

WORKFORCE INNOVATION AND OPPORTUNITY ACT ANNUAL STATEWIDE PERFORMANCE REPORT

PROGRAM YEAR 2017-2018

CAREERSOURCEFLORIDA.COM



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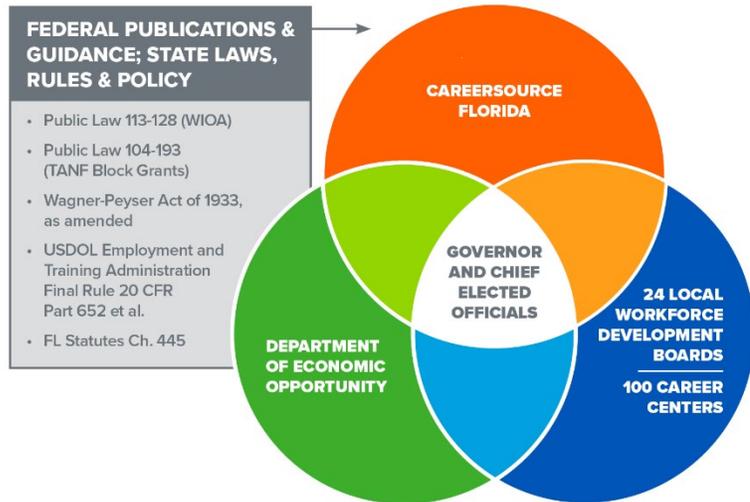
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Introduction: CareerSource Florida Network

Florida's workforce network includes CareerSource Florida, the state policy and investment board; the Florida Department of Economic Opportunity, the administrative entity for state workforce programs; 24 locally managed workforce development boards and their more than 100 career centers across the state.

Known collectively as the CareerSource Florida network, Florida's workforce system is nationally recognized for innovation in workforce development. The workforce

professionals within this statewide network helped more than 210,000 job seekers secure jobs and more than 65,000 employers with recruiting, hiring and training needs in Program Year (PY) 17-18.



CareerSource Florida is led by a 28-member board of directors appointed by the Governor, Florida Senate President and Florida House Speaker. The board includes leaders in business, government, education, labor, economic development and community development who provide policy direction for approximately \$280 million in annual workforce investments to address the employment and training needs of job seekers, workers and businesses.

The **Florida Department of Economic Opportunity (DEO)** is the governor's agency for workforce support and training, economic development and community development. DEO oversees the administration of the CareerSource Florida network, and receives and accounts for federal funds on behalf of the network. DEO is responsible for financial and performance reporting to the United States Department of Labor (USDOL) and other federal organizations, distributing workforce guidance and policy initiatives, providing training and technical assistance to local workforce development boards and providing other administrative functions.

Florida's 24 local workforce development boards (LWDBs) provide a coordinated and comprehensive delivery of local workforce services. Local boards include private business owners, economic development and education representatives, vocational rehabilitation representatives, community and state agency representatives and locally elected officials. Local boards focus on strategic planning, policy development and oversight of the local workforce investment system within their respective geographic areas. Statewide, local boards oversee more than 100 **career centers** that offer job training, education, employment services and services to businesses designed to connect employers with skilled talent and Florida's job seekers with employment and career development opportunities.

Under the governor's leadership and with the oversight and guidance of federal partners, Florida's workforce system made significant progress over the past year in several key areas of the Workforce Innovation and Opportunity Act (WIOA). Further expansion of sector strategies statewide, greater emphasis on the development of career pathways, improved performance and

accountability systems, and enhanced collaboration with state and local partners are among our accomplishments for PY 2017.

The continued progress of Florida's workforce system has been accelerated by Florida's strong economy. The state's unemployment rate was 3.8 percent in June 2018, down from 4.1 percent in July 2017, a result of visionary policy direction and investment by Florida's elected, education and business leaders in partnership with workforce, economic and community development. Top industries for growth over the year included leisure and hospitality, construction, education and health services, and professional and business services.

Florida's workforce system partners are pleased to provide further information and results in the following pages of this WIOA Annual Statewide Performance Report Narrative for PY 2017.

Waivers

There were no state waivers in place during 2017-2018.

Effectiveness in Serving Employers

The USDOL developed three approaches for measuring effectiveness in serving employers and asked states to select two of the three approaches to report. Florida's report encompasses all three approaches, which are designed to gauge Florida's performance to meet critical workforce needs:

- **Retention with the Same Employer** – This measure determines whether the core programs are serving employers effectively by improving the skills of their workforce and decreasing employee turnover. During PY 2017, Florida's Retention Rate was 33.2 percent.
- **Repeat Business Customers** – This measure determines whether employers who receive core services are satisfied with those services and become repeat customers. It also assesses the workforce system's ability to develop and maintain strong relationships with employers over extended periods of time. During PY 2017, Florida's Repeat Business Customer Rate was 46.4 percent
- **Employer Penetration** – This measure determines whether the core programs are serving a large portion of employers in an area and are adequately meeting the workforce needs of the area. During PY 2017, Florida's Employer Penetration Rate was 8.9 percent.

Current or Planned Research/Evaluation Projects

Skills Gap and Job Vacancy Survey

CareerSource Florida commissioned the DEO Bureau of Workforce Statistics and Economic Research to design and administer this comprehensive survey to all 24 Local Workforce Development areas in Florida. In the 2017-2018 Skills Gap and Job Vacancy Survey of Florida, employers provide a statewide snapshot of skills needed across a range of in-demand industries and information to assist in identifying industries with the greatest need for talent.

Results of the study increase our understanding of the current state of skills gaps in Florida and drive data-informed decisions regarding future workforce development strategies and investments. The project also resulted in the development of an interactive online tool for local boards to develop specific local strategies to address skills gaps.

Nearly 54,000 Florida private-sector employers were surveyed. Survey results reflected an estimated 247,339 job vacancies throughout Florida. Of those vacancies, 66 percent were found in three key industry sectors: Education and Health Services (60,843), Leisure and Hospitality (51,772), and Trade, Transportation, and Utilities (51,027). Skills gaps were identified in approximately 63,000 of the job vacancies. Foundational (soft) skills gaps outnumbered technical (hard) skills gaps by a margin of approximately two-to-one. Communication and reliability/time management were the two most frequently identified foundational skills gaps, while information technology/research was the most frequently identified technical skills gap. All industry sectors reported skills gaps with some differences noted between sectors. For example, the highest-ranking foundational skills gap in the construction industry was “following directions” while the business services industry sector identified “interpersonal skills” most frequently. An executive summary, the full report and the online tool are available at <https://careersourceflorida.com/about-us/reports-and-publication/>.

Workforce Information Technology Study

CareerSource Florida recently assessed Florida’s current online labor market exchange and reporting tool, Employ Florida. The comprehensive study included a review of how current technology structures support the delivery of workforce programs, how the system supports performance and reporting outcomes, and how the current system might support future changes in service delivery models. The study engaged key stakeholder groups and accounted for numerous variables affecting the technology system. The methodology included consideration of WIOA parameters, reviews of CareerSource Florida background materials, multiple demonstrations of Employ Florida technology, interviews with workforce network staff at all levels, a facilitated needs workshop conducted with chief executives of the 24 LWDBs, electronic surveys, and a jurisdictional review of nine peer states’ workforce systems. The multi-pronged approach ensured a reflection of the voice, perceptions, and opinions of the LWDB and career center staff. Preliminary results were presented to the CareerSource Florida Board and will be incorporated into strategies for designing the future Florida workforce technology system.

Customer Satisfaction

State Level Customer Satisfaction Surveys

One of DEO’s four guiding values is to “Win with our customers by exceeding their expectations.” To help determine if DEO is meeting this goal, DEO’s Division of Workforce Services annually surveys CareerSource Florida and the 24 LWDBs. The survey conducted in the 2017-18 PY provided invaluable information that allowed DEO to identify areas of excellence and opportunities for improvement. DEO will continue to use this information to help build on our guiding values and better serve our customers in the future.

Employ Florida Customer Satisfaction Surveys

DEO continually offers a customer service survey to assess the experience of job seekers and businesses in using the state’s management information system, Employ Florida. The survey is integrated in the Employ Florida system and consists of seven questions. During the 2017-18 PY, 15,102 surveys were completed. Approximately 91 percent of the surveys were completed by job seekers, 89 percent of whom were looking for employment or career planning. The overall responses were favorable. Approximately 85 percent of the respondents reported no challenges in finding information on the Employ Florida site. Approximately 88 percent of the respondents

reported no challenges in understanding information on the system. Approximately 91 percent of the respondents reported no challenges in getting what they needed from the website.

Performance Funding Model/Salesforce Customer Satisfaction Surveys

CareerSource Florida and DEO implemented a Salesforce-based customer relationship management platform to support the business metrics within CareerSource Florida's Performance Funding Model (see page 9). One of the hallmarks of the CareerSource Florida Salesforce instance is the customer satisfaction survey used to assess businesses' participation and satisfaction with Florida's workforce development network. Surveys are sent to businesses served to measure a LWDB's engagement with those businesses. The survey response rate, an expected response rate and the average responses to two survey questions are used to measure customer satisfaction. Each of the local boards has access to results on the Performance Funding Model at pfm.careersourceflorida.com and on CareerSource Florida's Salesforce instance. In the final year of implementation for the PFM, fiscal year 2017-18, all participating local boards met or exceeded the minimum threshold of 50 points in both business metrics. This statewide collaborative initiative informed strategies at the state and local levels and helped drive operational excellence, leading to the sharing of best practices and positioning Florida for success in implementing WIOA's Effectiveness in Serving Employers indicators of performance.

Progress Made in Achieving State Strategic Vision and Goals

The CareerSource Florida network continues to maintain focus on the design and implementation of initiatives that support businesses, workers and job seekers, including transitional jobs, work-based learning and worker training strategies for youth and adults.

Sector Strategies and Business Engagement Strategies

In alignment with one of CareerSource Florida's corporate goals, Leverage Strategic Partnerships, CareerSource Florida provided technical assistance to continue building capacity for customized industry support through implementation of sector strategies. With implementation of a broad-based Sector Strategy approach, the CareerSource Florida network is positioned to more effectively engage employers, address current and emerging skills gaps, and engage community residents most in need of assistance through training to provide pathways to prosperity. This approach also helps to more effectively align and leverage programs and resources to serve employers, job seekers and workers. The CareerSource Florida Board of Directors adopted a statewide Sector Strategy policy in 2018 to support this work.

Industry-specific partnerships and working groups of state and local business, education and other leaders will continue to identify current and future workforce needs and training solutions for key sectors. Through capacity building, enhancement of regional collaboration and access to market intelligence resources, data-driven sector work will continue. Additionally, CareerSource Florida closely partners on priority initiatives with the International Economic Development Council, Florida Chamber of Commerce, Florida Economic Development Council and local chambers and economic development organizations.

Apprenticeships

In the fall of 2016, CareerSource Florida integrated Registered Apprenticeships into its statewide Sector Strategy initiative by leveraging its selection as a USDOL ApprenticeshipUSA expansion grantee. While focusing on building the state's talent pipeline, LWDBs are empowered to move from training programs to establishing career pathways that offer apprenticeships as a viable talent development solution for employers seeking skilled talent. The strategic alignment has

forged new partnerships with employers and closer collaboration between the DEO, the Florida Department of Education's Office of Apprenticeship and CareerSource Florida. As a unified partnership, the team identifies challenges and opportunities for building a modern talent delivery system that meets the needs of employers in high-demand industries like advanced manufacturing, information technology, healthcare and construction. Using Sector Strategies as the primary approach of Florida's workforce system for meeting employer needs, CareerSource Florida continues to drive the strategic integration of apprenticeships as a time-tested career pathway for both employees and job seekers.

In June 2018, CareerSource Florida, DEO and the Florida Department of Education hosted the inaugural, statewide Apprenticeship FLA Summit at Florida International University in Miami. The two-day event showcased how organizations are working to expand participation in and access to Registered Apprenticeships through stronger collaboration and systemic improvements. The event included engagement with nearly 100 industry and expert volunteers. In addition, the findings of three expert workgroups were presented, identifying preliminary recommendations for expanding Registered Apprenticeship opportunities in Florida. More than 180 attendees heard apprenticeship experts from Florida and across the country in order to carry forward the expansion of the earn-and-learn program models and opportunities to leverage strategic partnerships.

Apprenticeship momentum continues with the increased engagement of Florida's LWDBs, economic developers, educational partners and workforce system liaisons as well as community-based organizations. Industry sectors of focus include healthcare, information technology, advanced manufacturing, leisure and hospitality, and construction. The investment by CareerSource Florida of \$500,000 in Apprenticeship FLA Training Opportunity grants will help five LWDBs build new Registered Apprenticeships and pre-apprenticeships or expand existing programs.

For the 2018-2019 fiscal year, the CareerSource Florida Board of Directors approved an additional \$1.75 million to support the continued expansion of apprenticeships in Florida consistent with the recommendations of the statewide workgroups. These strategic investments are intended to pave the way for Florida's next generation of apprenticeship programs.

Career Pathways

Career pathways enable individuals to secure employment within a specific industry or occupational sector and advance over time to successively higher levels of education or employment in that sector. It is important for education, training and support services to be connected at local levels to help individuals of all skill levels and abilities to grow in a career. Career pathways also help businesses within key industries access a qualified talent pipeline as well as qualified workers.

In support of career pathways, CareerSource Florida directed the development of career pathways-focused resources and tools. Downloadable tools are used by the CareerSource Florida network and its partners in the development and expansion of career pathways for local and regional areas. These tools include PowerPoint templates, guides, webinars and informational maps. The toolkit can be found at <https://careersourceflorida.com/sector-strategies/>. The objectives of the tools are to: describe the process to create career pathways and showcase examples of successful demand-driven models; illustrate how pre-apprenticeship and Registered Apprenticeship can/should be incorporated into career pathways efforts; identify existing and emerging career pathways efforts; and explore opportunities to align and integrate regional pathways plans, activities and resource investments. With the continuing expansion of career

pathways throughout the CareerSource Florida network, this will ensure workers have the skills needed to obtain good jobs and employers have the workers they need to remain competitive and prosper.

Incumbent Worker Training Program

Incumbent Worker Training grants provide funding for customized training including skills-upgrade training to existing for-profit businesses. Through these grants, Florida effectively retains businesses and enhances competitiveness by supporting skills-upgrade training for existing full-time employees. In FY 2017-2018, CareerSource Florida awarded 161 IWT grants totaling more than \$4 million to help companies train and retain more than 5,430 full-time employees. Trainees' wages have increased more than 6.38 percent on average within 12 months of completing IWT-supported training. Florida's IWT program is funded at \$2 million annually.

Funding priority is given to businesses that are small, or located in rural, brownfield or inner-city areas, and businesses in a targeted industry. Extensive outreach through presentations, workshops, email marketing and other digital outreach efforts have 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. Since its inception, more than \$189 million in requests for IWT funding have been received and, due to limited funding, 36 percent of the requests have resulted in awards. For every \$1 of IWT funds invested in training, companies matched \$9.10.

Florida's Performance Accountability System

Florida workforce law requires accountability of the state workforce system, LWDBs and training providers. Florida has several methods for continually monitoring performance that are valuable as both real-time management tools and tools for continuous improvement.

Federal law, regulations and instructions call for extensive reporting of multiple performance data for federally funded programs. Florida's workforce system continues to apply, re-examine, refine and refresh its performance structure to maintain continuous improvement. The structure is custom designed to cover all major programs – WIOA, Wagner-Peyser and Temporary Assistance for Needy Families – under the state board's oversight.

During PY 2017, CareerSource Florida and DEO used the USDOL statistical adjustment model to establish targets for negotiating state and LWDB performance. This model considers state and local economic factors including unemployment rates, industry sectors and characteristics of participants entering the program. Negotiated performance targets were reviewed and approved at the state level for final submission. Data are housed in the Florida Education and Training Placement Information Program system for quarterly and annual reporting. Tables with updated state-level performance are located within this report.

Performance management was enhanced in Florida through a collaborative statewide process. Through a USDOL Workforce Innovation Fund grant, CareerSource Florida and DEO designed and developed a data-driven, outcome-based Performance Funding Model (PFM) to help drive the continuous improvement of the CareerSource Florida network. The PFM is designed to help the CareerSource Florida network identify, measure and replicate success to better anticipate and address the employment and training needs of businesses and job seekers statewide. The PFM and its website can be located at <https://pfm.careersourceflorida.com/>.

Section 445.007(3), Florida Statutes, requires DEO, under CareerSource Florida's direction, to meet annually with each LWDB to review performance and certify compliance with state and federal laws. Annual presentations on local boards' programmatic and financial performance provide the opportunity for dialogue with local board members, providing information about how state and federal performance requirements impact their local board's performance outcomes.

CareerSource Florida and DEO offer ongoing technical assistance through webinars, one-on-one telephone consultations and in-person presentations, including trainings at the Florida Workforce Professional Development Summit. The CareerSource Florida Board of Directors approved the WIOA Performance Training Series, a major training initiative, to promote technical assistance and continuous improvement tied to the WIOA primary indicators of performance.

Florida's Performance Measures, Goals and Progress

Pursuant to WIOA, all states submitting a state plan must propose expected levels of performance for each of the prescribed indicators. Federal guidelines describe the primary indicators of performance as key factors in achieving the goals of WIOA. The indicators are used to:

- Establish performance goals at the state and local level
- Ensure comparability of state performance results
- Provide information for system-wide reporting and evaluation for program improvement.

Data on primary indicators of performance are collected from Florida's management information systems, Reemployment Assistance (RA) wage records and from the Wage Record Information System 2 (WRIS2). These systems gather exit information on participants and provides real-time data elements for case management and performance reporting.

The table below displays Florida's negotiated rate for each of the required indicators of performance along with the actual statewide outcomes achieved. Pursuant to federal policy, states achieving at least 90 percent of the negotiated goal are considered to have met the goal. The 90 percent criterion is shown in parentheses. Florida's PY 2017-2018 performance exceeded the federal criterion for each of the indicators of performance.

**State WIOA Statewide Indicators of Performance
PY 2017-2018**

WIOA Indicators of Performance	NEGOTIATED GOAL (90% of Goal)	ACTUAL PERFORMANCE	DIFFERENCE COMPARED TO 90% of Goal
Adult Employment – 2 nd Quarter After Exit	89.0% (80.1%)	88.4%	+8.3%
Adult Employment – 4 th Quarter After Exit	85.0% (76.5%)	84.4%	+7.9%
Adult Median Earnings – 2 nd Quarter After Exit	\$7,850 (\$7,065)	\$7,605	+\$540
Dislocated Worker Employment – 4 th Quarter After Exit	79.0% (71.1%)	87.5%	+16.4%
Dislocated Worker Median Earnings – 2 nd Quarter After Exit	\$6,850 (\$6,165)	\$7,912	+\$1,747
Dislocated Worker Credential Attainment within 4 th Quarter After Exit	68.0% (61.2%)	82.6%	+21.4%
Youth Employment – 2 nd Quarter After Exit	76.0% (68.4%)	83.0%	+14.6%
Youth Employment – 4 th Quarter After Exit	69.0% (62.1%)	83.1%	+21.0%
Credential Attainment within 4 th Quarter After Exit	78.0% (70.2%)	87.9%	+17.7%
Wagner-Peyser Employment – 2 nd Quarter After Exit	64.0% (57.6%)	66.5%	+8.9%
Wagner-Peyser Employment – 4 th Quarter After Exit	66.0% (59.4%)	67.2%	+7.8%
Wagner-Peyser Median Earnings – 2 nd Quarter After Exit	\$4,850 (\$4,365)	\$5,270	+\$905

Local Performance

Upon completion of the state's negotiation with USDOL on state performance goals, CareerSource Florida and DEO conducted performance target negotiations with each LWDB. As a result, expected levels of performance and goals were agreed upon for each local board. The table below summarizes outcomes based on these goals.

Local Workforce Development Board WIOA Indicators of Performance Program Year 2017-2018

WIOA Indicators of Performance	State Goal	# of LWDBs Achieving Goal	% of LWDBs Achieving Goal
Adult Employment – 2 nd Quarter After Exit	89.0%	23 of 24	95.8%
Adult Employment – 4 th Quarter After Exit	85.0%	23 of 24	95.8%
Adult Median Earnings – 2 nd Quarter After Exit	\$7,850	19 of 24	79.2%
Adult Credential Attainment within 4 th Quarter After Exit	62.0%	24 of 24	100%
Dislocated Worker Employment – 2 nd Quarter After Exit	83.0%	21 of 24	87.5%
Dislocated Worker Employment – 4 th Quarter After Exit	79.0%	22 of 24	91.7%
Dislocated Worker Median Earnings – 2 nd Quarter After Exit	\$6,850	21 of 24	87.5%
Dislocated Worker Credential Attainment within 4 th Quarter After Exit	68.0%	20 of 24	83.3%
Youth Employment – 2 nd Quarter After Exit	76.0%	23 of 24	95.8%
Youth Employment – 4 th Quarter After Exit	69.0%	24 of 24	100%
Youth Credential Attainment within 4 th Quarter After Exit	78.0%	21 of 24	87.5%
Wagner-Peyser Employment – 2 nd Quarter After Exit	64.0%	24 of 24	100%
Wagner-Peyser Employment – 4 th Quarter After Exit	66.0%	24 of 24	100%
Wagner-Peyser Median Earnings – 2 nd Quarter After	\$4,850	20 of 24	83.3%

Data Validation

Florida follows USDOL guidance when performing data validation. Approximately 1,600 records are chosen by USDOL system to be validated. Each record can contain up to 122 fields for validation. USDOL provides a list of the acceptable documents allowed to use for validation. Each local board selected provides DEO with electronic copies of the documents used to verify the data fields selected for validation. The state verifies that the data entered into the state system matches the verification documents provided. The pass or fail of the record is determined by whether the records match or not. Once all the records have been validated, the results for each record and field are entered into USDOL's system and submitted.

Common Exit Policy

DEO follows the federal regulations for common exit as defined in TEGL 10-16. Change 1). DEO has advised local boards that common exit occurs when a participant, enrolled in multiple USDOL-funded partner programs, has not received services from any USDOL-funded program in which the participant is enrolled for at least 90 days, and no future services are planned. This definition does not include self-service, information-only activities or follow-up services from partner programs.

Activities Provided by State Funds

Activities Implemented Through 15 Percent State Set-Aside

The CareerSource Florida Board allocates state set-aside funds for program administration and state special priority initiatives to increase the prosperity of workers and employers, reduce welfare dependency, increase economic self-sufficiency, meet employer needs, enhance worker productivity and strengthen business competitiveness. Several activities provided through the 15 percent set-aside have been described throughout this report. Examples include:

- Hurricane Response (Hurricane Irma and Hurricane Maria)
- Pathways to Prosperity for Low Income Floridians
- Sector Strategies Initiatives
- Rural Initiatives
- Emerging Initiatives

Rapid Response Activities and Layoff Aversion

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. Florida's Rapid Response activities include:

Reemployment and Emergency Assistance Coordination Team (REACT): One of the primary purposes of rapid response is to prevent or minimize the impacts of layoffs and dislocations on workers, businesses and communities. Rapid response plays an important role in providing customer-focused services to both dislocated workers and employers, ensuring immediate access to assistance for affected workers to help them quickly re-enter the workforce. As required by WIOA, REACT serves as Florida's state-level rapid response unit to carry out statewide rapid response activities and oversee rapid response activities undertaken by the LWDBs. State-level REACT and LWDB rapid response activities are carried out in accordance with WIOA regulations 20 CFR 682.300 through 682.370. Further, pursuant to the state's

Workforce Innovation Act of 2000, DEO is required to provide direction to the LWDBs regarding rapid response activities with direction provided to DEO by CareerSource Florida.

When employers submit layoff and business closing notices under the Worker Adjustment and Retraining Notification (WARN) Act, DEO staff distributes the WARN notice and the associated background information to the affected local board (which includes the local rapid response coordinator) and other appropriate economic development and workforce partners. Rapid response services are also provided when there is an announcement or notification of a permanent closure (regardless of the number of affected employees), a mass layoff (affecting 50 or more workers), a mass job dislocation resulting from a natural or other disaster, or when a Trade Adjustment Assistance (TAA) petition is filed.

Regarding strategies for co-enrollment with TAA and dislocated worker programs, Florida's emphasis had previously been co-enrollment between TAA and Wagner-Peyser programs instead of WIOA. DEO has advised LWDBs of the co-enrollment requirement with WIOA and will provide continued training and guidance, to include a revised procedure which will aid in guiding adversely affected workers into WIOA's Dislocated Worker program prior to enrollment with TAA.

Florida's decentralized model for providing rapid response services facilitates the connection of businesses to the appropriate LWDB(s). Additionally, on-site rapid response sessions provide an immediate linkage of adversely impacted workers to their local career centers. Examples of rapid response services provided by the LWDBs through their local career centers include:

- Information and support for affected workers to apply for Reemployment Assistance (RA) benefits
- Information on the impacts of layoffs on health coverage and other benefits
- Information on and referral to career services and reemployment-focused workshops as well as job referrals and training opportunities
- Referral to community agencies for supportive services
- Arranging job fairs and other special employment events
- Layoff aversion strategies and activities designed to prevent or minimize the duration of unemployment resulting from layoffs

In support of rapid response activities, DEO has a Mobile Career Center that can be used to deploy across the state and to participate in job fairs. The Mobile Career Center offers a full array of employment, reemployment and employer services. State REACT staff initiated services for 110 dislocation events generated by WARN notices received during PY 2017, identifying 14,597 affected workers.

Activities Provided Under the Wagner-Peyser Act Employment Service

Serving Populations with Barriers to Employment

The CareerSource Florida network provides comprehensive services and activities under the Wagner-Peyser Act to serve populations with barriers to employment. CareerSource Florida and DEO participate on numerous boards and organizations to help craft policy and services throughout the state. These include:

Florida Council on Homelessness – develops policies and recommendations to reduce homelessness in Florida. CareerSource Florida serves on this council to provide input on workforce services provided throughout the state.

Employment First Florida – This interagency collaboration improves coordination of services that help people with disabilities obtain employment and achieve self-sufficiency.

Family Café – The CareerSource Florida network supports the Annual Family Café as the nation's largest cross-disability event. The Spring 2018 20th Anniversary Family Café was attended by approximately 11,840 participants.

Independent Living Services Advisory Council (ILSAC) – The ILSAC is created for the purpose of reviewing and making recommendations concerning the implementation and operation of independent living transition services. CareerSource Florida, DEO, and the Department of Education serve on the council assisting in the preparation and submission of reports to the Florida Legislature and the Department of Children and Families on the status of the services being provided, including successes and barriers to services.

Rural Economic Development Initiative (REDI) – The Rural Economic Development Initiative (REDI) is established within DEO. This multi-agency endeavor coordinates the efforts of regional, state and federal agencies to address the challenges that affect the environmental, fiscal, economic and community viability of Florida's economically distressed rural communities.

Florida Council on the Social Status of Black Men and Boys – The mission of the council is to research and propose initiatives to improve conditions affecting black men and boys. The scope of the council's research is comprehensive and encompasses studies on education, health and families, criminal justice and employment and economics. DEO participates on the Council and works collaboratively with the CareerSource Florida network to promote increased workforce participation, positive employment outcomes and an increase in the number of industry certifications earned by this target population.

Veterans – The Jobs for Veterans State Grants (JVSG) program provides federal funding to hire dedicated staff to provide individualized career and training-related services to veterans and eligible persons with significant barriers to employment. The program also assists employers in filling their workforce needs with job-seeking veterans. A number of initiatives were conducted for PY-17 to include:

Paychecks for Patriots (P4P): Florida's military and veteran community, the Florida National Guard, the Florida Department of Veteran's Affairs, DEO, and Florida businesses participated in the 6th annual statewide hiring event for veterans and military families. These events match veterans and their families with employers who value knowledge, skills, and attributes attained during military experience and provide Florida veterans with great opportunities to find a job and provide for their families.

Veterans' Performance Incentive Awards: The incentive awards are provided to local boards to encourage the improvement of employment, training and placement services for veterans and recognize workforce development partners for excellence or demonstrated improvements in the provision of services to veterans.

National Dislocated Worker Grants

DEO managed five National Dislocated Worker Grants (DWGs). Three of the grants were in response to recent disaster declarations from the Federal Emergency Management Agency (FEMA).

Sector Partnership DWG: Florida received an award of \$6,998,765 to build on existing sector partnership programs at the state and local level that target the advanced manufacturing and healthcare sectors. The Sector Strategy approach supported the efforts of participating areas to address current and emerging skills gaps and focus resources on selected industries. This approach aligned local resources and coordinated services to employers. The grant was managed jointly by CareerSource Florida and DEO. Ten local boards participated in the grant, including predominantly rural areas as well as highly urbanized areas around the state. Over the course of the grant, a Sector Partnership Institute, facilitated by the nationally known workforce consulting firm Maher & Maher, was conducted for local boards and their industry, educational and economic development partners, and four regional Sector Strategy workshops were offered around the state. Over the life of this grant, 1,311 eligible participants received career and training services. The grant ended June 30, 2018.

Reemployment and System Integrated DWG: Florida received an award of \$1,073,082 to better connect Florida's Unemployment Insurance (UI) system with its Employment Services (ES) system to minimize the duplication of efforts by claimants/job seekers, and to support the development of more effective strategies to assist these clients in obtaining meaningful employment. DEO implemented an enhancement to the file transfer protocols connecting the UI system with the ES system. The enhancement allows the instant transfer of information provided by claimants in the UI system to the ES system and helps non-native English speakers to navigate to a web page in the ES system with the appropriate language (e.g., English, Spanish, Haitian, Creole). DEO re-strategized the priorities for the grant, focusing on the development of more intuitive and meaningful presentation of information to claimants and job seekers as well as employers and economic development partners. DEO requested a modification and a no-cost extension to September 30, 2019, which was approved by USDOL.

Hurricane Matthew DWG: Florida received an award of \$7,035,611 to respond to recovery needs due to Hurricane Matthew. Four LWDBs along the Atlantic Coast participated in this grant, providing temporary jobs to assist with humanitarian aid, clean-up, and restoration activities to the affected counties. Currently, one county, Brevard, continues to employ temporary workers and operate disaster recovery worksites. The grant has been extended to September 30, 2019. One hundred and sixty-nine eligible participants have been served by this grant.

Hurricane Irma DWG: Florida received conditional approval for \$30 million to respond to damage caused by Hurricane Irma. To date, USDOL awarded \$18,191,292 to the state. Sub-awards were made to 13 LWDBs, covering most of the Florida peninsula to provide temporary jobs to assist with humanitarian aid, clean-up, and restoration activities to the affected counties. Nine hundred and forty-five eligible participants were served by this grant.

Hurricane Maria/Evacuee DWG: Florida received conditional approval for \$13 million to respond to the needs of evacuees from U.S. Territories affected by Hurricane Maria (Puerto Rico and the Virgin Islands) by providing career and training services to eligible participants, as well as placing a limited number of these participants in temporary disaster relief jobs. To date, USDOL awarded \$4,340,000 to the state. Eleven LWDBs that have a significant number of evacuees are participating in the grant. One hundred and sixteen eligible participants were served by this grant.

Technical Assistance Needs of the State Workforce System

The CareerSource Florida network continues to assess needs for current and future technical assistance. The network will pursue technical assistance as needs are identified.

Barriers to Employment: Promising Practices, Lessons Learned, and Success Stories

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 (DOE), which houses Florida's Vocational Rehabilitation (VR) program and the Division of Blind Services (DBS); the Department of Children and Families (DCF); the Agency for Persons with Disabilities (APD); the Florida Developmental Disabilities Council (FDDC); and the Florida Department of Veterans' Affairs.

CareerSource Florida has a representative on the board of the Florida Rehabilitation Council pursuant to [Chapter 413, Florida Statutes](#), which is an advisory council to VR. The council assists VR in the planning and development of statewide vocational rehabilitation programs and services and recommends enhancements.

DEO, in collaboration with APD, VR, the Governor's Commission on Jobs for Floridians with Disabilities, and other state and local partners, continues to use the micro-portal in the official state job-matching portal Employ Florida, called Abilities Work, to connect Florida employers with qualified individuals with disabilities.

Florida Unique Abilities Partner Program – This program is administered by DEO and is established to recognize businesses or organizations that employ individuals with disabilities, contribute to local or national disability organizations, or contribute to the establishment of a program advancing the independence of individuals with disabilities. The program was also designed to raise awareness about the economic and social benefits of employing individuals with unique abilities. Florida Unique Abilities Partners strengthen the state's economy and workforce by giving this talented but untapped group of Floridians more opportunities to work and pursue meaningful careers. These partners also send a strong message of leadership and support to patrons and their local communities. The Unique Abilities website is located at (www.FloridaUniqueAbilities.org).

Latino Outreach Workshops – CareerSource Brevard successfully implemented the resources provided by the Hurricane Maria DWG grant to conduct outreach workshops designed to increase awareness of workforce resources available to the Latino hurricane evacuee population and attract eligible participants. This practice helped outreach workers better connect with evacuees in their area and enroll them in the grant to assist with gaining employment in Florida or returning to their previous employment in Puerto Rico or the Virgin Islands. This initiative also helped the local board staff to connect and have meaningful discussions with faith-based, civic, and business groups that mainly work with Latinos in the area, creating even more possibilities to connect with Maria evacuees.

Military Resume Translation – Many of the LWDBs and Local Veterans Employment Representatives are educating all career center staff to read military resumes and translate skills so that non-military staff can better understand a veteran's knowledge, skills and abilities and be

stronger advocates for veteran job seekers. This best practice is essential to overcome one of the biggest challenges to successful veteran recruiting programs.

Addressing State Workforce System Challenges

Anticipating the future needs of the complex and interconnected Florida workforce system and translating those needs into meaningful services presents ongoing opportunities. Florida embraces these opportunities through collaborative planning with WIOA partners and stakeholders. This includes the selection and implementation of major strategies discussed throughout this report. For example, CareerSource Florida and DEO partnered to craft a comprehensive policy development framework designed to fully support the vision, mission, strategies, and operations of the CareerSource Florida network. Policy development and implementation is a critical aspect of managing organizational performance. Systematic identification of the need for policy, a structured policy development process, an effective policy evaluation and approval process, and consistent approaches for effective marketing, communicating, and training are essential components of a comprehensive policy framework. The framework is designed to ensure that all affected key partners and stakeholders participate in the design and deployment of new or revised policies.

CareerSource Florida's Board of Directors made a distinction between strategic and administrative policies. Strategic policies are high-level principles or directional statements that inform or clarify legislative policy or workforce system strategies. These strategic policies direct decision making at the program level and may result in the development of administrative policies. CareerSource Florida state board policy requires the review of strategic policies every two years.

Administrative policies are business rules, requirements, processes and/or responsibilities that expand, explain or further specify legislative or CareerSource Florida strategic policies. CareerSource Florida administrative policies are developed by DEO and CareerSource Florida. Administrative policies are aligned with CareerSource Florida strategic policies and administered by DEO.

Future needs are being addressed by investing resources in comprehensive research on the emerging gig economy in Florida. Resulting data will provide direction for the development of strategies that leverage unique demographic and economic characteristics of the gig economy. Innovation, agility and interagency collaboration continue to be essential as Florida interagency workgroups also design approaches for the effective expansion of apprenticeships. Florida's workforce system is addressing other challenges through the comprehensive study of its information technology workforce platforms. That study will inform strategies designed to meet the technology infrastructure needs of the future workforce system.

Conclusion

Looking Ahead – As the partners within the CareerSource Florida workforce network look ahead to the new program year and beyond, we see many opportunities to build on the successes of this past year.

As are other states around the country experiencing growth in healthcare, technology, construction and other fields, Florida is seeing a mismatch of skills required for many open positions with the skills of applicants seeking to fill them. Continued work to build stronger career pathways will be among the priorities of Florida's WIOA partners.

While many areas of our state are benefiting from the strong economy, rural areas especially struggle to keep top talent and attract new employers. This presents an ongoing need to engage new industry and support existing businesses through access to leading-edge training programs, talent delivery systems and exemplary customer service.

Our state board of business, education and government leaders is inspired by the opportunities ahead. Under the leadership of Florida's governor and legislature, and working closely with numerous local, state and federal partners, we will continue to implement future-focused, impactful strategies that anticipate, meet and exceed the needs of Florida's growing businesses and talented workforce.

