarter after exit divided by the number of dislocated workers who exit during the quarter.

Dislocated Worker Employment Retention Rate at Six Months*Of those who are employed in the first quarter after exit:*

Number of dislocated workers who are employed in the third quarter after exit divided by the number of dislocated workers who exit during the quarter.

Dislocated Worker Average Earnings*Of those dislocated worker participants who are employed in the first, second, and third quarters after the exit quarter:*

Total earnings in the second quarter plus total earnings in the third quarter after the exit quarter divided by the number of adult participants who exit during the quarter.

Dislocated Worker Employment and Credential Rate*Of dislocated workers who received training services:*

Number of dislocated workers who were employed in the first quarter after exit and received a credential by the end of the third quarter after exit divided by the number of dislocated workers who exited services during the quarter.

Older Youth (Age 19-21) Measures**Older Youth Entered Employment Rate***Of those who are not employed at registration and who are not enrolled in post-secondary education or advanced training in the first quarter after exit:*

Number of older youth who have entered employment by the end of the first quarter after exit divided by the number of older youth who exit during the quarter.

Older Youth Employment Retention Rate at Six Months*Of those who are employed in the first quarter after exit and who are not enrolled in post-secondary education or advanced training in the third quarter after exit:*

Number of older youth who are employed in third quarter after exit divided by the number of older youth who exit during the quarter.

Older Youth Average Earnings Increase in Six Months*Of those who are employed in the first quarter after exit and who are not enrolled in post-secondary education or advanced training in the third quarter after exit:*

Total post-program earnings (earnings in quarter 2 + quarter 3 after exit) minus pre-program earnings (earnings in quarter 2 + quarter 3 prior to registration) divided by the number of older youth who exit during the quarter. Older Youth Credential Rate Number of older youth who are in employment, post-secondary education, or advanced training in the first quarter after exit and received a credential by the end of the third quarter after exit divided by the number of older youth who exit during the quarter.

Younger Youth (Age 14-18) Measures

Younger Youth Skill Attainment Rate

Of all in-school youth and any out-of-school youth assessed to be in need of basic skills, work readiness skills, and/or occupational skills:

Total number of basic skills goals attained by younger youth plus number of work readiness skills goals attained by younger youth plus number of occupational skills goals attained by younger youth divided by the total number of basic skills goals plus the number of work readiness skills plus the number of occupational skills goals set.

Younger Youth Diploma or Equivalent Attainment

Of those who register without a diploma or equivalent:

Number of younger youth who attained secondary school diploma or equivalent by the end of the first quarter after exit divided by the number of younger youth who exit during the quarter (except those still in secondary school at exit).

Younger Youth Retention Rate

Number of younger youth found in one of the following categories in the third quarter following exit:

- post-secondary education
- advanced training
- employment
- military service
- qualified apprenticeships divided by the number of younger youth who exit during the quarter (except those still in secondary school at exit).

All Youth

Placement in Employment or Education-New Measure

Of those who are not in post-secondary education or employment (including the military) at the date of participation:

Number of youth participants who are in employment (including the military) or enrolled in post-secondary education and/or advanced training/occupational skills training in the first quarter after the exit quarter divided by the number of youth participants who exit during the quarter.

Attainment of a Degree or Certificate-New Measure

Of those enrolled in education (at the date of participation or at any point during the program):

Number of youth participants who attain a diploma, GED, or certificate by the end of the third quarter after the exit quarter divided by the of youth participants who exit during the quarter.

Literacy and Numeracy Gains-New Measure

Of those out-of-school youth who are basic skills deficient:

The number of youth participants who increase one or more educational functioning levels divided by the number of youth participants who have completed a year in the program (i.e., one year from the date of first youth program service) plus the number of youth participants who exit before completing a year in the youth program.

Level: STW

FLORIDA PROGRAM YEAR 2013-2014 STATE WIA PERFORMANCE

11/14/2014

Negotiated Performance Measures Summary

Performance Measure	Negotiated Performance	Actual Performance	
		Numerator	Denominator
Adult Entered Employment Rate (10/01/2012 -	79.00	79.87	5,920
			7,412
Adult Employment Retention Rate (04/01/2012 -	91.50	90.74	10,828
			11,933
Adult Average Earnings (04/01/2012	21,500	17,479	179,671,569
			10,279
Adult Employment and Credential Rate (10/01/2012 - 09/30/2013)	NA	80.32	8,602
			10,709
Dislocated Worker Entered Employment Rate	90.00	83.99	6,320
			7,525
Dislocated Worker Employment Retention Rate (04/01/2012 - 03/31/2013)	90.00	91.01	6,036
			6,632
Dislocated Worker Average Earnings (04/01/2012 -	17,621	15,785	87,608,623
			5,550
Dislocated Worker Employment and Credential Rate (10/01/2012 - 09/30/2013)	NA	64.73	3,734
			5,769
Older Youth Entered Employment Rate (10/01/2012 - 09/30/2013)	NA	72.18	1,339
			1,855
Older Youth Employment Retention Rate (04/01/2012 - 03/31/2013)	NA	83.85	1,189
			1,418
Older Youth Average Earnings (04/01/2012 -	NA	4,589	5,759,729
			1,255
Older Youth Employment and Credential Rate (10/01/2012 - 09/30/2013)	NA	46.97	992
			2,112
Younger Youth Skill Attainment Rate (04/01/2013 - 03/31/2014)	NA	85.54	8,368
			9,782
Younger Youth Diploma or Equivalent Attainment Rate (04/01/2013 -03/31/2014)	NA	75.06	1,574
			2,097
Younger Youth Retention Rate (04/01/2012-	NA	69.91	1,552
			2,220
Youth Placement in Employment or Education Rate (10/01/2012 - 09/30/2013)	53.00	61.20	3,282
			5,363
Younger Youth Attainment of Degree or Certificate Rate (10/01/2012 - 09/30/2013)	70.50	81.80	4,345
			5,312
Younger Youth Literacy and Numeracy Gains (07/01/2013- 06/30/2014)	50.00	56.18	1,701
			3,028

**Balanced Scorecard Report Measures
Beginning Program Year 2006-2007
As Approved by the Workforce Florida Board now dba
CareerSource Florida**

SERVICES TO JOB SEEKERS

JOB SEEKER ENTERED EMPLOYMENT RATE

For those Wagner-Peyser (WP) applicants not employed at participation, the percentage employed the 1st quarter after exit based on a match with quarterly UI wage report data. The measure is the same as the federal common measure required by USDOL.

VETERAN'S ENTERED EMPLOYMENT RATE

For those veterans not employed at Wagner-Peyser (WP) participation, the percentage employed the 1st quarter after exit based on a match with quarterly UI wage report data. The measure is the same as the federal common measure required by USDOL.

CUSTOMER SATISFACTION-WAGNER-PEYSER (WP) INDIVIDUALS

Survey questions, process, and methodology are in the process of being revised.

SERVICES TO EMPLOYERS

CUSTOMER SATISFACTION- ALL EMPLOYERS

Survey questions, process, and methodology are in the process of being revised.

EMPLOYER MARKET PENETRATION

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

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

SERVICES TO DISADVANTAGED GROUPS, UNEMPLOYED ADULTS, AND YOUTH

EMPLOYMENT RATE (WORKFORCE INVESTMENT ACT)

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

EMPLOYMENT EARNINGS RATE (WORKFORCE INVESTMENT ACT)

The average Workforce Investment Act (WIA) adult and dislocated worker earnings the first quarter after exit for those employed the first quarter after exit expressed as a percentage of the regionally adjusted Lower Living Standard Income Level (LLSIL) for a family of three. Regional adjustments are based on the Florida Price Level Index. (Source: DEO, Office of Workforce Information Services, Labor Market Statistics). Average earnings for the unduplicated total of adults and dislocated workers based on UI quarterly wage report data.

EMPLOYMENT RETENTION RATE (WORKFORCE INVESTMENT ACT)

The unduplicated total of Workforce Investment Act (WIA) adults and dislocated workers employed the 2nd and 3rd quarters after exit expressed as a percentage of the total of all those employed the 1st quarter after exit. Employment based on UI wage report data.

YOUTH AVERAGE GRADE LEVEL GAIN (WORKFORCE INVESTMENT ACT)

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

YOUTH POSITIVE OUTCOME RATE (WORKFORCE INVESTMENT ACT)

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

CUSTOMER SATISFACTION-WORKFORCE INVESTMENT ACT PARTICIPANTS

Survey questions, process, and methodology are in the process of being revised.

SERVICES TO WELFARE RECIPIENTS**WELFARE CLOSED CASE OUTCOME RATE**

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

WELFARE TRANSITION EARNINGS RATE

The welfare transition program average wage the first quarter after case closure for TANF closed cases closed due to earned income expressed as a percentage of the regionally adjusted Lower Living Standard Income Level (LLSIL) for a family of three. Regional adjustments are based on the Florida Price Level Index. (Source: DEO, Office of Workforce Information Services, Labor Market Statistics). Average wage based on UI quarterly wage report data.

WELFARE TRANSITION RETENTION RATE

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

ANNUAL THRESHOLD YES/NO INDICATORS**LEVEL OF SERVICE INDICATOR FOR ALL CUSTOMER GROUPS**

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

LEVEL OF SERVICE INDICATOR FOR SPECIAL CUSTOMER GROUPS

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

INDICATOR FOR YOUTH DIPLOMA ATTAINMENT

To achieve this threshold, the regional workforce board must attain a youth diploma attainment rate of at least 48% based on the WIA core measure methodology.

INDICATOR FOR WELFARE PARTICIPATION RATE

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

INDICATOR FOR DATA VALIDITY

To achieve this threshold, the regional workforce board must have data element validation results that meet each program's standards once these standards are established by the United States Department of Labor (USDOL).

**TABLE 4: PROGRAM YEAR 2013-2014 WIA EXPENDITURES/COST PER POSITIVE OUTCOME*
ADULT PROGRAM - 10/1/12 TO 9/30/13**

REGION 1			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$3,157,733	100.0%				
TOTAL EXPEND.	\$1,916,844	60.7%	695	\$2,758	119	\$16,108
EXPEND. OTHER SERVICES**	\$756,637	39.5%	695	\$1,089		
EXPEND. TRAINING	\$1,005,340	52.4%	648	\$1,551		

REGION 2			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$1,179,351	100.0%				
TOTAL EXPEND.	\$704,397	59.7%	269	\$2,619	121	\$5,821
EXPEND. OTHER SERVICES**	\$287,840	40.9%	269	\$1,070		
EXPEND. TRAINING	\$366,414	52.0%	258	\$1,420		

REGION 3			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$746,485	100.0%				
TOTAL EXPEND.	\$411,161	55.1%	105	\$3,916	47	\$8,748
EXPEND. OTHER SERVICES**	\$110,134	26.8%	105	\$1,049		
EXPEND. TRAINING	\$259,912	63.2%	100	\$2,599		

REGION 4			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$1,081,182	100.0%				
TOTAL EXPEND.	\$819,738	75.8%	563	\$1,456	290	\$2,827
EXPEND. OTHER SERVICES**	\$326,980	39.9%	563	\$581		
EXPEND. TRAINING	\$423,536	51.7%	322	\$1,315		

REGION 5			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$1,927,802	100.0%				
TOTAL EXPEND.	\$1,171,682	60.8%	468	\$2,504	130	\$9,013
EXPEND. OTHER SERVICES**	\$389,587	33.3%	468	\$832		
EXPEND. TRAINING	\$714,217	61.0%	298	\$2,397		

REGION 6			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$983,834	100.0%				
TOTAL EXPEND.	\$879,951	89.4%	210	\$4,190	106	\$8,301
EXPEND. OTHER SERVICES**	\$80,255	9.1%	210	\$382		
EXPEND. TRAINING	\$754,938	85.8%	192	\$3,932		

REGION 7			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$847,807	100.0%				
TOTAL EXPEND.	\$632,181	74.6%	149	\$4,243	33	\$19,157
EXPEND. OTHER SERVICES**	\$384,920	60.9%	149	\$2,583		
EXPEND. TRAINING	\$182,350	28.8%	135	\$1,351		

REGION 8			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$11,414,124	100.0%				
TOTAL EXPEND.	\$7,327,810	64.2%	2,927	\$2,504	1,097	\$6,680
EXPEND. OTHER SERVICES**	\$2,073,543	28.3%	2,927	\$708		
EXPEND. TRAINING	\$4,838,809	66.0%	2,895	\$1,671		

REGION 9			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$1,060,476	100.0%				
TOTAL EXPEND.	\$1,060,476	100.0%	541	\$1,960	84	\$12,625
EXPEND. OTHER SERVICES**	\$530,021	50.0%	541	\$980		
EXPEND. TRAINING	\$450,425	42.5%	423	\$1,065		

**TABLE 4: PROGRAM YEAR 2013-2014 WIA EXPENDITURES/COST PER POSITIVE OUTCOME*
ADULT PROGRAM - 10/1/12 TO 9/30/13**

REGION 10			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$2,148,901	100.0%				
TOTAL EXPEND.	\$1,323,058	61.6%	1,382	\$957	770	\$1,718
EXPEND. OTHER SERVICES**	\$2,482	0.2%	1,382	\$2		
EXPEND. TRAINING	\$1,208,241	91.3%	1,189	\$1,016		

REGION 11			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$3,258,541	100.0%				
TOTAL EXPEND.	\$2,718,223	83.4%	1,365	\$1,991	723	\$3,760
EXPEND. OTHER SERVICES**	\$296,133	10.9%	1,365	\$217		
EXPEND. TRAINING	\$2,255,840	83.0%	1,005	\$2,245		

REGION 12			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$16,774,262	100.0%				
TOTAL EXPEND.	\$13,015,492	77.6%	2,445	\$5,323	741	\$17,565
EXPEND. OTHER SERVICES**	\$2,506,896	19.3%	2,445	\$1,025		
EXPEND. TRAINING	\$10,508,596	80.7%	975	\$10,778		

REGION 13			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$2,161,835	100.0%				
TOTAL EXPEND.	\$1,905,719	88.2%	586	\$3,252	193	\$9,874
EXPEND. OTHER SERVICES*	\$740,336	38.8%	586	\$1,263		
EXPEND. TRAINING	\$987,460	51.8%	431	\$2,291		

REGION 14			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$2,108,764	100.0%				
TOTAL EXPEND.	\$1,738,992	82.5%	3,000	\$580	2,275	\$764
EXPEND. OTHER SERVICES**	\$731,907	42.1%	3,000	\$244		
EXPEND. TRAINING	\$974,295	56.0%	2,646	\$368		

REGION 15			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$4,311,860	100.0%				
TOTAL EXPEND.	\$3,351,356	77.7%	2,363	\$1,418	994	\$3,372
EXPEND. OTHER SERVICES**	\$940,068	28.1%	2,363	\$398		
EXPEND. TRAINING	\$2,306,936	68.8%	1,949	\$1,184		

REGION 16			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$1,709,046	100.0%				
TOTAL EXPEND.	\$1,593,277	93.2%	954	\$1,670	437	\$3,646
EXPEND. OTHER SERVICES**	\$665,958	41.8%	954	\$698		
EXPEND. TRAINING	\$927,319	58.2%	827	\$1,121		

REGION 17			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
TOTAL AVAIL.	\$3,202,905	100.0%				
TOTAL EXPEND.	\$2,720,497	84.9%	1,637	\$1,662	443	\$6,141
EXPEND. OTHER SERVICES**	\$562,739	20.7%	1,637	\$344		
EXPEND. TRAINING	\$2,015,613	74.1%	1,320	\$1,526.98		

**TABLE 4: PROGRAM YEAR 2013-2014 WIA EXPENDITURES/COST PER POSITIVE OUTCOME*
ADULT PROGRAM - 10/1/12 TO 9/30/13**

REGION 18			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
	AMOUNT	% OF TOTAL				
TOTAL AVAIL.	\$3,891,662	100.0%				
TOTAL EXPEND.	\$2,637,095	67.8%	618	\$4,267	229	\$11,516
EXPEND. OTHER SERVICES**	\$241,088	9.1%	618	\$390		
EXPEND. TRAINING	\$2,179,352	82.6%	592	\$3,681		

REGION 19			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
	AMOUNT	% OF TOTAL				
TOTAL AVAIL.	\$1,266,043	100.0%				
TOTAL EXPEND.	\$733,479	57.9%	188	\$3,901	96	\$7,640
EXPEND. OTHER SERVICES**	\$207,379	28.3%	188	\$1,103		
EXPEND. TRAINING	\$526,100	71.7%	137	\$3,840		

REGION 20			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
	AMOUNT	% OF TOTAL				
TOTAL AVAIL.	\$3,708,967	100.0%				
TOTAL EXPEND.	\$2,753,451	74.2%	644	\$4,276	184	\$14,964
EXPEND. OTHER SERVICES**	\$747,911	27.2%	644	\$1,161		
EXPEND. TRAINING	\$1,733,784	63.0%	544	\$3,187		

REGION 21			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
	AMOUNT	% OF TOTAL				
TOTAL AVAIL.	\$8,127,447	100.0%				
TOTAL EXPEND.	\$5,554,820	68.3%	1,248	\$4,451	543	\$10,230
EXPEND. OTHER SERVICES**	\$1,662,439	29.9%	1,248	\$1,332		
EXPEND. TRAINING	\$3,357,511	60.4%	736	\$4,562		

REGION 22			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
	AMOUNT	% OF TOTAL				
TOTAL AVAIL.	\$4,569,433	100.0%				
TOTAL EXPEND.	\$3,961,483	86.7%	2,115	\$1,873	659	\$6,011
EXPEND. OTHER SERVICES**	\$1,252,310	31.6%	2,115	\$592		
EXPEND. TRAINING	\$2,401,731	60.6%	1792	\$1,340		

REGION 23			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
	AMOUNT	% OF TOTAL				
TOTAL AVAIL.	\$14,400,215	100.0%				
TOTAL EXPEND.	\$8,166,228	56.7%	4,727	\$1,728	1,475	\$5,536
EXPEND. OTHER SERVICES**	\$4,103,628	50.3%	4,727	\$868		
EXPEND. TRAINING	\$3,315,784	40.6%	2,917	\$1,137		

REGION 24			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
	AMOUNT	% OF TOTAL				
TOTAL AVAIL.	\$5,839,379	100.0%				
TOTAL EXPEND.	\$4,281,222	73.3%	1,613	\$2,654	564	\$7,591
EXPEND. OTHER SERVICES**	\$785,497	18.3%	1,613	\$487		
EXPEND. TRAINING	\$3,300,423	77.1%	1412	\$2,337		

REGIONS 1-24 TOTALS			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOME	COST PER POS. OUTCOME
	AMOUNT	% OF TOTAL				
TOTAL AVAIL.	\$99,878,054	100.0%				
TOTAL EXPEND.	\$71,455,193	71.5%	30,812	\$2,319	12,353	\$5,784
EXPEND. OTHER SERVICES**	\$20,386,686	28.5%	30,812	\$662		
EXPEND. TRAINING	\$46,994,926	65.8%	23,743	\$1,979		

* Positive outcomes include entered employment and the successful completion of services to employed workers to assist them in upgrading their employment.

** Assisted core and intensive services constitute "Other Services". All those who receive Training must have received core and intensive services pursuant to WIA regulations.

**TABLE 5: PROGRAM YEAR 2013-2014 WIA EXPENDITURES
DISLOCATED WORKER PROGRAM - 10/1/12 TO 9/30/13**

REGION 1			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$868,720	100.0%				
TOTAL EXPEND.	\$556,590	64.1%	205	\$2,715	74	\$ 7,521
EXPEND. OTHER SERVICES*	\$238,974	42.9%	205	\$1,166		
EXPEND. TRAINING	\$273,235	49.1%	197	\$1,387		

REGION 2			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$497,502	100.0%				
TOTAL EXPEND.	\$462,089	92.9%	99	\$4,668	41	\$11,270
EXPEND. OTHER SERVICES*	\$229,860	49.7%	99	\$2,321.82		
EXPEND. TRAINING	\$191,785	41.5%	96	\$1,998		

REGION 3			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$553,970	100.0%				
TOTAL EXPEND.	\$256,543	46.3%	38	\$6,751	10	\$25,654
EXPEND. OTHER SERVICES*	\$84,780	33.0%	38	\$2,231		
EXPEND. TRAINING	\$146,108	57.0%	36	\$4,059		

REGION 4			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$842,918	100.0%				
TOTAL EXPEND.	\$603,751	71.6%	214	\$2,821	82	\$7,363
EXPEND. OTHER SERVICES*	\$322,970	53.5%	214	\$ 1,509		
EXPEND. TRAINING	\$225,022	37.3%	184	\$1,223		

REGION 5			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$1,440,326	100.0%				
TOTAL EXPEND.	\$674,279	46.8%	269	\$2,507	79	
EXPEND. OTHER SERVICES*	\$394,851	58.6%	269	\$1,468		
EXPEND. TRAINING	\$227,814	33.8%	60	\$3,797		

REGION 6			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$278,925	100.0%				
TOTAL EXPEND.	\$160,500	57.5%	20	\$8,025	2	\$80,250
EXPEND. OTHER SERVICES*	\$33,582	20.9%	20	\$1,679		
EXPEND. TRAINING	\$118,897	74%	18	\$5,945		

REGION 7			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$216,450	100.0%				
TOTAL EXPEND.	\$91,060	42.1%	42	\$2,168	15	\$6,071
EXPEND. OTHER SERVICES*	\$73,184	80.4%	42	\$1,742		
EXPEND. TRAINING	\$11,390	12.5%	37	\$308		

REGION 8			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$3,640,332	100.0%				
TOTAL EXPEND.	\$2,217,858	60.9%	817	\$2,715	288	\$7,701
EXPEND. OTHER SERVICES*	\$1,174,267	52.9%	817	\$1,437		
EXPEND. TRAINING	\$929,757	41.9%	801	\$1,161		

REGION 9			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$130,299	100.0%				
TOTAL EXPEND.	\$130,299	100.0%	167	\$780	20	\$6,515
EXPEND. OTHER SERVICES*	\$60,967	46.8%	167	\$365		
EXPEND. TRAINING	\$59,153	45.4%	132	\$448		

**TABLE 5: PROGRAM YEAR 2013-2014 WIA EXPENDITURES
DISLOCATED WORKER PROGRAM - 10/1/12 TO 9/30/13**

REGION 10	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$1,582,374	100.0%				
TOTAL EXPEND.	\$1,121,044	70.8%	678	\$1,653	286	\$3,920
EXPEND. OTHER SERVICES*	\$0	0.0%	678	\$0		
EXPEND. TRAINING	\$1,011,202	90.2%	506	\$1,998		

REGION 11	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$2,509,874	100.0%				
TOTAL EXPEND.	\$746,335	29.7%	398	\$1,875	188	\$3,970
EXPEND. OTHER SERVICES*	\$115,069	15.4%	398	\$289		
EXPEND. TRAINING	\$589,247	79.0%	309	\$1,907		

REGION 12	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$6,179,119	100.0%				
TOTAL EXPEND.	\$3,601,523	58.3%	1,428	\$2,522	473	\$7,614
EXPEND. OTHER SERVICES*	\$1,096,834	30.5%	1,428	\$768		
EXPEND. TRAINING	\$2,504,689	69.5%	621	\$4,033		

REGION 13	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$1,572,933	100.0%				
TOTAL EXPEND.	\$1,484,902	94.4%	673	\$2,206	216	\$6,875
EXPEND. OTHER SERVICES*	\$686,466	46.2%	673	\$1,020		
EXPEND. TRAINING	\$688,416	46.4%	385	\$1,788		

REGION 14	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$3,180,147	100.0%				
TOTAL EXPEND.	\$1,701,323	53.5%	1825	\$932	995	\$1,710
EXPEND. OTHER SERVICES*	\$653,259	38.4%	1825	\$358		
EXPEND. TRAINING	\$984,457	57.9%	1505	\$654		

REGION 15	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$7,465,297	100.0%				
TOTAL EXPEND.	\$5,645,367	75.6%	1,592	\$3,546	467	\$12,089
EXPEND. OTHER SERVICES*	\$1,971,205	34.9%	1,592	\$1,238		
EXPEND. TRAINING	\$3,481,475	61.7%	1422	\$2,448		

REGION 16	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$2,024,243	100.0%				
TOTAL EXPEND.	\$1,381,351	68.2%	840	\$1,644	306	\$4,514
EXPEND. OTHER SERVICES*	\$563,095	40.8%	840	\$670		
EXPEND. TRAINING	\$747,371	54.1%	739	\$1,011		

REGION 17	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$1,614,954	100.0%				
TOTAL EXPEND.	\$1,081,979	67.0%	900	\$1,202	180	\$6,011
EXPEND. OTHER SERVICES*	\$346,875	32.1%	900	\$385		
EXPEND. TRAINING	\$676,199	62.5%	677	\$999		

**TABLE 5: PROGRAM YEAR 2013-2014 WIA EXPENDITURES
DISLOCATED WORKER PROGRAM - 10/1/12 TO 9/30/13**

REGION 18			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$1,352,317	100.0%				
TOTAL EXPEND.	\$956,363	70.7%	311	\$3,075	157	\$6,091
EXPEND. OTHER SERVICES*	\$105,786	11.1%	311	\$340		
EXPEND. TRAINING	\$750,233	78.4%	276	\$2,718		
REGION 19			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$486,352	100.0%				
TOTAL EXPEND.	\$316,509	65.1%	39	\$8,116	22	\$14,387
EXPEND. OTHER SERVICES*	\$71,023	22.4%	39	\$1,821		
EXPEND. TRAINING	\$245,486	77.6%	31	\$7,919		
REGION 20			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$2,438,415	100.0%				
TOTAL EXPEND.	\$1,436,263	58.9%	489	\$2,937	134	\$10,718
EXPEND. OTHER SERVICES*	\$458,281	31.9%	489	\$937		
EXPEND. TRAINING	\$826,874	57.6%	381	\$2,170		
REGION 21			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$1,852,577	100.0%				
TOTAL EXPEND.	\$1,742,006	94.0%	467	\$3,730	219	\$7,954
EXPEND. OTHER SERVICES*	\$348,833	20.0%	467	\$747		
EXPEND. TRAINING	\$1,230,049	70.6%	431	\$2,854		
REGION 22			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$5,090,836	100.0%				
TOTAL EXPEND.	\$4,317,259	84.8%	2203	\$1,960	790	\$5,465
EXPEND. OTHER SERVICES*	\$1,423,096	33.0%	2203	\$646		
EXPEND. TRAINING	\$2,559,466	59.3%	1906	\$1,343		
REGION 23			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$15,365,220	100.0%				
TOTAL EXPEND.	\$7,698,625	50.1%	2725	\$2,825	809	\$9,516
EXPEND. OTHER SERVICES*	\$4,379,713	56.9%	2725	\$1,607		
EXPEND. TRAINING	\$2,592,212	33.7%	2,236	\$1,159		
REGION 24			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$5,260,296	100.0%				
TOTAL EXPEND.	\$2,037,825	38.7%	762	\$2,674	292	\$6,979
EXPEND. OTHER SERVICES*	\$468,868	23.0%	762	\$615		
EXPEND. TRAINING	\$1,465,519	71.9%	672	\$2,181		
REGIONS 1-24 TOTALS			TOTAL SERVED	COST PER PARTICIPANT	TOTAL PLACED	COST PER ENTERED EMPLOYMENT
TOTAL AVAIL.	\$66,444,396	100.0%				
TOTAL EXPEND.	\$40,421,643	60.8%	17201	\$2,350	6,145	\$6,578
EXPEND. OTHER SERVICES*	\$15,301,840	37.9%	17201	\$890		
EXPEND. TRAINING	\$22,536,056	55.8%	13,658	\$1,650		

* Assisted core and intensive services constitute "Other Services". All those who receive Training must have received core and intensive services pursuant to WIA regulations.

**TABLE 6: PROGRAM YEAR 2013-2014 WIA EXPENDITURES/COST PER POSITIVE OUTCOME*
YOUTH PROGRAMS - 10/1/12 TO 9/30/13**

REGION 1	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$1,327,941	100.0%				
TOTAL EXPEND.	\$1,315,083	99.0%	436	\$3,016	56	\$23,484
OTHER SERVICES***	\$768,483	58.4%	436	\$1,763		
TRAINING	\$240,660	18.3%	26	\$9,256		

REGION 2	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$484,612	100.0%				
TOTAL EXPEND.	\$289,165	59.7%	142	\$2,036	22	\$13,144
OTHER SERVICES***	\$97,881	33.8%	142	\$689		
TRAINING	\$128,610	44.5%	42	\$3,062		

REGION 3	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$685,937	100.0%				
TOTAL EXPEND.	\$351,689	51.3%	101	\$3,482	32	\$10,990
OTHER SERVICES***	\$66,877	19.0%	101	\$662		
TRAINING	\$235,492	67.0%	45	\$5,233		

REGION 4	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$658,778	100.0%				
TOTAL EXPEND.	\$625,285	94.9%	277	\$2,257	20	\$31,264
OTHER SERVICES***	\$65,551	10.5%	277	\$237		
TRAINING	\$404,682	64.7%	18	\$22,482		

REGION 5	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$2,068,136	100.0%				
TOTAL EXPEND.	\$2,068,136	100.0%	416	\$4,971	37	\$55,896
OTHER SERVICES***	\$0	0.0%	416	\$0		
TRAINING	\$204,793	9.9%	79	\$2,592		

REGION 6	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$609,484	100.0%				
TOTAL EXPEND.	\$323,883	53.1%	106	\$3,056	31	\$10,448
OTHER SERVICES***	\$116,677	36.0%	106	\$1,101		
TRAINING	\$190,204	58.7%	12	\$15,850		

REGION 7	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$484,612	100.0%				
TOTAL EXPEND.	\$392,216	80.9%	164	\$2,392	23	\$17,053
OTHER SERVICES***	\$366,531	93.5%	164	\$2,235		
TRAINING	\$0	0.0%	4	\$0		

REGION 8	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$5,037,730	100.0%				
TOTAL EXPEND.	\$2,768,143	54.9%	987	\$2,805	335	\$8,263
OTHER SERVICES***	\$449,356	16.2%	987	\$455		
TRAINING	\$1,239,636	44.8%	315	\$3,935		

REGION 9	AMOUNT	% OF TOTAL	TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$1,320,373	100.0%				
TOTAL EXPEND.	\$1,184,347	89.7%	397	\$2,983	82	\$14,443
OTHER SERVICES***	\$159,590	13.5%	397	\$402		
TRAINING	\$466,422	39.4%	168	\$2,776		

* Positive Outcomes for WIA Youth include entered employment; entrance into postsecondary education; advanced training; apprenticeship; or the military; and attainment of a diploma or certificate.

** Total WIA Youth Grant for both older and younger youth services.

*** Designates assessment and all services other than training.

**TABLE 6: PROGRAM YEAR 2013-2014 WIA EXPENDITURES/COST PER POSITIVE OUTCOME*
YOUTH PROGRAMS - 10/1/12 TO 9/30/13**

REGION 10			TOTAL			
	AMOUNT	% OF TOTAL	SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$1,440,872	100.0%				
TOTAL EXPEND.	\$1,262,620	87.6%	494	\$2,556	110	\$11,478
OTHER SERVICES***	\$971,559	76.9%	494	\$1,967		
TRAINING	\$90,490	7.2%	400	\$226		

REGION 11			TOTAL			
	AMOUNT	% OF TOTAL	SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$2,977,169	100.0%				
TOTAL EXPEND.	\$1,590,250	53.4%	308	\$5,163	139	\$11,441
OTHER SERVICES***	\$0	0.0%	308	\$0		
TRAINING	\$1,493,999	93.9%	3	\$498,000		

REGION 12			TOTAL			
	AMOUNT	% OF TOTAL	SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$9,861,084	100.0%				
TOTAL EXPEND.	\$4,381,967	44.4%	1010	\$4,339	67	\$65,402
OTHER SERVICES***	\$1,342,805	30.6%	1010	\$1,330		
TRAINING	\$1,250,202	28.5%	961	\$1,301		

REGION 13			TOTAL			
	AMOUNT	% OF TOTAL	SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$1,484,121	100.0%				
TOTAL EXPEND.	\$1,167,625	78.7%	284	\$4,111	109	\$10,712
OTHER SERVICES***	\$49,168	4.2%	284	\$173		#DIV/0!
TRAINING	\$128,478	11.0%	74	\$1,736		#DIV/0!

REGION 14			TOTAL			
	AMOUNT	% OF TOTAL	SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$1,729,366	100.0%				
TOTAL EXPEND.	\$1,604,261	92.8%	956	\$1,678	305	\$5,260
OTHER SERVICES***	\$909,796	56.7%	956	\$952		
TRAINING	\$479,090	29.9%	694	\$690		

REGION 15			TOTAL			
	AMOUNT	% OF TOTAL	SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$4,814,937	100.0%				
TOTAL EXPEND.	\$3,355,468	69.7%	864	\$3,884	288	\$11,651
OTHER SERVICES***	\$1,267,201	37.8%	864	\$1,467		
TRAINING	\$1,860,461	55.4%	395	\$4,710		

REGION 16			TOTAL			
	AMOUNT	% OF TOTAL	SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$1,401,945	100.0%				
TOTAL EXPEND.	\$869,003	62.0%	425	\$2,045	93	\$9,344
OTHER SERVICES***	\$341,763	39.3%	425	\$804		
TRAINING	\$380,006	43.7%	375	\$1,013		

REGION 17			TOTAL			
	AMOUNT	% OF TOTAL	SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
TOTAL YOUTH FUNDS AVAIL.**	\$2,397,244	100.0%				
TOTAL EXPEND.	\$1,800,298	75.1%	748	\$2,407	184	\$9,784
OTHER SERVICES***	\$482,565	26.8%	748	\$645		
TRAINING	\$956,895	53.2%	215	\$4,451		

* Positive Outcomes for WIA Youth include entered employment; entrance into postsecondary education; advanced training; apprenticeship; or the military; and attainment of a diploma or certificate.

** Total WIA Youth Grant for both older and younger youth services.

*** Designates assessment and all services other than training.

**TABLE 6: PROGRAM YEAR 2013-2014 WIA EXPENDITURES/COST PER POSITIVE OUTCOME*
YOUTH PROGRAMS - 10/1/12 TO 9/30/13**

REGION 18			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
AMOUNT	% OF TOTAL					
TOTAL YOUTH FUNDS AVAIL.**	\$1,587,833	100.0%	251	\$4,587	68	\$16,932
TOTAL EXPEND.	\$1,151,397	72.5%	251	\$205		
OTHER SERVICES***	\$51,560	4.5%	122	\$8,074		
TRAINING	\$984,997	85.5%				

REGION 19			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
AMOUNT	% OF TOTAL					
TOTAL YOUTH FUNDS AVAIL.**	\$797,605	100.0%	239	\$3,311	41	\$19,303
TOTAL EXPEND.	\$791,413	99.2%	239	\$0		
OTHER SERVICES***	\$0	0.0%	108	\$5,482		
TRAINING	\$592,086	74.8%				

REGION 20			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
AMOUNT	% OF TOTAL					
TOTAL YOUTH FUNDS AVAIL.**	\$2,005,773	100.0%	285	\$5,878	171	\$9,797
TOTAL EXPEND.	\$1,675,320	83.5%	285	\$409		
OTHER SERVICES***	\$116,425	6.9%	170	\$7,505		
TRAINING	\$1,275,870	76.2%				

REGION 21			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
AMOUNT	% OF TOTAL					
TOTAL YOUTH FUNDS AVAIL.**	\$3,914,385	100.0%	730	\$3,332	153	\$15,897
TOTAL EXPEND.	\$2,432,286	62.1%	730	\$2,191		
OTHER SERVICES***	\$1,599,286	65.8%	289	\$1,916		
TRAINING	\$553,804	22.8%				

REGION 22			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
AMOUNT	% OF TOTAL					
TOTAL YOUTH FUNDS AVAIL.**	\$4,743,219	100.0%	1547	\$2,059	254	\$12,538
TOTAL EXPEND.	\$3,184,750	67.1%	1547	\$605		
OTHER SERVICES***	\$935,458	29.4%	32	\$61,610		
TRAINING	\$1,971,519	61.9%				

REGION 23			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
AMOUNT	% OF TOTAL					
TOTAL YOUTH FUNDS AVAIL.**	\$10,362,806	100.0%	3397	\$2,450	341	\$24,411
TOTAL EXPEND.	\$8,324,120	80.3%	3397	\$1,671		
OTHER SERVICES***	\$5,677,271	68.2%	495	\$1,657		
TRAINING	\$820,331	9.9%				

REGION 24			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
AMOUNT	% OF TOTAL					
TOTAL YOUTH FUNDS AVAIL.**	\$4,317,308	100.0%	648	\$4,052	99	\$26,522
TOTAL EXPEND.	\$2,625,688	60.8%	648	\$380		
OTHER SERVICES***	\$246,466	9.4%	278	\$7,815		
TRAINING	\$2,172,640	82.7%				

REGIONS 1-24 TOTALS			TOTAL SERVED	COST PER PARTICIPANT	TOTAL w. POS. OUTCOMES	COST PER POS. OUTCOME
AMOUNT	% OF TOTAL					
TOTAL YOUTH FUNDS AVAIL.**	\$66,528,094	100.0%	15212	\$2,993	3,060	\$14,881
TOTAL EXPEND.	\$45,534,412	68.4%	15212	\$1,057		
OTHER SERVICES***	\$16,082,267	35.3%	5,320	\$3,406		
TRAINING	\$18,121,368	39.8%				

* Positive Outcomes for WIA Youth include entered employment; entrance into postsecondary education; advanced training; apprenticeship; or the military; and attainment of a diploma or certificate.

** Total WIA Youth Grant for both older and younger youth services.

*** Designates assessment and all services other than training.

**Table 7
Use of Individual Training Accounts
WIA Adult and Dislocated Workers Combined
PY 2013-2014**

Region	Enrolled in Training	Receiving ITA	Percent	ITA Avg. Expenditure per Individual
1	780	769	98.59%	\$2,838.02
2	255	209	81.96%	\$3,898.52
3	124	110	88.71%	\$3,607.71
4	371	361	97.30%	\$1,804.25
5	523	506	96.75%	\$2,789.12
6	225	180	80.00%	\$1,818.38
7	169	160	94.67%	\$298.45
8	3362	2799	83.25%	\$2,662.12
9	636	412	64.78%	\$3,869.77
10	850	467	54.94%	\$1,189.92
11	1050	413	39.33%	\$525.82
12	2723	2598	95.41%	\$3,721.19
13	582	374	64.26%	\$1,105.11
14	3262	1728	52.97%	\$1,601.97
15	4161	2172	52.20%	\$2,565.63
16	1213	1030	84.91%	\$2,090.21
17	1814	1459	80.43%	\$2,607.09
18	784	589	75.13%	\$1,316.76
19	176	77	43.75%	\$8,464.70
20	864	666	77.08%	\$1,041.39
21	960	587	61.15%	\$3,455.56
22	3060	2788	91.11%	\$3,246.83
23	4239	3889	91.74%	\$1,764.61
24	1779	1652	92.86%	\$4,590.52
STW	33962	25995	76.54%	\$3,158.32

Total Expenditures	Total ITA Related Expenditures	Percent
\$2,473,433.87	\$1,344,214.42	54.35%
\$1,166,486.14	\$446,087.00	38.24%
\$667,704.32	\$140,937.62	21.11%
\$1,423,489.34	\$763,673.87	53.65%
\$1,845,961.04	\$883,682.00	47.87%
\$1,040,451.39	\$442,911.15	42.57%
\$723,240.79	\$193,739.75	26.79%
\$9,545,668.00	\$5,768,566.00	60.43%
\$1,190,775.00	\$509,577.45	42.79%
\$2,444,101.16	\$813,150.65	33.27%
\$3,464,558.56	\$2,048,027.44	59.11%
\$16,617,015.28	\$11,719,993.98	70.53%
\$3,390,621.00	\$1,675,876.00	49.43%
\$3,440,315.00	\$2,066,039.00	60.05%
\$8,996,723.00	\$5,847,010.00	64.99%
\$3,051,187.09	\$1,628,283.33	53.37%
\$3,802,476.42	\$2,195,248.01	57.73%
\$3,593,458.00	\$1,953,092.00	54.35%
\$1,049,988.64	\$444,344.08	42.32%
\$4,189,714.00	\$1,800,899.00	42.98%
\$7,296,826.16	\$3,785,211.94	51.87%
\$8,278,742.28	\$5,055,146.36	61.06%
\$15,864,853.04	\$7,626,218.30	48.07%
\$6,319,046.99	\$4,093,381.82	64.78%
\$111,876,836.51	\$63,245,311.17	56.53%

Table 8
CareerSource Florida Network Program Expenditure Report 2013-2014
Annual Report (July 1, 2013 to June 30, 2014)
WIA Program State-Level Rapid Response Activities

	Total Funds Available*	Total Expenditures	Direct Client Services (DCS)	% DCS
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Operations/Management

Department of Economic Opportunity	753,876	339,216	339,216	100%
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Supplemental Awards

DW Supplemental Funding - RWB 10	210,000	200,276	200,276	100%
DW Supplemental Funding - RWB 13	190,000	0	0	
DW Supplemental Funding - RWB 14	85,130	85,130	85,130	100%
Total	485,130	285,406	285,406	100%

Grand Total	1,239,006	624,622	624,622	100%
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* Note: Total funds available shown on this page only includes awards for specified projects.

Table A - Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants (01/01/2013 - 12/31/2013)						
Employers (01/01/2013 - 12/31/2013)						

Table B - Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate (10/01/2012 - 09/30/2013)	79.00	79.87	5,920
			7,412
Employment Retention Rate (04/01/2012 - 03/31/2013)	91.50	90.74	10,828
			11,933
Average Earnings (04/01/2012 - 03/31/2013)	21,500	17,479	179,671,569
			10,279
Employment and Credential Rate (10/01/2012 - 09/30/2013)	NA	80.32	8,602
			10,709

STW

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate (10/01/2012 - 09/30/2013)	79.64	2,597	83.06	412	72.94	221	71.74	434
		3,261		496		303		605
Employment Retention Rate (04/01/2012 - 03/31/2013)	85.32	2,523	89.17	527	90.81	336	88.11	926
		2,957		591		370		1,051
Average Earnings (04/01/2012 - 03/31/2013)	12,537	29,223,728	17,723	8,737,401	18,165	5,703,941	18,397	15,913,760
		2,331		493		314		865
Employment and Credential Rate (10/01/2012 - 09/30/2013)	66.36	1,795	72.22	403	81.25	273	83.97	927
		2,705		558		336		1,104

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate (10/01/2012 - 09/30/2013)	81.75	3,597	73.30	1,548
		4,400		2,112
Employment Retention Rate (04/01/2012 - 03/31/2013)	92.63	8,090	86.40	1,843
		8,734		2,133
Average Earnings (04/01/2012 - 03/31/2013)	18,536	143,000,000	14,726	25,373,553
		7,718		1,723

STW

Table E - Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate (10/01/2012 - 09/30/2013)	90.00	83.99	6,320
			7,525
Employment Retention Rate (04/01/2012 - 03/31/2013)	90.00	91.01	6,036
			6,632
Average Earnings (04/01/2012 - 03/31/2013)	17,621	15,785	87,608,623
			5,550
Employment and Credential Rate (10/01/2012 - 09/30/2013)	NA	64.73	3,734
			5,769

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
	Entered Employment Rate (10/01/12 - 09/30/2013)	81.05	586	89.06	407	74.56	973	80.33
		723		457		1,305		61
Employment Retention Rate (04/01/2012-3/31/2013)	90.35	571	92.99	345	89.30	918	92.16	47
		632		371		1,028		51
Average Earnings (04/01/2012-3/31/2013)	17,227	8,889,220	15,493	4,616,841	15,806	12,976,455	16,361	719,863
		516		298		821		44
Employment and Credential Rate (10/01/2012 - 09/30/2013)	59.25	346	65.67	220	58.02	517	65.52	38
		584		335		891		58

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
	Entered Employment Rate (10/01/12 - 09/30/2013)	86.53	4,945	76.31
		5,715		1,123
Employment Retention Rate (04/01/2012 - 03/31/2013)	91.25	4,525	89.02	859
		4,959		965
Average Earnings (04/01/2012 - 03/31/2013)	15,978	65,893,268	16,388	9,947,746
		4,124		607

2014 Prepared by Florida Department of Economic Opportunity

Table H.1 - Youth (14 - 21) Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education (10/01/2012 - 09/30/2013)	53.00	61.20	3,282
			5,363
Attainment of Degree or Certificate (10/01/2012 - 09/30/2013)	70.50	81.80	4,345
			5,312
Literacy and Numeracy Gains (7/1/2013-6/30/2014)	50.00	56.18	1,701
			3,028

Table H.2 - Older Youth (19 - 21) Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate (10/01/2012 - 09/30/2013)	NA	72.18	1,339
			1,855
Employment Retention Rate (04/01/2012 - 03/31/2013)	NA	83.85	1,189
			1,418
Six Months Earnings Increase (04/01/2012 - 03/31/2013)	NA	4,589.43	5,759,729
			1,255
Credential Rate (10/01/2012 - 09/30/2013)	NA	46.97	992
			2,112

Table I- Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment Rate (10/01/2012 - 09/30/2013)	71.30	979	100.00	2	61.62	61	73.39	1,183
		1,373		2		99		1,612
Employment Retention Rate (04/01/2012 - 03/31/2013)	82.28	780	100.00	6	87.50	56	83.91	1,038
		948		6		64		1,237
Six Months Earnings Increase (04/01/2012 - 03/31/2013)	4,287	3,596,830	7,489	44,932	4,395	246,145	4,511	4,912,063
		839		6		56		1,089
Credential Rate (10/01/2012 - 09/30/2013)	82.28	780	66.67	2	54.40	68	45.73	841
		948		3		125		1,839

2014 Prepared by Florida Department of Economic Opportunity

STW

Table J - Younger Youth (14 - 18) Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate (04/01/2013 - 03/31/2014)	NA	85.54	8,368
			9,782
Diploma or Equivalent Attainment Rate (04/01/2013 - 03/31/2014)	NA	75.06	1,574
			2,097
Retention Rate (04/01/2012 - 03/31/2013)	NA	69.91	1,552
			2,220

Table K- Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment Rate (04/01/2013 - 03/31/2014)	85.88	5,437	88.48	1,022	86.48	2,751
		6,331		1,155		3,181
Diploma or Equivalent Attainment Rate (04/01/2013 - 03/31/2014)	75.81	959	71.91	169	47.16	299
		1,265		235		634
Retention Rate (04/01/2012 - 03/31/2013)	70.64	924	63.11	142	65.30	636
		1,308		225		974

STW

Table L - Other Reported Information

Reported Information	12 Month Employment Retention (1/01/2012 - 12/31/2012)		12 Month Earnings Increase or Earnings Replacement (1/01/2012 - 12/31/2012)		Placements in Non-Traditional Employment (10/01/2012 - 09/30/2013)		Wages at Entry into Employment for Those Individuals who entered unsubsidized employment (10/01/2012 - 09/30/2013)		Entry Into Unsubsidized Employment Related To The Training Received Of Those Who Received Training Services (10/01/2012 - 09/30/2013)	
	Adults	88.02	10,018	5,874	61,745,996	10.95	648	6,519	36,083,273	54.02
		11,381		10,511		5,920		5,535		3,597
Dislocated Workers	87.57	5,758	135.78	82,804,634	11.36	718	7,440	44,266,539	49.08	2,427
		6,575		60,985,310		6,320		5,950		4,945
Older Youth	77.89	1,113	4,396	5,420,212	9.04	121	2,836	3,417,041		
		1,429		1,233		1,339		1,205		

Table M - Participation Levels

Reported Information	Total Participants Served (07/01/2013 - 06/30/2014)	Total Exiters (04/01/2013 - 03/31/2014)
Total Adult Customers	45,212	22,307
Total Adults (Self-service Only)	Not Reported	
WIA Adults	29,476	14,566
WIA Dislocated Workers	14,456	6,628
Total Youth (14 - 21)	15,904	5,325
Younger Youth (14 - 18)	10,091	3,038
Older Youth (19 - 21)	5,813	2,287
Out-of-School Youth	8,051	3,170
In-School Youth	7,851	2,155

NOTE: NEG Participants are not included in the counts in accordance with OMB Control Number 1205-0420

Table N: Cost of Program Activities		
Program Activity	Total Federal Spending	
Local Adults	71,455,193	
Local Dislocated Workers	40,421,643	
Local Youth	45,534,412	
Rapid Response (Up to 25%)	624,622	
Statewide Required Activities (Up to 25%)	8,071,657	
Statewide Allowable Activities WIA Section	Program Activity Description	
	Strategic Plan Implement	1,486,550.00
	Incumbent Worker	2,794,195
	Misc Projects	451,878
Total of All Federal Spending Listed		170,840,150

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 1

Local Area Name: CareerSource Escarosa	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	662
		DISLOCATED	167
		OLDER YOUTH	74
		YOUNGER YOUTH	358
ETA ASSIGNED # 12135	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	187
		DISLOCATED	59
		OLDER YOUTH	35
		YOUNGER YOUTH	149
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	77.00	85.33
	DISLOCATED WORKER	77.00	88.10
	OLDER YOUTH	NA	84.00
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	85.00	94.83
	DISLOCATED WORKER	85.50	97.14
	OLDER YOUTH	NA	100.00
	YOUNGER YOUTH	NA	85.54
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31, 2013	ADULT	14,250	14,066
	DISLOCATED WORKER	13,950	13,948
	OLDER YOUTH	NA	5,831
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	78.99
	DISLOCATED WORKER	NA	81.71
	OLDER YOUTH	NA	53.57
YOUNGER YOUTH DIPLOMA or EQUVAILENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	74.56
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	81.84
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	52.00	85.33
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	74.83
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	35.56
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	2	7

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 2

Local Area Name: CareerSource Okaloosa Walton	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	188
		DISLOCATED	79
		OLDER YOUTH	19
		YOUNGER YOUTH	94
ETA ASSIGNED # 12140	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	111
		DISLOCATED	34
		OLDER YOUTH	7
		YOUNGER YOUTH	52
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	77.50	96.00
	DISLOCATED WORKER	77.00	97.62
	OLDER YOUTH	NA	66.67
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	84.50	90.79
	DISLOCATED WORKER	85.50	92.11
	OLDER YOUTH	NA	100.00
	YOUNGER YOUTH	NA	88.57
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31, 2013	ADULT	13,550	13,780
	DISLOCATED WORKER	13,500	16,153
	OLDER YOUTH	NA	9,515
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	84.87
	DISLOCATED WORKER	NA	76.19
	OLDER YOUTH	NA	54.55
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	75.00
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	80.85
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	58.00	87.27
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	85.45
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	21.05
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE"))			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	1	0	8

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 3

Local Area Name: CareerSource Chipola	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	94
		DISLOCATED	34
		OLDER YOUTH	53
		YOUNGER YOUTH	47
ETA ASSIGNED # 12145	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	41
		DISLOCATED	12
		OLDER YOUTH	20
		YOUNGER YOUTH	14
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	76.50	93.10
	DISLOCATED WORKER	76.50	100.00
	OLDER YOUTH	NA	100.00
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	85.00	92.73
	DISLOCATED WORKER	80.50	100.00
	OLDER YOUTH	NA	87.50
	YOUNGER YOUTH	NA	60.00
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31,2013	ADULT	13,750	12,411
	DISLOCATED WORKER	13,500	11,448
	OLDER YOUTH	NA	9,886
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	87.23
	DISLOCATED WORKER	NA	77.78
	OLDER YOUTH	NA	73.33
YOUNGER YOUTH DIPLOMA or EQUVAILENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	80.00
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	95.65
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	57.00	73.08
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	84.85
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	53.85
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	2	7

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 4

Local Area Name: CareerSource Gulf Coast	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	461
		DISLOCATED	156
		OLDER YOUTH	12
		YOUNGER YOUTH	246
ETA ASSIGNED # 12150	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	353
		DISLOCATED	112
		OLDER YOUTH	3
		YOUNGER YOUTH	67
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	81.00	94.47
	DISLOCATED WORKER	80.00	88.04
	OLDER YOUTH	NA	100.00
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	87.00	92.77
	DISLOCATED WORKER	86.00	96.47
	OLDER YOUTH	NA	100.00
	YOUNGER YOUTH	NA	80.43
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31, 2013	ADULT	15,500	17,575
	DISLOCATED WORKER	15,000	14,670
	OLDER YOUTH	NA	10,779
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	86.32
	DISLOCATED WORKER	NA	84.93
	OLDER YOUTH	NA	100.00
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	100.00
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	98.86
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	60.00	78.95
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	45.00	82.28
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	50
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE"))			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	1	8

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 5

Local Area Name: CareerSource Capital Region	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	623
		DISLOCATED	376
		OLDER YOUTH	355
		YOUNGER YOUTH	339
ETA ASSIGNED # 12155	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	164
		DISLOCATED	96
		OLDER YOUTH	48
		YOUNGER YOUTH	33
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	76.50	91.58
	DISLOCATED WORKER	78.00	86.67
	OLDER YOUTH	NA	43.48
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	85.00	94.48
	DISLOCATED WORKER	84.50	94.34
	OLDER YOUTH	NA	95.65
	YOUNGER YOUTH	NA	45.83
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31,2013	ADULT	14,400	18,484
	DISLOCATED WORKER	14,250	17,956
	OLDER YOUTH	NA	6,466
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	92.31
	DISLOCATED WORKER	NA	86.96
	OLDER YOUTH	NA	33.33
YOUNGER YOUTH DIPLOMA or EQUVAILENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	60.00
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	54.50
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	58.00	45.71
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	88.89
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	26.97
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	1	1	7

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 6

Local Area Name: CareerSource North Florida	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	213
		DISLOCATED	31
		OLDER YOUTH	47
		YOUNGER YOUTH	85
ETA ASSIGNED # 12160	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	113
		DISLOCATED	8
		OLDER YOUTH	9
		YOUNGER YOUTH	20
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	76.50	61.54
	DISLOCATED WORKER	76.50	40.00
	OLDER YOUTH	NA	16.67
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	85.00	100.00
	DISLOCATED WORKER	86.00	100.00
	OLDER YOUTH	NA	80.00
	YOUNGER YOUTH	NA	82.35
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31,2013	ADULT	14,500	21,246
	DISLOCATED WORKER	14,250	11,255
	OLDER YOUTH	NA	6,549
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	90.99
	DISLOCATED WORKER	NA	0.00
	OLDER YOUTH	NA	0.00
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	63.64
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	62.79
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	44.50	55.56
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	47.37
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	31.82
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	2	1	6

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 7

Local Area Name: CareerSource Florida Crown	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	154
		DISLOCATED	31
		OLDER YOUTH	42
		YOUNGER YOUTH	149
ETA ASSIGNED # 12230	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	94
		DISLOCATED	21
		OLDER YOUTH	33
		YOUNGER YOUTH	70
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	76.50	100.00
	DISLOCATED WORKER	77.50	100.00
	OLDER YOUTH	NA	62.50
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	85.50	97.83
	DISLOCATED WORKER	85.00	100.00
	OLDER YOUTH	NA	100.00
	YOUNGER YOUTH	NA	62.07
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31, 2013	ADULT	13,550	17,943
	DISLOCATED WORKER	13,750	14,696
	OLDER YOUTH	NA	7,194
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	90.91
	DISLOCATED WORKER	NA	83.33
	OLDER YOUTH	NA	55.56
YOUNGER YOUTH DIPLOMA or EQUIVALENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	55.22
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	99.43
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	57.00	66.67
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	83.05
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	41.38
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE"))			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	0	9

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 8

Local Area Name: CareerSource Northeast Florida	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	2,787
		DISLOCATED	634
		OLDER YOUTH	209
		YOUNGER YOUTH	897
ETA ASSIGNED # 12235	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	1,274
		DISLOCATED	351
		OLDER YOUTH	96
		YOUNGER YOUTH	295
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	76.00	89.07
	DISLOCATED WORKER	76.00	88.22
	OLDER YOUTH	NA	55.95
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	84.00	94.84
	DISLOCATED WORKER	85.50	94.70
	OLDER YOUTH	NA	87.32
	YOUNGER YOUTH	NA	58.26
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31, 2013	ADULT	14,000	21,393
	DISLOCATED WORKER	14,225	17,038
	OLDER YOUTH	NA	4,012
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	90.47
	DISLOCATED WORKER	NA	76.23
	OLDER YOUTH	NA	42.99
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	83.33
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	90.23
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	58.00	45
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	71.04
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	56.06
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE"))			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	1	0	8

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 9

Local Area Name: CareerSource North Central Florida	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	616
		DISLOCATED	163
		OLDER YOUTH	103
		YOUNGER YOUTH	290
ETA ASSIGNED # 12175	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	157
		DISLOCATED	39
		OLDER YOUTH	31
		YOUNGER YOUTH	88
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	76.00	84.75
	DISLOCATED WORKER	76.00	76.92
	OLDER YOUTH	NA	84.62
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	84.00	93.33
	DISLOCATED WORKER	85.00	91.67
	OLDER YOUTH	NA	64.29
	YOUNGER YOUTH	NA	55.00
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31,2013	ADULT	14,500	17,003
	DISLOCATED WORKER	14,500	24,416
	OLDER YOUTH	NA	4,429
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	75.36
	DISLOCATED WORKER	NA	72.22
	OLDER YOUTH	NA	25.93
YOUNGER YOUTH DIPLOMA or EQUVAILENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	79.25
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	68.18
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	58.00	67.29
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	68.37
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	28.79
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	1	8

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 10

Local Area Name: CareerSource Citrus Levy Marion	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	773
		DISLOCATED	171
		OLDER YOUTH	280
		YOUNGER YOUTH	186
ETA ASSIGNED # 12180	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	677
		DISLOCATED	134
		OLDER YOUTH	151
		YOUNGER YOUTH	128
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	81.00	57.00
	DISLOCATED WORKER	80.00	53.66
	OLDER YOUTH	NA	78.79
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	87.00	85.41
	DISLOCATED WORKER	86.00	84.95
	OLDER YOUTH	NA	92.96
	YOUNGER YOUTH	NA	64.00
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31, 2013	ADULT	14,200	14,105
	DISLOCATED WORKER	14,000	12,495
	OLDER YOUTH	NA	4,808
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	69.31
	DISLOCATED WORKER	NA	39.59
	OLDER YOUTH	NA	71.17
YOUNGER YOUTH DIPLOMA or EQUIVALENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	68.85
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	82.03
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	56.00	71.13
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	80.00	90.77
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	64.64
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	2	4	3

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 11

Local Area Name: CareerSource Flagler Volusia	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	1,110
		DISLOCATED	246
		OLDER YOUTH	96
		YOUNGER YOUTH	184
ETA ASSIGNED # 12185	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	610
		DISLOCATED	129
		OLDER YOUTH	77
		YOUNGER YOUTH	113
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	77.00	85.28
	DISLOCATED WORKER	77.00	91.22
	OLDER YOUTH	NA	61.45
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	85.00	92.26
	DISLOCATED WORKER	84.50	92.17
	OLDER YOUTH	NA	82.05
	YOUNGER YOUTH	NA	55.26
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31, 2013	ADULT	14,500	18,423
	DISLOCATED WORKER	13,250	14,931
	OLDER YOUTH	NA	3,572
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	87.78
	DISLOCATED WORKER	NA	87.58
	OLDER YOUTH	NA	54.12
YOUNGER YOUTH DIPLOMA or EQUVAILENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	64.81
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	98.05
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	58.00	65.52
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	85.63
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	83.64
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE"))			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	0	9

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 12

Local Area Name: CareerSource Central Florida	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	3,968
		DISLOCATED	1,423
		OLDER YOUTH	403
		YOUNGER YOUTH	769
ETA ASSIGNED # 12240	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	744
		DISLOCATED	449
		OLDER YOUTH	52
		YOUNGER YOUTH	83
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	78.00	72.56
	DISLOCATED WORKER	78.00	80.93
	OLDER YOUTH	NA	53.60
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	87.00	83.83
	DISLOCATED WORKER	86.00	86.75
	OLDER YOUTH	NA	90.29
	YOUNGER YOUTH	NA	70.31
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31, 2013	ADULT	13,800	11,773
	DISLOCATED WORKER	13,750	12,876
	OLDER YOUTH	NA	4,775
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	54.84
	DISLOCATED WORKER	NA	48.19
	OLDER YOUTH	NA	49.55
YOUNGER YOUTH DIPLOMA or EQUVAILENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	94.44
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	73.64
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	58.00	33.53
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	95.87
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	26.09
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE"))			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	1	5	3

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 13

Local Area Name: CareerSource Brevard	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	454
		DISLOCATED	531
		OLDER YOUTH	255
		YOUNGER YOUTH	134
ETA ASSIGNED # 12010	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	250
		DISLOCATED	316
		OLDER YOUTH	100
		YOUNGER YOUTH	78
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	76.00	92.48
	DISLOCATED WORKER	76.00	89.03
	OLDER YOUTH	NA	69.49
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	84.00	92.50
	DISLOCATED WORKER	85.00	90.91
	OLDER YOUTH	NA	89.29
	YOUNGER YOUTH	NA	52.70
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31,2013	ADULT	13,972	16,244
	DISLOCATED WORKER	13,750	16,665
	OLDER YOUTH	NA	4,646
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	60.00
	DISLOCATED WORKER	NA	50.00
	OLDER YOUTH	NA	44.00
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	46.34
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	96.94
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	58.00	63.2
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	74.8
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	84.78
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	0	9

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 14

Local Area Name: CareerSource Pinellas	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	2,330
		DISLOCATED	1,266
		OLDER YOUTH	420
		YOUNGER YOUTH	396
ETA ASSIGNED # 12085	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	2,369
		DISLOCATED	725
		OLDER YOUTH	195
		YOUNGER YOUTH	115
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	76.00	95.80
	DISLOCATED WORKER	76.00	94.16
	OLDER YOUTH	NA	85.23
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	84.00	96.88
	DISLOCATED WORKER	84.00	93.43
	OLDER YOUTH	NA	89.80
	YOUNGER YOUTH	NA	82.81
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31, 2013	ADULT	14,000	20,993
	DISLOCATED WORKER	12,250	15,972
	OLDER YOUTH	NA	4,736
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	98.15
	DISLOCATED WORKER	NA	58.12
	OLDER YOUTH	NA	79.37
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	88.73
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	95.02
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	58.00	81.45
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	88.97
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	67.31
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	0	9

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 15

Local Area Name: CareerSource Tampa Bay	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	2,730
		DISLOCATED	1,881
		OLDER YOUTH	644
		YOUNGER YOUTH	523
ETA ASSIGNED # 12225	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	1,332
		DISLOCATED	596
		OLDER YOUTH	127
		YOUNGER YOUTH	46
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	77.00	85.61
	DISLOCATED WORKER	77.00	87.74
	OLDER YOUTH	NA	64.36
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	85.00	93.15
	DISLOCATED WORKER	86.00	89.69
	OLDER YOUTH	NA	77.95
	YOUNGER YOUTH	NA	50.81
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31, 2013	ADULT	15,000	19,223
	DISLOCATED WORKER	14,250	17,714
	OLDER YOUTH	NA	3,865
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	89.26
	DISLOCATED WORKER	NA	70.16
	OLDER YOUTH	NA	33.63
YOUNGER YOUTH DIPLOMA or EQUVAILENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	72.73
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	64.05
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	58.00	60.71
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	50
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	20.5
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	1	0	8

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 16

Local Area Name: CareerSource Pasco Hernando	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	741
		DISLOCATED	645
		OLDER YOUTH	208
		YOUNGER YOUTH	128
ETA ASSIGNED # 12195	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	420
		DISLOCATED	261
		OLDER YOUTH	124
		YOUNGER YOUTH	65
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	77.00	94.15
	DISLOCATED WORKER	77.00	92.12
	OLDER YOUTH	NA	85.71
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	84.00	93.16
	DISLOCATED WORKER	85.50	93.01
	OLDER YOUTH	NA	90.14
	YOUNGER YOUTH	NA	74.14
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31,2013	ADULT	14,000	15,443
	DISLOCATED WORKER	14,000	15,698
	OLDER YOUTH	NA	4,517
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	84.38
	DISLOCATED WORKER	NA	81.88
	OLDER YOUTH	NA	85.71
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	43.75
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	85.47
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	55.00	85.53
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	65.00	98.79
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	63.69
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	0	9

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 17

Local Area Name: CareerSource Polk	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	1,636
		DISLOCATED	799
		OLDER YOUTH	207
		YOUNGER YOUTH	580
ETA ASSIGNED # 12200	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	694
		DISLOCATED	296
		OLDER YOUTH	111
		YOUNGER YOUTH	137
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	78.00	80.24
	DISLOCATED WORKER	78.00	86.06
	OLDER YOUTH	NA	70.65
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	85.50	91.03
	DISLOCATED WORKER	86.00	89.42
	OLDER YOUTH	NA	74.60
	YOUNGER YOUTH	NA	56.36
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31,2013	ADULT	13,750	17,958
	DISLOCATED WORKER	13,750	13,848
	OLDER YOUTH	NA	4,087
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	60.74
	DISLOCATED WORKER	NA	55.76
	OLDER YOUTH	NA	46.32
YOUNGER YOUTH DIPLOMA or EQUVAILENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	80.00
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	91.65
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	58.00	62.81
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	82.59
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	44.71
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	0	9

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 18

Local Area Name: CareerSource Suncoast	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	661
		DISLOCATED	210
		OLDER YOUTH	87
		YOUNGER YOUTH	138
ETA ASSIGNED # 12050	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	257
		DISLOCATED	146
		OLDER YOUTH	43
		YOUNGER YOUTH	86
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	71.00	96.46
	DISLOCATED WORKER	75.00	93.25
	OLDER YOUTH	NA	72.73
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	83.00	95.98
	DISLOCATED WORKER	86.00	93.17
	OLDER YOUTH	NA	83.33
	YOUNGER YOUTH	NA	67.65
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31,2013	ADULT	13,600	19,572
	DISLOCATED WORKER	12,600	15,362
	OLDER YOUTH	NA	3,565
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	73.76
	DISLOCATED WORKER	NA	61.84
	OLDER YOUTH	NA	63.16
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	91.67
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	74.71
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	70.00	83.13
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	70.00	77.68
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	45.71
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	0	9

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 19

Local Area Name: CareerSource Heartland	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	188
		DISLOCATED	24
		OLDER YOUTH	99
		YOUNGER YOUTH	185
ETA ASSIGNED # 12205	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	95
		DISLOCATED	17
		OLDER YOUTH	37
		YOUNGER YOUTH	71
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	77.00	88.10
	DISLOCATED WORKER	77.00	91.67
	OLDER YOUTH	NA	80.00
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	85.50	93.90
	DISLOCATED WORKER	79.00	92.00
	OLDER YOUTH	NA	81.82
	YOUNGER YOUTH	NA	94.29
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31,2013	ADULT	13,750	15,740
	DISLOCATED WORKER	13,500	13,584
	OLDER YOUTH	NA	6,149
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	94.29
	DISLOCATED WORKER	NA	83.33
	OLDER YOUTH	NA	81.25
YOUNGER YOUTH DIPLOMA or EQUVAILENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	91.53
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	96.84
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	51.00	95.24
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	31.50	97.1
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	64.81
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	0	9

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 20

Local Area Name: CareerSource Research Coast	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	643
		DISLOCATED	406
		OLDER YOUTH	224
		YOUNGER YOUTH	199
ETA ASSIGNED # 12210	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	242
		DISLOCATED	203
		OLDER YOUTH	71
		YOUNGER YOUTH	81
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	77.00	82.14
	DISLOCATED WORKER	77.00	81.37
	OLDER YOUTH	NA	81.25
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	85.50	94.33
	DISLOCATED WORKER	86.00	92.19
	OLDER YOUTH	NA	77.27
	YOUNGER YOUTH	NA	58.72
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31,2013	ADULT	14,750	15,497
	DISLOCATED WORKER	14,750	14,243
	OLDER YOUTH	NA	3,693
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	58.62
	DISLOCATED WORKER	NA	49.58
	OLDER YOUTH	NA	75.68
YOUNGER YOUTH DIPLOMA or EQUVAILENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	93.18
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	90.79
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	58.00	82.14
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	94.38
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	76.09
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	1	8

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 21

Local Area Name: CareerSource Palm Beach County	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	899
		DISLOCATED	350
		OLDER YOUTH	205
		YOUNGER YOUTH	277
ETA ASSIGNED # 12075	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	684
		DISLOCATED	220
		OLDER YOUTH	185
		YOUNGER YOUTH	233
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	76.00	55.38
	DISLOCATED WORKER	76.25	87.90
	OLDER YOUTH	NA	63.64
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	84.25	86.18
	DISLOCATED WORKER	85.00	92.81
	OLDER YOUTH	NA	84.55
	YOUNGER YOUTH	NA	77.11
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31, 2013	ADULT	14,125	21,896
	DISLOCATED WORKER	14,250	20,044
	OLDER YOUTH	NA	4,384
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	83.20
	DISLOCATED WORKER	NA	69.10
	OLDER YOUTH	NA	40.83
YOUNGER YOUTH DIPLOMA or EQUVALENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	61.90
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	51.52
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	57.00	67.52
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	66.58
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	33.33
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	1	0	8

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 22

Local Area Name: CareerSource Broward	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	1,775
		DISLOCATED	1,784
		OLDER YOUTH	532
		YOUNGER YOUTH	874
ETA ASSIGNED # 12015	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	774
		DISLOCATED	853
		OLDER YOUTH	460
		YOUNGER YOUTH	382
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	77.50	89.74
	DISLOCATED WORKER	77.00	94.95
	OLDER YOUTH	NA	83.04
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	84.40	91.86
	DISLOCATED WORKER	84.00	93.36
	OLDER YOUTH	NA	72.38
	YOUNGER YOUTH	NA	88.43
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31,2013	ADULT	13,750	14,135
	DISLOCATED WORKER	14,000	17,489
	OLDER YOUTH	NA	4,049
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	71.71
	DISLOCATED WORKER	NA	78.35
	OLDER YOUTH	NA	1.70
YOUNGER YOUTH DIPLOMA or EQUVAILENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	55.38
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	68.69
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	57.50	81.99
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	66.00	55.65
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	73.26
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE"))			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	1	8

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 23

Local Area Name: CareerSource South Florida	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	3,742
		DISLOCATED	2,225
		OLDER YOUTH	1,006
		YOUNGER YOUTH	2,382
ETA ASSIGNED # 12055	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	1,780
		DISLOCATED	1,041
		OLDER YOUTH	197
		YOUNGER YOUTH	490
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	81.00	81.00
	DISLOCATED WORKER	80.25	83.66
	OLDER YOUTH	NA	85.23
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	85.10	82.50
	DISLOCATED WORKER	85.00	90.02
	OLDER YOUTH	NA	89.01
	YOUNGER YOUTH	NA	76.77
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31,2013	ADULT	13,500	12,496
	DISLOCATED WORKER	14,356	16,755
	OLDER YOUTH	NA	6,096
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	65.10
	DISLOCATED WORKER	NA	65.67
	OLDER YOUTH	NA	59.81
YOUNGER YOUTH DIPLOMA or EQUVAILENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	84.62
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	93.62
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	58.00	78.45
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	82.43
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	64.98
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE"))			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	2	7

Table O - Performance

10/22/2014

Local Regional Workforce Board Number: 24

Local Area Name: CareerSource Southwest Florida	TOTAL PARTICIPANTS SERVED July 1, 2013 - June 30, 2014	ADULT	1,461
		DISLOCATED	573
		OLDER YOUTH	231
		YOUNGER YOUTH	631
ETA ASSIGNED # 12215	TOTAL EXITERS April 1, 2013 - March 31, 2014	ADULT	607
		DISLOCATED	315
		OLDER YOUTH	75
		YOUNGER YOUTH	140
		NEGOTIATED	ACTUAL
CUSTOMER SATISFACTION January 1, 2013 - December 31, 2013	PROGRAM PARTICIPANTS	NA	
	EMPLOYERS	NA	
ENTERED EMPLOYMENT October 1, 2012 - September 30, 2013	ADULT	78.50	77.11
	DISLOCATED WORKER	79.00	78.36
	OLDER YOUTH	NA	81.13
RETENTION RATE April 1, 2012 - March 31, 2013	ADULT	86.00	88.09
	DISLOCATED WORKER	85.50	87.86
	OLDER YOUTH	NA	72.50
	YOUNGER YOUTH	NA	73.40
AVERAGE EARNINGS or SIX MONTHS EARNINGS INCREASE April 1, 2012 - March 31, 2013	ADULT	14,250	16,016
	DISLOCATED WORKER	14,125	14,303
	OLDER YOUTH	NA	4,728
CREDENTIAL/DIPLOMA RATE October 1, 2012 -September 30, 2013	ADULT	NA	67.80
	DISLOCATED WORKER	NA	62.46
	OLDER YOUTH	NA	71.70
YOUNGER YOUTH DIPLOMA or EQUVAILENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	81.44
YOUNGER YOUTH SKILL ATTAINMENT RATE April 1, 2013 -March 31,2014	YOUNGER YOUTH	NA	80.73
PLACEMENT IN EMPLOYMENT OR EDUCATION October 1 2012 - Sept.30,2013	YOUTH	54.50	70.29
YOUTH ATTAINMENT OF DEGREE OR CERTIFICATE (October 1, 2012 -September 30, 2013)	YOUTH	43.00	93.85
YOUTH LITERACY OR NUMERACY GAINS (July 1, 2013 - June 30, 2014)	YOUTH	29.00	65
DESCRIPTION OF OTHER STATE INDICATORS OF PERFORMANCE (WIA 136 (d)(1) (INSERT ADDITIONAL ROWS IF THERE ARE MORE THAN TWO "OTHER STATE INDICATORS OF PERFORMANCE")			
OVERALL STATUS OF LOCAL PERFORMANCE (BASED ON COMMON MEASURES ONLY)	NOT MET	MET	EXCEEDED
	0	2	7